budget

2002 - 2003

Halifax Regional Municipality

Service Plans

APPROVED



Table of Contents

Resolution ..... *i*

Introduction ..... *xii*

Economic Environment ..... *xiii*
Financial Environment ..... *xiv*
2002/2003 Budget Process ..... *xiv*
Priorities for 2002/2003 ..... *xv*
Response to the Public Survey ..... *xvii*

Overview of Budgets ..... *xix*

Highlights ..... *xix*
Recommendations ..... *xix*
Results ..... *xx*
Assessments and Taxation ..... *xxi*
Debt Charges and Debt ..... *xxiv*
Summary by Gross Expenditures ..... *xxvi*
Summary by Revenues ..... *xxvii*
Summary by Net Expenditures ..... *xxvii*
Summary by General Ledger Object - Expenditures ..... *xxviii*
Summary by General Ledger Object - Revenues ..... *xxix*
Summary of Non-Departmental Revenues ..... *xxx*
Summary of Expenditures & Revenues for Area-Rated Services ..... *xxxii*
HRM Staffing ..... *xxxv*
Parking Lot Items ..... *xxxvi*

Survey Results ..... *xxxix*

Business Units:

HRM Organizational Chart

Administrative Services *1*

Community Projects *16*

Emergency 911 Communications *34*

Financial Services *44*

Fire and Emergency Services *65*

Fiscal Services *94*

General Government
Executive Management Team *103*
CAO's Goals and Objectives *108*
General Government Tables *112*

Halifax Regional Library *115*

Human Resources Services *136*

Information Services *162*

Metro Transit Services *172*

Parks & Recreational Services *187*

Planning & Development Services *218*

Public Works & Transportation *234*

RCMP *268*

Real Property Services *280*

Regional Police Services *299*

Shared Services *314*

Solid Waste Services *335*

Tourism, Culture & Heritage *350*

Reserve Budget ..... *B1 - B3*

Capital Projects:

Approved Capital Projects ..... C1 - C18

Capital District Projects included in the approved budget ..... C19 - C20

Infrastructure Projects ..... C21 - C23

Glossary ..... *D1 - D3*

HALIFAX REGIONAL MUNICIPALITY

2002/2003 Approved Operating Budget

RESOLUTION for Approval of Operating Budget and Tax Rates for Fiscal 2002/2003

RESOLUTION OF MARCH 5, 2002[1]

It is hereby resolved that:

a) the Operating Budget in the amount of **$496,252,584** gross expenditures, **$387,377,400** non-departmental revenues, and **$108,875,184** departmental revenues be approved, which reflects all adjustments approved by Council to the Budget tabled on February 12, 2002, and further;

b) that the general rates of taxation on commercial, machinery and equipment, and business occupancy be set at

(i) **$3.358 for the urban area;**

(ii) **$3.358 for the suburban area; and**

(iii) **$2.789 for the rural area**

applied to the full assessed value of the property.

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

(i) **$1.316 for the urban area;**

(ii) **$1.209 for the suburban area; and**

(iii) **$1.005 for the rural area**

applied to the full assessed value of the property.

d) That the boundary of the urban, suburban and rural areas is as delineated in the attached "Tax Structure Map".

---

[1] Based on the February 12, 2002 Proposed Resolution, Changes approved by Council on March 5, 2002, and Area Rates as approved on May 21, July 9, and July 16, 2002.

e) that area rates shall be set on taxable property as per the attached Schedule of General and Area Tax Rates.

f) that **Supplementary Education** shall be set at the rate of $0.117 to the residential and resource assessment and set as $0.299 to the commercial, machinery and equipment assessment including business occupancy of the former City of Halifax; and $0.095 to the residential and resource assessment and $0.241 to the commercial, machinery and equipment assessment including business occupancy of the former City of Dartmouth; and $0.044 to the residential, resource, commercial, machinery and equipment assessment including business occupancy of the former Town of Bedford and Halifax County. Total discretionary funding shall be set at $20,846,200. That the dollar allocations for former City of Halifax equal $12,295,000, former City of Dartmouth equal $5,239,200 and the former County/Bedford equal $3,312,000.

g) that **Fire Protection** rates shall be set at $0.083 for all commercial assessable property, including business occupancy; and at a rate of $0.032 for all residential and resource property which is within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes;

h) that the final tax bills will become **due on Monday, September 30, 2002.**

i) that the interest rate on the Special Reserve Funds, designated as requiring interest under Section 100(2) of the Municipal Government Act, be set at the rate of return on funds invested by HRM for the period April 1, 2002 to March 31, 2003.

j) that the interest rate on the Pollution Control Reserves be set at the rate of return on funds invested by HRM for the period April 1, 2002 to March 31,2003.

k) that the interest rate on all reserves except for those identified in i) and j) will be set at the rate of return on funds invested by HRM for the period April 1, 2002 to March 31,2003.

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

Schedule of General and Area Tax Rates

	Residential and Resource Rate	Commercial, Machinery and Equipment and Business Occupancy Rate
GENERAL TAX RATES		
URBAN AREA		
General Tax Rate	1.316	3.358
SUBURBAN AREA		
General Tax Rate	1.209	3.358
RURAL AREA		
General Tax Rate	1.005	2.789

AREA TAX RATES

	Residential and Resource Rate	Commercial, Machinery and Equipment and Business Occupancy Rate
Fire Protection		
To be levied on all assessable property including business occupancy assessment, that is within twelve hundred feet from a fire hydrant:		
Fire Protection (Hydrants)	0.032	0.083
Supplementary Education		
To be applied to the former Cities of Halifax and Dartmouth, Town of Bedford, and Halifax County respectively:		
Supplementary Education - Halifax	0.117	0.299
Supplementary Education - Dartmouth	0.095	0.241
Supplementary Education - Bedford & County	0.044	0.044
Sidewalks		
Waverley	0.004	0.000
Fall River	0.043	0.000
Sidewalk Snow Plowing		
For the Urban Core and Waverley, Fall River	0.020	0.020
District 15	0.0055	0.0055

Transit		
Hammonds Plains	0.006	0.000
Lake Echo/Porters Lake/Grand Desert	0.044	0.000
Beaverbank	0.066	0.000

Fire Departments		
Bay Road	0.093	0.000
Beaver Bank	0.154	0.000
Black Point	0.222	0.000
Chezzetcook	0.153	0.000
Enfield	0.056	0.000
Hammonds Plains/Upper Hammonds Plains	0.100	0.000
Harrietsfield-Sambro	0.282	0.000
Herring Cove	0.204	0.000
Lake Echo	0.178	0.000
Lakeside	0.200	0.000
Lawrencetown	0.188	0.000
Milford Station	0.081	0.000
Musquodoboit Harbour	0.164	0.000
Ostrea Lake	0.132	0.000
Oyster Pond	0.137	0.000
Prospect Road	0.200	0.000
Seabright	0.116	0.000
Zone 2	0.193	0.000
Zone 3	0.190	0.000
Zone 4	0.116	0.000

Street Lighting		
District 1	0.111	0.000
District 2	0.007	0.000
District 3 (placed on entire District)	0.024	0.000
District 18	0.039	0.000
District 19	0.036	0.000
District 22	0.034	0.000
District 23	0.034	0.000

Note: The rate will be placed upon those areas of the district with access to streetlights. In District 3 the entire District will pay the rate.

Crosswalk Guards		
Harrietsfield	0.005	0.000
Hatchett's Lake	0.005	0.000

Recreation, Parks, Commissions and Other		
Beaver Bank Recreation Centre	0.070	0.000
District 3 Capital Fund	0.024	0.000
Dutch Settlement (Riverline)	0.032	0.000
East Preston	0.050	0.000
Grand Lake Community Centre	0.021	0.000
Haliburton Hills	0.023	0.000
Hammonds Plains Common Rate	0.005	0.000
Harrietsfield/Sambro	0.016	0.000
Highland Park	0.005	0.000
Hubbards Recreation Centre	0.031	0.000
Kingswood Ratepayers (flat fee per property)	$50	0.000
LWF Rec Center (Urban Core)	0.028	0.000

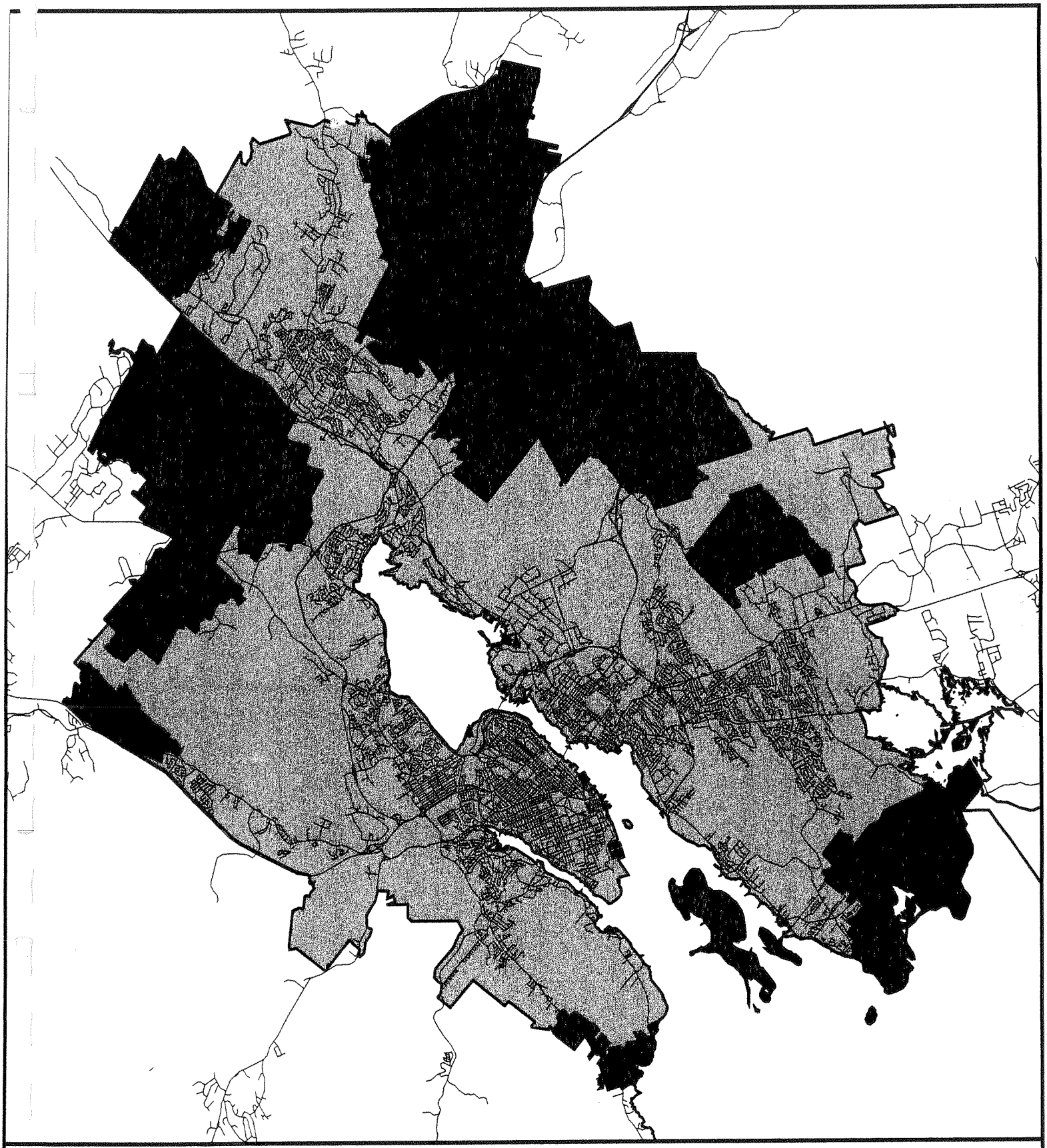
Maplewood Ratepayers (flat fee per property)	$50	0.000
Mineville Community Assoc (flat fee per property)	$20	0.000
Musquodoboit Harbour	0.005	0.000
Prospect	0.023	0.000
Upper Hammonds Plains	0.166	0.000

BIDCs

Downtown Halifax (Minimum $35, Maximum $3,000):		
Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718
Downtown Dartmouth (Minimum $50, Maximum $500):		
Commercial	n/a	0.2200
Business Occupancy	n/a	0.4400
Spring Garden Road (Minimum $25, Maximum $3,125):		
Commercial	n/a	0.0177
Business Occupancy	n/a	0.4059
Quinpool Road (Minimum $35, Maximum $3,000):		
Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718

For Information Purposes:

Local Improvement Charges		
District 3 (As per plan 1 dated May 19/98) Year 4 of 4	0.011	0.011
District 4 (Urban Area Only)	0.014	0.014
District 5 (Urban Area Only)	0.003	0.003
District 6	0.021	0.021
District 7	0.011	0.011
District 8 (As per plan 1 dated May 3/01)	0.028	0.028
District 15	0.005	0.005
District 16 (Bayers Lake Business Park Only)	0.050	0.050
District 16 (Entire District Excluding Bayers Lake Business Park)	0.007	0.007
District 19 (Urban Area Only)	0.010	0.010
District 20	0.025	0.025
District 21 (Urban Area Only)	0.007	0.007
District 22 (As per Plan 1 dated February 10/99)	0.018	0.018
District 23 (Year 3 of 3)	0.012	0.012



Tax Structure Map

Resolution of Council May 19, 1998

With Amendments of March 21, 2000 and June 20, 2000

Rural

Suburban

Urban

Printed April 17, 2001

TAX STRUCTURE

2002-2003 Approved Operating Budget

General Tax Base:

General Administration and other expenditures
HRM Fire (administration, training and prevention)
Major Recreational Facilities

Suburban Tax Base:

Hammonds Plains, Cow Bay, District 2, Kinsac, portions of Sackville, Herring Cove, Timberlea, Montague Road. Area Rates for transit and sidewalks (based upon actual local costs) will apply if these areas have transit or sidewalks.

Hydrants (if within 1,200 feet)
HRM Fire (except administration, training and prevention)
Streetlights
Crosswalk Guards
Recreation and Community Facilities

Urban Tax Base:

All Suburban Tax Base costs and:

Metro Transit
Sidewalks
Hydrants (if farther than 1,200 feet)

Area Rates:

Volunteer Fire Departments*
Community Transit
Streetlights
Sidewalks
Sidewalk Snow Plowing
Crosswalk Guards
Supplementary Education
Recreation and Community Facilities

* Volunteer Fire Departments which straddle the urban core will receive a subsidy to offset the lost tax base.

Transfer to Rural Areas:

Five cents to the Rural Area

HRM General Tax Rates

	Levy per $100	
	2002-2003 Residential	2002-2003 Commercial
Rural	1.0490	2.8330
Suburban	1.2530	3.4020
Urban	1.4120	3.5050
Dartmouth	1.4630	3.7020
Halifax	1.4650	3.7400

Note: For illustration purposes, the Urban, Halifax and Dartmouth rates include the Fire Protection rate. Dartmouth and Halifax rates include Supplementary Education while the rest of HRM includes a 4.4 cents Education area rate. Dartmouth and Urban rates include 2.0 cent area rate for Sidewalk Plowing. All other area rates are in addition to the above.

WHAT SERVICES DOES EACH AREA PAY FOR?

Based upon Approved Tax Structure and 2002-2003 Approved Budget

Excludes Rural Area Rates

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	**C$1.049**	**C$1.253**	**C$1.412**	**C$1.463**	**C$1.465**
Equalization Transfer (Urban to Rural)	(0.050)	0.007	0.007	0.007	0.007
General Tax Rate prior to Equalization	**C$1.099**	**C$1.246**	**C$1.405**	**C$1.456**	**C$1.458**
HRM General and Area Tax Rates					
Supplementry Education - Halifax	-	-	-	-	0.117
Supplementry Education - Dartmouth	-	-	-	0.095	-
Education - Bedford and Former County	0.044	0.044	0.044	-	-
Sidewalk Plowing	-	-	0.020	0.020	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.032	0.032	0.032
Transit	-	-	0.066	0.066	0.066
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.041	0.041	0.041
Streetlighting	-	0.018	0.018	0.018	0.018
Fire Departments*	-	0.122	0.122	0.122	0.122
Recreational and Community Facilities	-	0.002	0.002	0.002	0.002
Crosswalk Guards	-	0.004	0.004	0.004	0.004
Parks and Recreational:					
- Recreation and Leisure Programming	0.018	0.018	0.018	0.018	0.018
- Parks and Natural Services	0.035	0.035	0.035	0.035	0.035
- Sportsfields and Playgrounds	0.000	0.000	0.000	0.000	0.000
- Other	0.003	0.003	0.003	0.003	0.003
Solid Waste:					
- Waste Resources	0.099	0.099	0.099	0.099	0.099
- Former Sackville Landfill	0.015	0.015	0.015	0.015	0.015
Public Works and Transportation:					
- Engineering Services	0.018	0.018	0.018	0.018	0.018
- Streets and Roads	0.005	0.005	0.005	0.005	0.005
- Snow and Ice Control	0.031	0.031	0.031	0.031	0.031
- Other	0.001	0.001	0.001	0.001	0.001
Planning and Development	0.017	0.017	0.017	0.017	0.017
Library	0.044	0.044	0.044	0.044	0.044
Regional Police	0.199	0.199	0.199	0.199	0.199
Fire - Administration, Training and Prevention	0.016	0.016	0.016	0.016	0.016
Tourism, Culture & Heritage	0.011	0.011	0.011	0.011	0.011
Fiscal Services:					
- Mandatory Provincial Contributions	0.271	0.271	0.271	0.271	0.271
- Debt Charges	0.136	0.136	0.136	0.136	0.136
- Deficit/(Surplus)	(0.003)	(0.003)	(0.003)	(0.003)	(0.003)
- Other Fiscal Charges	0.202	0.202	0.202	0.202	0.202
General Government, Administrative, Other	0.163	0.163	0.163	0.163	0.163
Water Service (Based on HRWC Bill, not propert	0.000	0.000	0.000	0.000	0.000
Other Revenues	(0.226)	(0.226)	(0.226)	(0.226)	(0.226)

Total Base General Tax Rate of $1.055

(Less Rural Subsidy of 5 cents)

Total Suburban General Tax Rate of $1.209

Total Urban General Tax Rate of $1.316

(With Fire Protection rate of 3.2 cents the total rate is $1.348)

sidewalk snowplowing adds 2.0 cents to certain areas

* Within the Urban and Suburban Core, residents will pay a common fire department rate even if they are serviced by a rural fire department. The Transfer (Urban Tax Rate) for Volunteer Fire Departments which cross the Urban and Suburban boundary is included under "Fire Departments".

The HRM Tax Structure is based upon the original 1997-98 Base Rates as adjusted by Regional Council. Amounts represent the amount charged to residential taxpayers. The cost of providing the actual service is often higher.

Introduction

Halifax Regional Municipality (HRM) is building the foundation for a strong enduring future. Implementation of the Multi-year Financial Strategy (MYFS) over the last three years has improved the Municipality's financial stability thereby protecting its assets and creating greater capacity to "pay as you go". HRM's reliance on debt for capital projects is being reduced; reserves are building; and the gross capital budget is growing.

In HRM, as in the rest of the world, this past year will be remembered for the September 11 tragedy. Halifax Regional Municipality was touched by these events and played a supporting role when it hosted stranded airline passengers. The residents of HRM responded with care, concern, food, lodging, and friendship. HRM's Emergency Measures Officer, Barry Manuel was given the first Metropolitan Halifax Chamber of Commerce Person of the Year Award for his untiring, committed service during the post September 11th events.

This year saw the introduction of a performance measurement initiative. The goal of performance measurement is to determine whether HRM programs and services are doing the right things (meeting clients needs) and doing things right (providing appropriate service levels).

The first step in the performance measurement initiative required business units to develop mission statements that identified the "who", "why" and "what" of their program. These mission statements were presented to Regional Council's Program and Service Review Committee and subsequently approved by Council. These mission statements are the foundation upon which business planning is based and are included in this document. Individual performance measures to assess effectiveness in relation to the "who" , "why" and "what" were identified in the business plans, presented to the Program and Service Review Committee and are also provided in this document. Data on these measures will be collected on a "pilot" basis for the next six months and then reviewed by the Committee. Concurrently, a corporate scorecard is being developed, the purpose of which is to provide feedback on the performance of the HRM Corporation as a whole.

By answering four fundamental questions, business units developed a more detailed understanding of the issues affecting the delivery of their services and identified areas where things could be improved. These questions were:

1. Where are we now? The answer encompassed program mission, strategic outcomes, client benefits and proposed performance measures for existing programs and services.
2. Where do we want to be? The answer involved an analysis of internal and external issues facing the business unit including how each issue linked to corporate priorities and/or program mission, and goals for addressing the issues over the next three years.
3. How do we get there? The answer included the short-term (2002/03) objectives towards achieving the goals, and an analysis of the impact and resource requirements of proposed

changes.

4. How do we measure our progress? These are the performance measures to be used to determine if the goals have been achieved.

Highlights of the 2001/2002 year included:

- Approval by Council for staff to negotiate with Halifax Regional Environmental Partnership for the Harbour Solutions Project;
- Opening of two new libraries - the Keshen Goodman, to replace the Thomas Radall, and a branch in Tantallon;
- Stronger Police Presence: Ten new Halifax Regional Police Officers and four new RCMP Officers;
- Preventative Fire Initiatives: Two new Fire Prevention Officers and two new Training Officers by Fire & Emergency Services;
- Establishment of the Capital District Task Force;
- The start of a comprehensive Regional Planning initiative;
- The commencement of a Capital District Study to redefine and revitalize our downtown communities.
- Two major studies were undertaken: an analysis of service standards in policing and the development of a five-year transit strategy aimed at increasing ridership. Both studies will be thoroughly discussed by Council before resourcing decisions are made;
- Approval of legislation to allow the establishment of a new Destination Marketing Organization, a public-private partnership to promote the region in the convention and leisure markets;
- Approval of a construction and demolition bylaw, as well as bylaws establishing minimum housing standards, and regulating burning.

Economic Environment

The Atlantic Region in general, and HRM in particular, has been experiencing some of the best economic conditions in recent history. In real terms (adjusted for inflation), the economy grew 4.4 % in 2000, and 1.8% in 2001. According to the Conference Board of Canada, HRM's economy is expected to continue growing, albeit somewhat slower: 1.3% growth in GDP in 2002 and 3.7% in

2003.

Unemployment is expected to drop to 6.1% in 2002. The years 2004-2006 should see unemployment rates under 5%.

Much of the projected growth is being fueled by the energy and services sector. Opportunities for growth remain in the energy sector, life-sciences and the Port.

Housing starts are expected to drop slightly in 2002, to 2,100 from 2,300 in 2001. Retail sales are forecast to increase by 3% in 2002. The consumer price index will drop to 1.8% in 2002.

Financial Environment

HRM receives 68 % of its revenue from property tax making assessment growth a central component of its revenue base. Commercial assessment will grow by 7.9 % for 2002 , which while still healthy, represents a slowing in the growth of commercial assessment (commercial assessment grew 14% in 2001). Commercial assessment is typically more volatile, which renders municipal revenues vulnerable. HRM must keep an eye to saving for rainy days.

Residential assessment increased by 6.1% in 2002. 37% of this increase comes from new or renovated homes. The remaining 63% results from re-assessments, with an average increase of 3.7%. Inflation accounts for 2.6% of this 3.7% increase.

HRM's revenue strategy recognizes that market value increases over and above the CPI do not justify increases in HRM costs. While assessment increases wildly differ throughout the region, on average, the market values above the CPI equate to 1.1 % . In the last two years HRM reduced the tax rate by 1.3% in 2001 and 1% in 2000 to eliminate the portions of the assessment increase related solely to market growth. This budget follows the same strategy, as indicated to Council on October 9, 2001 and assumes a 1.1 % decrease in the tax rate.

In addition to inflation, new growth in the region is increasing the cost of providing new households with the same levels of services as others in their neighbourhoods. In older parts of the region, much of the infrastructure is old and in need of maintenance and replacement. As well long term debenture rates remain high, and short term interest revenue has decreased.

2002 - 2003 Budget Process

Preliminary estimates of revenues and expenditures undertaken during the summer indicated there would be no additional funds for the upcoming fiscal year other than that which is available to cover the estimated cost of existing services, allowing for salary increases and the cost of living.

As a result, in early September, Business units were provided with a budget envelope. It was assumed that HRM would not take the entire assessment lift but would maintain a neutral tax burden as it did in 2001-2002. The envelopes and the available tax revenues would provide for a balanced budget.

Business units, through the business planning process, examined the priorities expressed by Council throughout the year, the priorities set out by the Executive Management Team, and the needs and issues arising from their mission statements and the delivery of their services. Priorities were ranked and resources applied, and in some cases reallocated. The implications of these plans were reviewed first by a Corporate Review Team made up of frontline HRM staff, then by the Senior Management Team and finally by the Councillors at the Program and Service Review Committee. At each step feedback was provided and changes were made. A report was prepared documenting the comments from Councillors at the Program and Service Review Committee and provided to the Executive Management Team and business unit Directors.

A presentation on the budget was made by Finance staff to the Community Councils in January and February. Discussion with those at the meetings was again documented and conveyed to the Executive Management Team.

A public survey was done using the HRM web site, libraries and storefronts asking residents to identify their preferences regarding tax rates, new services and areas of most importance for additional spending.

Priorities for 2002-2003

Fiscal health and stability, a comprehensive growth strategy (regional plan), and improving customer service are dominant themes in the upcoming year.

Fiscal Health and Stability

HRM's debt will be reduced by 2.5% or $7.9 million. This is the third year in a row that overall debt has gone down. In this three year period, the reduction in total debt was $42.8 million or 10%. Despite an overall decline in debt, capital spending will increase by 18.5% or $19.1 million. Due to the start of the Harbour Solutions project, reserve balances will decrease 46% to $38.1 million.

Regional Plan

The comprehensive growth strategy (regional plan) is beginning. This three year initiative will result in a set of policies and physical plans for HRM that will guide growth and development for the next 25 years. It will ensure that new development supports economic, social and environmental objectives; provide direction for new public investment in infrastructure in support of sustainable growth and provide direction for private (and public) sector development so that it meets the long

term needs of the community and reflects its values, heritage and character. The process includes community involvement and will provide direction in the first year for interim pressing traffic issues.

Customer Service

Major improvements in critical communication linkages and data foundations are incorporated in this budget. $7.6 million has been provided for enhanced emergency communications through the Trunked Mobile Radio system, and the integrated Computer-Aided Dispatch and Records Management System for police and fire. As well, $895,000 has been set aside for an integrated Land Information System that will enhance our ability to plan for capital improvements and to better meet customer service expectations around information.

In addition, Business units are including a number of reviews regarding service standards and service delivery in their business plans.

A number of new significant funding requirements have been accommodated in this budget:

- $47 million for Harbour Solutions, funded by the Pollution Control Reserve
- $6.1 million to replace aging transit buses, and $1.25 million to replace fire apparatus
- $1.6 million committed to begin construction of two artificial turf fields on the Mainland Commons and in East Dartmouth. Approval of $800,000 in Infrastructure Funding will allow the Dartmouth field to be completed.
- $2.2 million to cost-share for North Preston Recreation Center ($667,000) and for St. Margaret's Arena ($1.5 million)
- Salary and benefit costs are projected to increase by $9.3 million
- Contract costs will increase by $5.6 million
- Interest revenues will decrease by $4.8 million

The Long Term Capital Planning Committee has begun its work to develop a long term capital plan. This fall Committee members met with business units to document requirements to maintain existing assets and to identify areas where capacity improvements/additions are necessary to meet demands. This initiative will continue in 2002/03.

The Tax Structure Committee is expected to report shortly to Regional Council with recommendations for implementation in the 2003/2004 fiscal year. During 2002/2003, Regional Council may have to consider transition measures in anticipation of any eventual change.

Response to the Public Survey

The results of the survey and feedback from the public presentations revealed that the top five priorities from those completing the HRM Citizens' survey are:

- Police Protection
- Streets/roads maintenance
- Parks and open spaces
- Fire Protection
- Transit

This budget contains a number of initiatives in support of these areas.

1. Police Protection:

- More proactive policing, aimed at community problem solving,
- A high risk offender unit to proactively follow high risk/repeat offenders,
- 2 additional RCMP officers to locate in North Preston,
- The policing study will be fully debated in Council and additional initiatives may follow,
- An integrated computer-aided dispatch and records management system which will enhance the ability of police to provide timely, appropriate responses.

2. Streets and Roads:

- Gross Capital budget increased by 3.6 %,
- Development of a streets classification system,
- Introduction of a salt management program.

3. Parks and Open spaces:

- Gross Capital budget increased by 124 %,
- North Preston Recreational Centre,
- St. Margaret's arena,
- Further development on mainland common, including a new artificial turf field,

- A new artificial turf field in East Dartmouth, pending funding from the Infrastructure Fund.

4. Transit:

- The transit study was presented in Council on March 19, 2002 and additional initiatives may follow,
- Fifteen replacement buses and four replacement access-a-buses,
- New scheduling system.

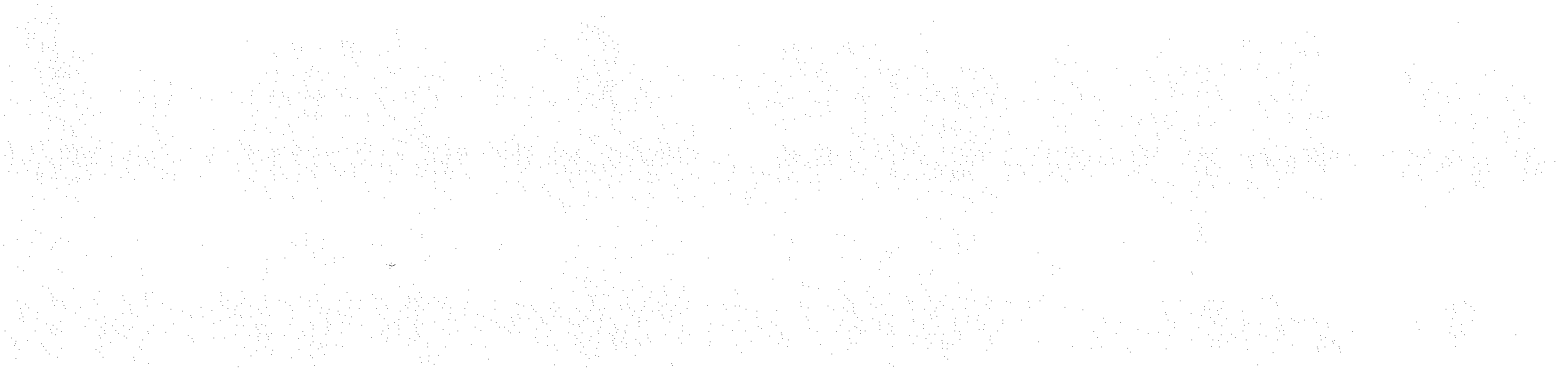
5. Fire Protection

- $1.6 million for replacement of fire apparatus and other fleet,
- Development and implementation of a natural gas inspection program,
- Fire prevention committees established in rural districts,
- Enhanced mobile communication with rural districts,
- Development of a ten year capital plan.

Summary

In summary, HRM is building a stronger base upon which to move forward. The objectives of the Multi-Year Financial Strategy are being followed and progress towards a "pay-as-you-go" environment is being made more quickly than anticipated. This year will see the development of a comprehensive growth strategy, enhanced emergency communications links, investment in infrastructure and numerous efforts to improve customer service.

Following this section there is an overview of the budget, along with highlights, and a report on the results of the public survey. The next section contains the business plans for each of HRM's business units, along with the corresponding budgets. The Reserve Budget and the Capital Budget follow. At the end is a glossary of terms found throughout the document.



Overview of Budgets

Highlights

- The Approved Operating Budget is based on a reduction in the General Property tax rate of 1.1%
- With the approval of the Capital Budget, total issued and approved debt will decrease $7.9 million or 2.5%.
- Reserves are budgeted to decrease by $32.8 million or 46.3% to $38.1 million
- The Approved 2002-2003 Operating, Capital and Reserve Budgets are consistent with the Multi-Year Financial Strategy

Recommendations

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

- The gross amount of the **Operating Budget** is recommended at $496.3 million, an increase of $2.7 million or 0.6% over the 2001-2002 Budget. This increase includes a $12.0 million increase in business unit costs which is partly offset by a decrease in fiscal services items of $9.3 million (including the final phase-out of $22 million in social assistance payments).
- In the operating budget there are business unit revenues of $108.9 million. Non-departmental revenues are equal to $387.4 million.
- The gross amount of the **Capital Budget** is $122.1 million. In total, HRM will have to borrow $31.4 million to finance the capital budget. In addition, there is $22.1 million of capital from operating available of which $5.25 million is being transferred to the solid waste reserve and $1.0 million will be used to provide operating leases for transit buses. There is $58.8 million in Reserve withdrawals. An additional $2.3 million of capital projects are secured by local improvement charges.Other sources of funds include the new Capital Cost Contribution policy ($1.5 million) and five area rated projects for $2.7 million.
- Cost sharing under the capital budget totals $9.5 million. Included within this HRM has budgeted to receive $2,133,000 under the Canada-Nova Scotia Infrastructure fund towards the cost of the

Key Assumptions in the Budget

CPI Inflation - 2.6%
Population growth - 1.3%
Household growth - 0.8%
Canadian $ - $0.62
HRM GDP - $9.7B
Oil per Barrel (WTI) - $18.00
Diesel Fuel - 26.7¢*
Gasoline Fuel - 39.1¢*
Uniform Assessment - $18.2B
Education Rate - $0.334
Debenture Rate - 5.75%
Short-Term Interest Rate - 2.2%

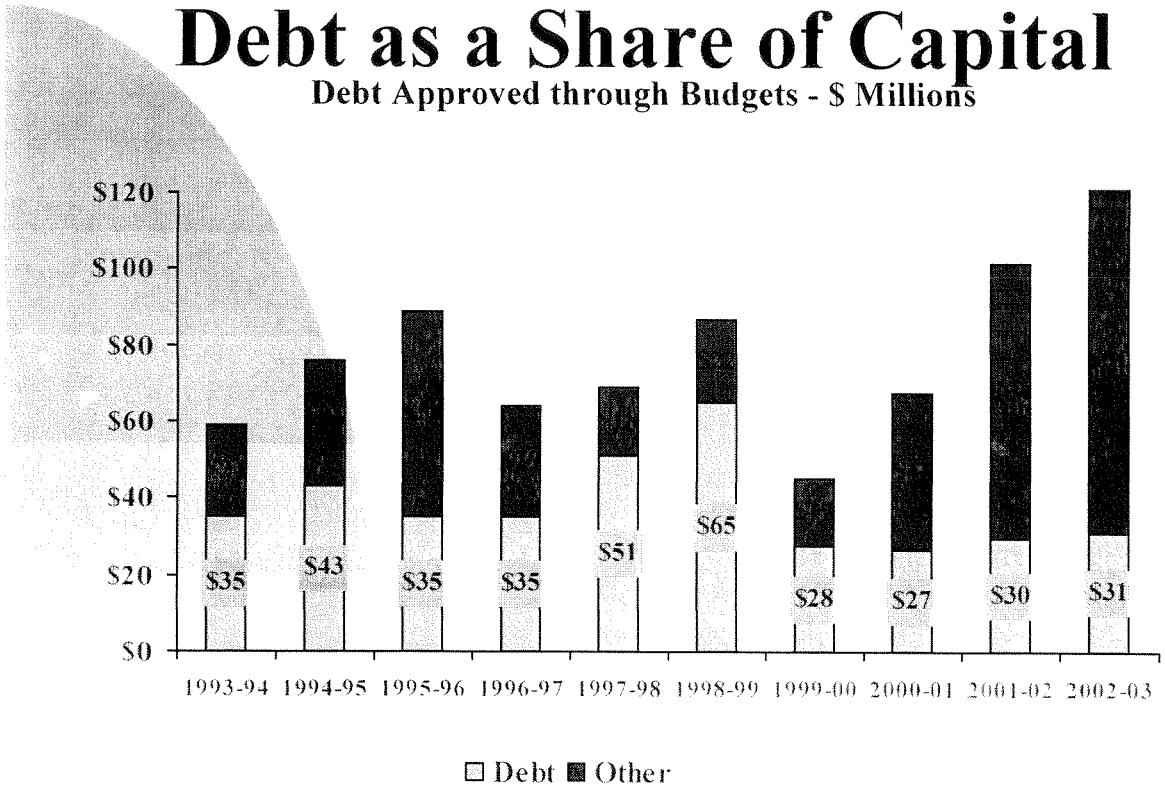
* Under HRM price contracts

North Preston Recreation Centre and for one of two new Artificial Outdoor Soccer Facilities.

- **Reserve** balances are projected to decrease from $71.0 million to $38.1 million.

Results

- General Property Tax revenues will increase by $18.8 million. General property tax rates will decline by 1.1%.
- Debt charges for HRM are $38.8 million principal and $14.7 million interest for a total cost of $53.5 million. This represents 10.8% of gross operating expenditures. Debt charges are found in both Fiscal Services and Operating Business Units.
- An Operating Surplus of 764,000 has been forecast for 2001-2002 the benefit of which has been included in the 2002-2003 operating budget.
- Mandatory Education has been calculated at the estimated uniform assessment of $18.2 billion times a Education rate of 33.40¢. This produces a contribution amount of $60.6 million, an increase of $1.0 million over the 2001/02 budget. Supplementary education amounts increased by $704,000 or 3.5% to about $20.8 million.
- HRM has budgeted $22.1 million for capital from operating. This is an increase of $5.9 million over the 2001-2002 capital budget and far exceeds the $15.9 million target set in



the Multi-Year Financial Strategy. Partly because of its commitment to capital from operating HRM is managing to increase its capital budget while continuing to see its debt decline.

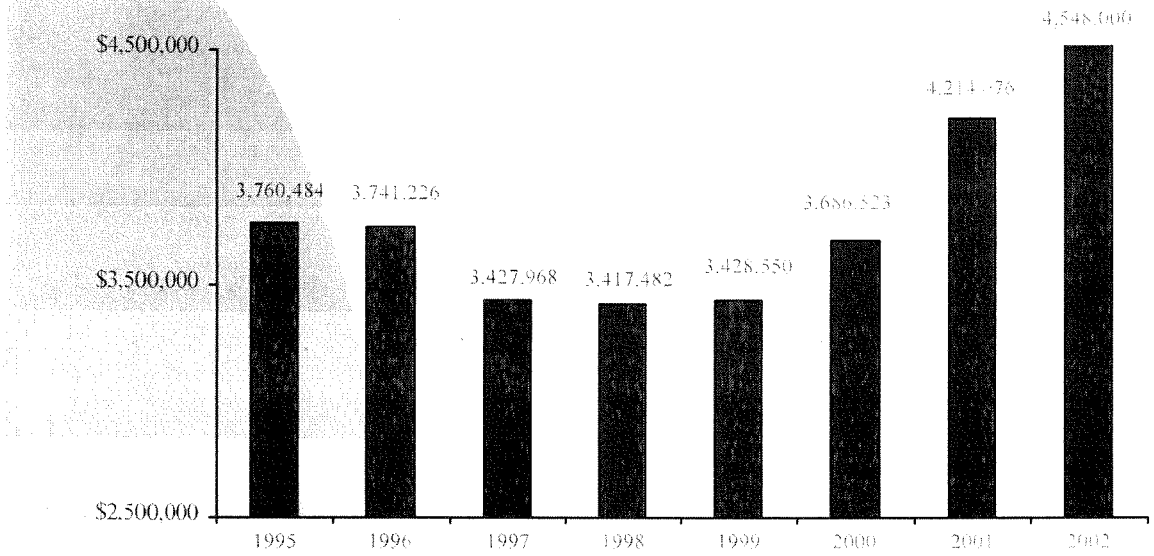
- Deed Transfer Taxes will increase by $3.1 million or 18.9% over last year's budget..
- Insurance premiums are expected to rise by $600,000 due to the impact of September 11th attack in the United States and conditions in the stock market.
- The provincial phase-out of the $22 million cost of Social Assistance is now complete. In 2001-2002 HRM paid $3.3 million to the Province for the cost of Social Assistance.
- In 2002-2003 HRM has estimated it will pay $4.3 million for its share of the cost of operating the provincial assessment system. HRM must also pay DNA costs, which are expected to cost $200,000.
- The Consumer Price Index (CPI) is expected to rise by 2.6%. The number of households will increase by 1.3%.
- Interest from investments and taxes is estimated at $5.9 million, a decrease of $5 million or 46%. The decline is largely caused by a decrease in short-term interest rates.
- The value of collective agreements negotiated to-date have been included in the operating budget. Estimates have been included for those contracts to be finalized in 2002-2003.
- Under its pricing arrangements with vendors, HRM has budgeted for fuel prices of 39.1¢ (Gasoline) and 26.7¢ (Diesel and Heating). Fuel costs are expected to increase by $1.8 million. HRM has assumed a $18 per barrel oil price (WTI).

Assessments and Taxation

- In the 2002 assessment base, **Residential assessment** increased by $807 million or 6.1%. Approximately 15% of this increase was due to new properties while another 22% is due to lots that were not fully developed in the previous year. Existing homes accounted for an estimated 63% of the increased assessment. The average residential home in HRM increased in value from $128,600 to $133,400 or 3.7%.
- **Commercial assessment** increased by $333 million or 7.9%. Approximately 34% of the increase came from new properties with another 17% coming from properties that switched assessment classes. Approximately 49% came from existing properties. The average commercial assessment rose 5.0%. Since commercial property is taxed higher than residential, this has a significant impact on the tax base. HRM's commercial tax base has now passed pre-amalgamation levels.
- As part of its taxation strategy, HRM intends to keep the average tax burden neutral (after inflation). As mentioned, 37% of the increase in assessment comes from new or renovated homes. The remaining 63% is due to re-assessments with an average increase of 3.7%. Inflation accounts for 2.6% of the 3.7% total. HRM will lower rates for the remaining 1.1%.

Commercial Assessment

1995 - 2002



- Although general tax rates have declined, general property tax revenues will increase by $18.8 million due to new properties and inflation. This includes the following changes:

General Property Tax Revenues ($000)

	Amount	Change	Percent
Residential Property Taxes	172,700	8,581	5.2%
Commercial Property Taxes	103,043	8,384	8.9%
Business Occupancy Taxes	39,340	2,373	6.4%
Machinery & Equipment Taxes	382	-572	-60.0%
Resource Property Taxes	1,478	54	3.8%
Total	**$316,943**	**$18,820**	**6.3%**

- Allowance for Assessment Appeals has been budgeted at $3.3 million. Property tax revenues are included net of these appeals. The Provincial phase-out of Machinery and Equipment Assessment has caused a 60% decline in revenues for this area.

- It is recommended that HRM Council approve a decrease in the general rates of taxation

by 1.1%. The value of this decrease is $3.4 million. The following are the proposed general rates of taxation for Residential and Resource Assessment:

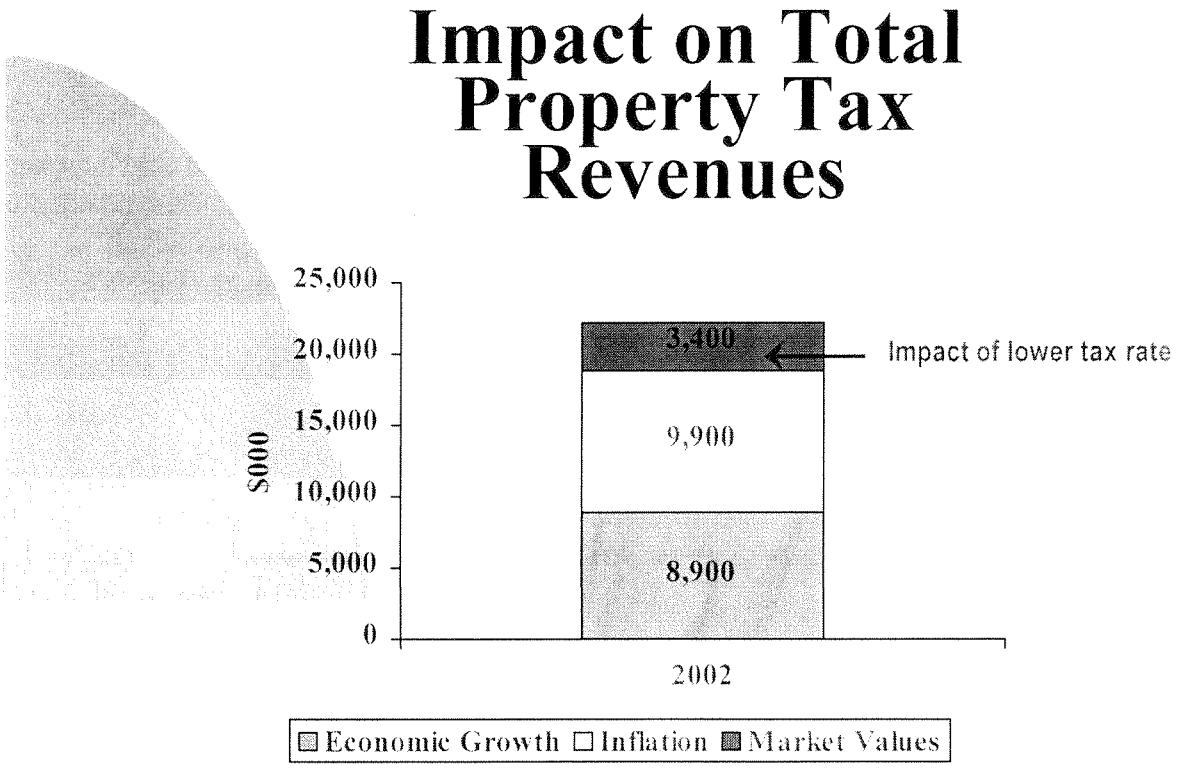
Residential Tax Rates (per $100)

	Current Tax Rates	Proposed Tax Rates	Change per $100	Percent Decline
Urban	1.331	1.316	-0.015	-1.1%
Suburban	1.222	1.209	-0.013	-1.1%
Rural	1.016	1.005	-0.011	-1.1%

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

Commercial Tax Rates (per $100)

	Current Tax Rates	Proposed Tax Rates	Change per $100	Percent Decline
Urban	3.395	3.358	-0.037	-1.1%
Suburban	3.395	3.358	-0.037	-1.1%
Rural	2.82	2.789	-0.031	-1.1%



Area rates must also be approved by Council. Except for Education and Local Improvement Charges, area rate revenues and transfers are included within departmental revenues.

Debt Charges and Debt

- Included in fiscal services are the majority of HRM's debt charges. Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debt charges. However, it is important to note that not all of HRM's debt charges are included in fiscal services. The debt costs for Metro Transit, Solid Waste and Wastewater Treatment are allocated to their respective departments. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit

	Principal	Interest	Total
Fiscal Services	24,378,900	9,992,300	34,371,200
Transit	2,472,700	76,700	2,549,400
Wastewater	1,282,600	676,400	1,959,000
Solid Waste	9,807,100	3,566,300	13,373,400
Other	889,600	350,800	1,240,400
Total	**$38,830,900**	**$14,662,500**	**$53,493,400**

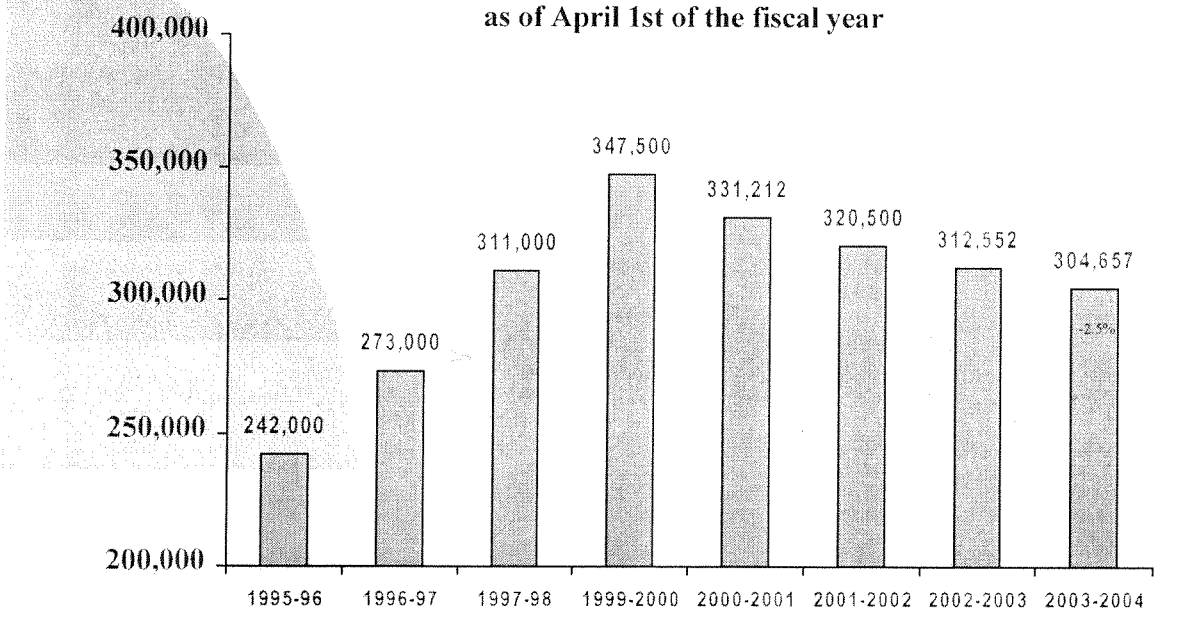
Note: Includes Amalgamation Costs, Loans, Debenture Discount. Excludes repayable debt and interest from outside agencies

- Other debt costs include area rated loans and debentures.

- The total combined debt of HRM (including debentures, temporary debt and debt approved but not yet incurred) is estimated as of March 31, 2003 at $304.7 million. This includes all of the funding required for the debt transferred from the predecessor municipal units, transition expenditures, work in progress, and the approved capital budget. This is a decline of $7.9 million, or 2.5%.

How Much Debt Does HRM Have?

as of April 1st of the fiscal year



Halifax Regional Summary

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Non-Departmental Revenues							
M510 Property Tax	(281,235,755)	(295,644,806)	(310,825,200)	(314,639,407)	($328,961,700)	($18,136,500)	5.8%
M520 Deed Transfer	(16,819,146)	(16,674,935)	(16,406,800)	(21,074,014)	(19,500,000)	($3,093,200)	18.9%
M530 Local Improvmn	(1,516,058)	(1,456,445)	(1,530,000)	(1,582,012)	(1,825,100)	($295,100)	19.3%
M540 Grants in Lieu	(24,837,736)	(23,258,210)	(23,520,700)	(22,982,998)	(23,362,100)	$158,600	-0.7%
M550 Own Source Rev	(16,383,595)	(16,813,322)	(15,898,270)	(11,706,183)	(10,792,500)	$5,105,770	-32.1%
M560 Unconditional Transfers	(3,901,275)	(3,668,078)	(3,447,000)	(2,939,800)	(2,936,000)	$511,000	-14.8%
M570 Conditional Transfers	(103,631)	(103,621)	(104,000)	(129,526)	0	$104,000	-100.0%
Total	**($344,797,197)**	**($357,619,417)**	**($371,731,970)**	**($375,053,940)**	**($387,377,400)**	**($15,645,430)**	**4.2%**
Expenditures							
Administrative Services	$2,177,810	$2,815,972	$2,447,070	$2,479,936	$2,555,000	$107,930	4.4%
Community Projects	2,128,694	2,479,637	2,302,575	2,376,279	2,802,000	$499,425	21.7%
Emergency 911 Communications	3,210,179	3,521,869	3,733,140	3,688,052	3,914,000	$180,860	4.8%
Financial Services	7,062,524	7,540,256	8,069,780	7,404,476	8,277,700	$207,920	2.6%
Fire & Emergency Services	29,485,875	31,835,102	34,749,305	34,402,813	36,938,200	$2,188,895	6.3%
General Government	6,120,463	5,349,013	4,769,215	4,829,018	4,750,087	($19,128)	-0.4%
Halifax Regional Library	11,980,950	12,643,529	14,033,900	14,294,807	14,720,000	$686,100	4.9%
Human Resources Services	2,900,765	2,834,964	2,938,750	2,865,008	3,007,000	$68,250	2.3%
Information Services	6,199,735	6,462,350	7,148,275	7,097,995	7,339,100	$190,825	2.7%
Metro Transit Services	19,646,272	21,285,381	32,306,378	32,212,891	32,542,200	$235,822	0.7%
Outside Agency Support	7,349,271	5,235,861	0	(0)	0	$0	-
Parks & Recreational Services	18,577,551	19,901,988	21,265,274	21,616,217	21,817,566	$552,292	2.6%
Planning & Development Services	4,794,814	5,777,774	7,170,235	6,802,509	7,381,200	$210,965	2.9%
Public Works & Transportation	37,775,144	43,201,526	43,051,302	47,119,391	45,239,507	$2,188,206	5.1%
RCMP	12,315,600	13,632,700	14,124,500	14,184,300	15,070,000	$945,500	6.7%
Real Property Services	11,431,359	13,225,111	12,542,461	13,017,471	12,493,000	($49,461)	-0.4%
Regional Police	33,581,720	35,559,642	36,996,580	37,238,689	38,144,000	$1,147,420	3.1%
Shared Services	13,068,957	14,278,906	4,328,464	4,270,541	4,720,713	$392,249	9.1%
Solid Waste Services	39,953,750	41,692,152	43,076,290	43,633,598	44,119,000	$1,042,710	2.4%
Tourism, Culture & Heritage	3,468,743	3,373,422	4,280,185	3,937,810	5,545,358	$1,265,173	29.6%
Business Unit Totals	**$273,230,178**	**$292,647,157**	**$299,333,678**	**$303,471,801**	**$311,375,631**	**$12,041,953**	**4.0%**
Fiscal Services	177,393,504	183,057,834	194,187,247	194,574,914	184,876,953	($9,310,294)	-4.8%
Total	**$450,623,683**	**$475,704,990**	**$493,520,925**	**$498,046,715**	**$496,252,584**	**$2,731,659**	**0.6%**

Halifax Regional Summary

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Administrative Services	($28,487)	($38,533)	($24,000)	($21,190)	($24,000)	$0	-0.0%
Community Projects	(1,464,356)	(1,507,002)	(1,103,850)	(1,055,666)	(1,092,000)	11,850	-1.1%
Emergency 911 Communications	(6,398)	0	0	(47,444)	(6,000)	(6,000)	-
Financial Services	(3,749,137)	(4,128,883)	(3,743,150)	(3,801,022)	(3,544,000)	199,150	-5.3%
Fire & Emergency Services	(5,486,221)	(5,969,127)	(6,548,800)	(6,765,989)	(7,407,200)	(858,400)	13.1%
General Government	(27,998)	(32,333)	(23,000)	(31,566)	(21,000)	2,000	-8.7%
Halifax Regional Library	(3,319,820)	(3,697,976)	(3,474,500)	(3,742,717)	(3,594,000)	(119,500)	3.4%
Human Resources Services	(157,079)	(22,864)	(42,000)	(68,540)	(53,000)	(11,000)	26.2%
Information Services	(12,347)	(4,431)	(710)	(17,368)	(8,000)	(7,290)	1026.8%
Metro Transit Services	(19,967,094)	(20,773,125)	(21,037,600)	(20,984,999)	(21,243,900)	(206,300)	1.0%
Outside Agency Support	(7,349,272)	(5,235,861)	0	0	0	0	-
Parks & Recreational Services	(4,945,815)	(5,247,792)	(4,919,899)	(5,265,941)	(5,189,319)	(269,420)	5.5%
Planning & Development Services	(3,181,439)	(3,110,819)	(3,531,700)	(3,135,813)	(3,125,000)	406,700	-11.5%
Public Works & Transportation	(14,401,418)	(15,638,434)	(17,282,496)	(17,816,446)	(19,306,507)	(2,024,011)	11.7%
RCMP	(243,078)	(336,722)	0	0	0	0	-
Real Property Services	(2,453,861)	(2,679,861)	(2,322,000)	(2,816,335)	(2,285,000)	37,000	-1.6%
Regional Police	(2,142,701)	(2,482,135)	(1,556,870)	(2,087,294)	(1,557,000)	(130)	0.0%
Shared Services	(177,130)	(486,856)	(440,500)	(740,669)	(426,000)	14,500	-3.3%
Solid Waste Services	(12,842,926)	(15,250,497)	(14,337,350)	(14,896,448)	(15,055,000)	(717,650)	5.0%
Tourism, Culture & Heritage	(1,675,091)	(1,039,189)	(1,466,830)	(1,115,885)	(2,645,358)	(1,178,528)	80.3%
Business Unit Totals	**($83,631,666)**	**($87,682,441)**	**($81,855,255)**	**($84,411,332)**	**($86,582,284)**	**($4,727,029)**	**5.8%**
Fiscal Services	(26,268,975)	(32,444,726)	(39,933,700)	(40,290,795)	($22,292,900)	17,640,800	-44.2%
Total	**($109,900,642)**	**($120,127,167)**	**($121,788,955)**	**($124,702,127)**	**($108,875,184)**	**$12,913,771**	**-10.6%**
Excess of Exp. over Rev.	**($4,074,156)**	**($2,041,594)**	**($0)**	**($1,709,352)**	**($0)**	**$0**	**-45.5%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Administrative Services	$2,149,322	$2,777,440	$2,423,070	$2,458,745	$2,531,000	$107,930	4.5%
Community Projects	664,338	972,635	1,198,725	1,320,613	1,710,000	511,275	42.7%
Emergency 911 Communications	3,203,782	3,521,869	3,733,140	3,640,608	3,908,000	174,860	4.7%
Financial Services	3,313,387	3,411,374	4,326,630	3,603,454	4,733,700	407,070	9.4%
Fire & Emergency Services	23,999,654	25,865,975	28,200,505	27,636,825	29,531,000	1,330,495	4.7%
General Government	6,092,466	5,316,679	4,746,215	4,797,452	4,729,087	(17,128)	-0.4%
Halifax Regional Library	8,661,131	8,945,553	10,559,400	10,552,090	11,126,000	566,600	5.4%
Human Resources Services	2,743,686	2,812,100	2,896,750	2,796,468	2,954,000	57,250	2.0%
Information Services	6,187,388	6,457,919	7,147,565	7,080,627	7,331,100	183,535	2.6%
Metro Transit Services	(320,823)	512,256	11,268,778	11,227,891	11,298,300	29,522	0.3%
Outside Agency Support	(1)	0	0	0	0	0	-
Parks & Recreational Services	13,631,736	14,654,196	16,345,375	16,350,276	16,628,247	282,872	1.7%
Planning & Development Services	1,613,376	2,666,956	3,638,535	3,666,696	4,256,200	617,665	17.0%
Public Works & Transportation	23,373,726	27,563,092	25,768,806	29,302,945	25,933,000	164,195	0.6%
RCMP	12,072,522	13,295,978	14,124,500	14,184,300	15,070,000	945,500	6.7%
Real Property Services	8,977,498	10,545,249	10,220,461	10,201,136	10,208,000	(12,461)	-0.1%
Regional Police	31,439,019	33,077,507	35,439,710	35,151,395	36,587,000	1,147,290	3.2%
Shared Services	12,891,827	13,792,049	3,887,964	3,529,872	4,294,713	406,749	10.5%
Solid Waste Services	27,110,825	26,441,655	28,738,940	28,737,150	29,064,000	325,060	1.1%
Tourism, Culture & Heritage	1,793,652	2,334,233	2,813,355	2,821,925	2,900,000	86,645	3.1%
Business Unit Totals	**$189,598,512**	**$204,964,715**	**$217,478,423**	**$219,060,469**	**$224,793,347**	**$7,314,924**	**3.4%**
Fiscal Services	151,124,529	150,613,108	154,253,547	154,284,119	162,584,053	8,330,506	5.4%
Total	**$340,723,041**	**$355,577,824**	**$371,731,970**	**$373,344,588**	**$387,377,400**	**$15,645,430**	**4.2%**

Halifax Regional Summary

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$91,761,395	$101,965,483	$97,327,810	$111,562,262	$104,489,563	$7,161,753	7.4%
Wages	25,550,388	24,619,468	34,413,895	21,916,826	34,911,295	497,400	1.4%
Overtime - Salaries and Wages	6,334,739	7,165,751	4,738,486	7,207,427	5,280,455	541,969	11.4%
Benefits and Other (Salaries)	14,860,521	16,486,723	14,918,639	17,335,540	15,619,194	700,555	4.7%
Benefits and Other (Wages)	5,781,103	6,352,575	8,614,360	6,321,654	9,040,140	425,780	4.9%
Retirement Allowance & Severance	2,593,798	5,964,687	4,722,094	4,973,044	2,803,568	(1,918,526)	-40.6%
Clothing Allowance, Stipends, Other	604,471	578,053	864,330	724,043	911,918	47,588	5.5%
Office Expenses, less Computers	4,866,087	5,411,238	4,969,344	4,819,854	5,223,542	254,198	5.1%
Computers Expenses	3,806,555	4,536,372	4,881,646	4,695,956	4,915,085	33,439	0.7%
Consulting Fees	846,853	830,577	785,900	882,963	613,950	(171,950)	-21.9%
Other Professional Fees	10,132,335	17,844,840	18,025,106	18,461,113	18,431,302	406,196	2.3%
Contract Fees	35,896,236	32,628,218	33,192,885	36,518,325	38,824,845	5,631,960	17.0%
Equipment and Supplies	2,193,369	2,930,175	2,465,504	2,828,454	2,933,832	468,328	19.0%
Materials	3,959,655	4,660,277	4,940,769	4,627,900	4,830,780	(109,989)	-2.2%
Building Repair, Maintenance	9,592,436	10,198,272	9,686,802	9,884,305	9,546,518	(140,284)	-1.4%
Heating Fuel	1,107,910	1,574,309	1,528,950	1,168,711	1,273,775	(255,175)	-16.7%
Equipment Repair, Maintenance	6,146,417	7,644,233	6,891,122	7,414,422	7,038,659	147,537	2.1%
Vehicle Expenses	2,010,476	6,971,160	6,235,880	8,204,936	7,885,865	1,649,985	26.5%
Diesel Fuel	2,622,235	3,820,302	3,955,801	3,223,974	2,538,100	(1,417,701)	-35.8%
Gasoline Fuel	869,737	974,642	1,332,899	836,350	903,200	(429,699)	-32.2%
Membership Dues	238,304	214,946	243,675	220,688	253,750	10,075	4.1%
Conferences and Travel	1,235,469	1,354,599	1,007,590	1,132,525	1,084,524	76,934	7.6%
Training and Education	826,497	969,830	1,305,500	1,212,382	1,331,905	26,405	2.0%
Site Preparation	37,120	1,461	0	2,343	0	0	-
Advertising and Promotion	2,358,439	2,326,832	2,560,855	2,834,188	2,446,919	(113,936)	-4.4%
Books, Publications and Data	1,502,419	1,667,970	2,011,636	2,079,955	2,128,556	116,920	5.8%
Other Goods and Services	10,745,783	8,622,931	8,854,951	4,431,649	10,177,282	1,322,331	14.9%
Transfers Outside Agencies	115,545,783	118,077,686	123,443,530	124,431,726	103,332,385	(20,111,145)	-16.3%
Insurance Costs	2,234,357	2,207,101	2,389,700	1,315,622	2,989,700	600,000	25.1%
Grants and Tax Concessions	2,900,547	3,402,192	3,484,690	3,357,088	3,500,165	15,475	0.4%
Transfer to/from Reserves	3,760,044	5,907,522	14,107,645	15,103,551	15,064,843	957,198	6.8%
Principal and Interest Charges	51,192,098	52,535,382	50,671,038	49,676,930	49,887,849	(783,189)	-1.5%
Other Loan and Interest Charges	3,920,461	4,033,547	4,093,200	3,836,935	4,055,500	(37,700)	-0.9%
Other Fiscal Charges	19,005,387	11,181,079	15,074,694	14,840,041	22,283,786	7,209,092	47.8%
Interdepartmental - Fleet	3,536,447	(38,061)	0	46,165	0	0	-
Interdepartmental - Buildings	0	0	0	0	(166)	(166)	-
Interdepartmental - Other	47,812	82,623	(220,001)	(83,130)	(300,000)	(79,999)	36.4%
Total	**$450,623,683**	**$475,704,990**	**$493,520,925**	**$498,046,715**	**$496,252,584**	**$2,731,659**	**0.6%**

Halifax Regional Summary

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Revenues							
Taxes, Transfers and Interest:							
Property Tax	($268,928,916)	($281,994,600)	($298,123,000)	($302,398,554)	($316,943,000)	($18,820,000)	6.3%
Fire Protection	(6,825,930)	(7,245,988)	(7,084,700)	(7,913,489)	(7,186,700)	(102,000)	1.4%
Other Taxes	(18,526,802)	(18,323,452)	(18,126,800)	(22,848,719)	(21,515,100)	(3,388,300)	18.7%
Tax Agreements	(7,778,670)	(8,913,354)	(8,477,000)	(7,322,710)	(9,874,637)	(1,397,637)	16.5%
Grants-in-Lieu	(24,837,736)	(23,258,210)	(23,520,700)	(22,982,998)	(23,362,100)	158,600	-0.7%
Transfers from Governments, Other	(21,958,504)	(26,605,976)	(31,739,950)	(31,871,695)	(12,489,200)	19,250,750	-60.7%
Interest Revenues	(9,587,753)	(10,952,771)	(10,684,400)	(6,707,875)	(5,896,000)	4,788,400	-44.8%
Departmental:						0	
Area Tax Rates and Transfers	(22,049,931)	(24,686,650)	(26,661,560)	(27,591,007)	(28,534,185)	(1,872,625)	7.0%
Parking Meters	(1,719,437)	(1,677,618)	(2,056,270)	(1,823,741)	(1,800,000)	256,270	-12.5%
Building Permits	(2,712,064)	(2,708,974)	(3,070,000)	(2,548,413)	(2,670,000)	400,000	-13.0%
False Alarm Ordinance	(484,687)	(748,363)	(497,300)	(650,044)	(497,500)	(200)	0.0%
Other Licenses, Permits and Fines	(4,426,177)	(4,769,703)	(4,235,600)	(4,555,175)	(4,043,400)	192,200	-4.5%
Parking and Facility Rentals	(2,809,357)	(2,815,097)	(2,607,100)	(2,536,752)	(4,329,300)	(1,722,200)	66.1%
Transit Fare Revenue	(16,682,215)	(17,379,390)	(17,586,200)	(17,789,273)	(18,043,300)	(457,100)	2.6%
Charter Revenue	(276,740)	(279,598)	(275,000)	(277,571)	(275,000)	0	-0.0%
Tipping Fees	(328,769)	(254,350)	(250,000)	(385,261)	(431,100)	(181,100)	72.4%
Tax Certificates	(629,872)	(557,305)	(686,250)	(579,833)	(624,400)	61,850	-9.0%
Other Fees	(75,267)	(116,165)	(101,000)	(180,423)	(106,000)	(5,000)	5.0%
Recreation and Leisure Revenues	(2,442,332)	(2,344,530)	(159,000)	(2,518,755)	(609,200)	(450,200)	283.1%
Access A Bus Fare Revenue	(63,351)	(100,068)	(131,600)	(110,662)	(129,300)	2,300	-1.7%
Communtiy Transit Fare Revenue	(58,713)	(84,929)	(95,000)	(65,968)	(99,600)	(4,600)	4.8%
Ferry Fare Revenue	(1,854,811)	(1,905,027)	(1,746,700)	(1,742,161)	(1,750,000)	(3,300)	0.2%
Other Sales Revenue	(12,683,517)	(14,075,903)	(13,525,450)	(13,476,405)	(13,550,200)	(24,750)	0.2%
Proceeds on Sale of Assets	(8,320)	(92)	0	(133)	0	0	-
Advertising Revenue	75	(73,401)	0	0	(50,000)	(50,000)	-
Environmental Protection/Waste Wa	(11,665,871)	(12,977,160)	(14,738,561)	(14,324,477)	(15,868,452)	(1,129,891)	7.7%
Other Revenues	(15,282,172)	(12,897,909)	(7,341,784)	(6,553,973)	(5,574,910)	1,766,874	-24.1%
Total	**($454,697,839)**	**($477,746,584)**	**($493,520,925)**	**($499,756,067)**	**($496,252,584)**	**($2,731,659)**	**0.6%**
Net Cost	**($4,074,156)**	**($2,041,594)**	**($0)**	**($1,709,352)**	**($0)**	**$0**	**-45.5%**

Halifax Regional Municipality
Summary of Non-Departmental Revenues

	1999/00 Actual	2000/01 Budget	2001/02 Budget	2001/02 Actual	2002/03 Budget	Change over Budget
Property Taxes						
Residential Property Taxes	(152,117,344)	(157,908,000)	(164,119,000)	(164,923,823)	(172,700,000)	(8,581,000)
Commercial Property Taxes	(82,001,756)	(85,418,000)	(94,659,000)	(96,796,695)	(103,043,000)	(8,384,000)
Business Occupancy Taxes	(32,095,408)	(32,434,357)	(36,967,000)	(38,326,328)	(39,340,000)	(2,373,000)
Machinery & Equipment	(1,862,098)	(1,362,000)	(954,000)	(919,440)	(382,000)	572,000
Resource Property Taxes	(1,413,036)	(1,493,586)	(1,424,000)	(1,503,972)	(1,478,000)	(54,000)
Recreational Non Profit	(8,339)	(8,000)	(8,000)	(8,420)	(8,000)	0
Resource Forest Taxes	(39,522)	(39,000)	(39,000)	(39,910)	(39,000)	0
Commercial Forest Taxes	(101,340)	(101,000)	(101,000)	(101,204)	(101,000)	0
Farm Acreage Taxes	(42,396)	(42,000)	(42,000)	(45,376)	(42,000)	0
Business Occupancy Openings	(90,816)	0	0	(82,903)	0	0
Business Occupancy Closings	539,086	0	0	171,975	0	0
Fire Protection	(6,745,924)	(6,829,000)	(7,000,000)	(7,779,409)	(7,102,000)	(102,000)
Business Occupancy Appeals	112,456	0	0	(17,367)	0	0
Total	**(275,866,438)**	**(285,634,943)**	**(305,313,000)**	**(310,372,872)**	**(324,235,000)**	**(18,922,000)**
Deed Transfer Tax						
Deed Transfer Taxes	(16,819,146)	(17,500,000)	(16,406,800)	(21,074,014)	(19,500,000)	(3,093,200)
Total	**(16,819,146)**	**(17,500,000)**	**(16,406,800)**	**(21,074,014)**	**(19,500,000)**	**(3,093,200)**
Area Rate Revenues						
Capital Charges	(1,516,058)	(1,000,000)	(1,036,600)	(1,113,130)	(1,036,600)	0
Area Rate Revenue	28,456	(312,000)	0	0	0	0
Area Rate LIC Residential	0	0	(409,400)	(422,099)	(651,400)	(242,000)
Area Rate LIC Commercial	0	0	(84,000)	(46,783)	(137,100)	(53,100)
Total	**(1,487,602)**	**(1,312,000)**	**(1,530,000)**	**(1,582,012)**	**(1,825,100)**	**(295,100)**
Tax Agreements						
Tax Agreement - NSLC	(806,865)	(920,000)	(903,000)	(917,838)	(903,000)	0
Tax Agreement - NSPI	(2,457,226)	(2,475,000)	(2,457,000)	(2,520,665)	(2,509,300)	(52,300)
Tax Agreement - MT&T	(4,480,805)	(4,450,000)	(4,570,000)	(4,215,287)	(4,286,600)	283,400
Tax Agreement - Other	(33,774)	(18,000)	(547,000)	(476,422)	(470,700)	76,300
Halifax International Tax	0	0	0	807,502	0	0
Total	**(7,778,670)**	**(7,863,000)**	**(8,477,000)**	**(7,322,710)**	**(8,169,600)**	**307,400**
Grants in Lieu						
Grant in Lieu - Federal	(17,299,926)	(16,900,000)	(15,060,000)	(15,308,166)	(14,813,400)	246,600
Grant in Lieu - Provincial	(3,953,495)	(4,150,000)	(4,228,700)	(4,008,493)	(4,371,500)	(142,800)
Grant in Lieu - Canada Post	0	(494,000)	(485,000)	0	(479,700)	5,300
Grant Lieu - CNR & DAR	(1,233,858)	(1,275,000)	(1,499,000)	(1,472,779)	(1,499,000)	0
Grant Lieu - Halifax Port	(1,229,338)	(1,003,000)	(1,195,000)	(1,181,570)	(1,181,600)	13,400
Grant in Lieu - CBC	(400,969)	(411,000)	(405,000)	(386,462)	(386,500)	18,500
Grant Lieu - VIA Rail	(270,350)	(225,000)	(189,000)	(172,317)	(172,300)	16,700
Grant in Lieu - WCB	(153,054)	(156,000)	(158,000)	(154,941)	(154,900)	3,100
Grant in Lieu - Other	(296,747)	(303,000)	(301,000)	(298,269)	(303,200)	(2,200)
Total	**(24,837,736)**	**(24,917,000)**	**(23,520,700)**	**(22,982,998)**	**(23,362,100)**	**158,600**

Halifax Regional Municipality
Summary of Non-Departmental Revenues

	1999/00	2000/01	2001/02	2001/02	2002/03	Change
Transfers from other Governments						
Unconditional Grants NS (other)	(3,858,879)	(3,100,000)	(3,405,000)	(2,894,424)	(2,894,000)	511,000
Public Housing Amortization	(103,631)	(104,000)	(104,000)	(129,526)	0	104,000
Operating Other	0	(2,450,000)	0	0	0	0
Total	**(3,962,510)**	**(5,654,000)**	**(3,509,000)**	**(3,023,950)**	**(2,894,000)**	**615,000**
Interest Revenue						
Interest Revenue - Taxes	(3,493,791)	(3,100,000)	(3,500,000)	15,530	(2,000,000)	1,500,000
Interest Revenue - Investments	(4,205,811)	(4,320,000)	(6,830,400)	(5,562,869)	(3,396,000)	3,434,400
Interest Revenue - Capital Charges	(186,310)	(151,000)	(264,000)	(210,935)	(200,000)	64,000
Interest Revenue - Capital Projects	(1,062,000)	0	0	1	0	0
Interest Revenue - Other	(639,841)	(90,000)	(90,000)	(547,078)	(300,000)	(210,000)
Total	**(9,587,753)**	**(7,661,000)**	**(10,684,400)**	**(6,305,351)**	**(5,896,000)**	**4,788,400**
Fee Revenue						
Parking Meters	(1,719,437)	(1,710,000)	(2,056,270)	(1,823,741)	(1,800,000)	256,270
Parking Rental	(460,076)	(225,000)	(3,000)	(0)	(3,000)	0
Administration Fees	(3,942)	0	0	(42,054)	0	0
Proceeds on Sales of Assets	(8,320)	0	0	(133)	0	0
Total	**(2,191,776)**	**(1,935,000)**	**(2,059,270)**	**(1,865,929)**	**(1,803,000)**	**256,270**
Other Revenue						
4860 Investment Income	0	0	0	(402,524)	0	0
HRWC Dividend	(3,000,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,750,000)	(250,000)
Recovery External Parties	0	0	0	(3,119)	0	0
NSF Cheque Fee	(16,650)	0	(13,000)	(19,095)	(13,000)	0
Discounts	(3,667)	0	0	(1,179)	0	0
Miscellaneous Revenue	(1,356,820)	(318,000)	(330,500)	(518,266)	(330,500)	0
Interdept Revenue Equipment	0	0	0	0	0	0
Other Interdepartmental Revenue	(226,930)	(271,272)	(311,100)	(90,720)	0	311,100
Transfer General Rate	886,900	927,100	1,192,000	1,210,300	1,323,900	131,900
Transfer Urban Rate	1,451,600	1,540,700	1,730,800	1,800,500	2,077,000	346,200
Total	**(2,265,567)**	**(621,472)**	**(231,800)**	**(524,104)**	**307,400**	**539,200**
Net Surplus/Deficit	**(344,797,197)**	**(353,098,415)**	**(371,731,970)**	**(375,053,940)**	**(387,377,400)**	**(15,645,430)**

HALIFAX REGIONAL MUNICIPALITY

SUMMARY OF BUDGETED EXPENDITURES & REVENUES FOR 2002/03 AREA RATED SERVICES

	Total Proposed 2002/ 03 Operating Budget	Prior Years Deficit / (Surplus)	Transfer from General	Transfer from Urban	Area Rate Revenue	Other Revenues	2002/03 Area Rate Required	2001/02 Area Rate
Fire Protection								
Residential	3,471,300		0	0	3,471,300	0	0.032	0.0380
Commercial	3,678,200		0	0	3,678,200	0	0.083	0.0960
Supplementary Education								
Halifax - Residential	12,295,000		0	0	12,295,000	0	0.117	0.1230
Halifax - Commercial	included above		0	0	included above	0	0.299	0.3140
Dartmouth - Residential	5,239,200		0	0	5,239,200	0	0.095	0.0970
Dartmouth - Commercial	included above		0	0	included above	0	0.241	0.2480
Bedford & County - Residential & Commercial	3,312,000		0	0	3,312,000	0	0.044	0.0450
Sidewalk Snowplowing								
Sidewalk Snowplowing	764,900	753,800	0	0	1,518,700	0	0.020	0.0200
District 15	30,305		0	0	30,305	0	0.0055	n/a
Fire & Emergency Services								
Bay Road 01	187,300		45,700	1,000	140,600	0	0.093	0.1000
Beaverbank 02	179,300		1,600	120,300	57,400	0	0.154	0.1610
Hammonds Plains 08	593,400		27,500	277,200	277,700	11,000	0.100	0.0980
Harrietsfield-Sambro 09	392,900		60,900	4,900	327,100	0	0.282	0.2410
Herring Cove 10	330,600		66,000	166,700	94,900	3,000	0.204	0.1720
Lake Echo (Incl area from D4) 11	438,200		28,600	49,700	359,900	0	0.178	0.1710
Lakeside/Timberlea 12	684,600		700	683,900	0	0	0.200	0.1890
Zone Four - 30	1,173,900		476,600	606,500	90,800	0	0.116	0.1180
Chezzetcook 04	291,800		44,400	0	217,400	30,000	0.153	0.1370
Lawrencetown 13	439,600		16,500	0	423,100	0	0.188	0.1740
Musquodoboit Harbour 19	165,400		44,200	0	121,200	0	0.164	0.1400
Ostrea Lake 20	29,600		700	0	28,900	0	0.132	0.1450
Oyster Pond 21	145,300		13,300	0	132,000	0	0.137	0.1360
Prospect Road 23	725,000	1,800	76,100	0	650,700	0	0.200	0.2000
Seabright 24	281,100		29,700	0	251,400	0	0.116	0.1000
Enfield 29	20,000		6,900	0	13,100	0	0.056	0.0580
Black Point 03	490,600		43,700	0	446,900	0	0.222	0.2080
Milford Station 07	2,400		0	0	2,400	0	0.081	0.0820
Zone 2 (Mooseland, Moser River, Mushaboom, Port Dufferin - Three Harbours, Sheet Harbour, Tangier) 16,17,18,22,25,26	267,700	27,000	46,700	0	214,500	33,500	0.193	Mooseland: 0.204 Moser River:0.176 Mushaboom: 0.1785 Port Dufferin: 0.199 Sheet Hbr: 0.14 Tangier: 0.11
Zone 3 (Cooks Brook, Meaghers Grant, Middle Musquodoboit, Dutch Settlement, Upper Musquodoboit) 05,06,14,15,28	334,400		90,100	0	244,300	0	0.190	0.1570

HALIFAX REGIONAL MUNICIPALITY

SUMMARY OF BUDGETED EXPENDITURES & REVENUES FOR 2002/03 AREA RATED SERVICES

	Total Proposed 2002/ 03 Operating Budget	Prior Years Deficit / (Surplus)	Transfer from General	Transfer from Urban	Area Rate Revenue	Other Revenues	2002/03 Area Rate Required	2001/02 Area Rate
Community Transit								
Lake Echo/Porter's Lake 66	162,700		14,800	8,000	93,400	46,500	0.044	0.0450
Beaverbank Transit 67	163,100		700	85,000	24,300	53,100	0.066	0.0680
Hammonds Plains 68	58,400		2,100	0	32,100	24,200	0.006	0.0070
Street Lighting								
District 001	83,685	(8,500)	25,000	0	50,185	0	0.111	0.1250
District 002	40,000	(3,200)	29,600	0	7,200	0	0.007	0.0090
District 003	215,000	(66,700)	12,300	0	136,000	0	0.024	0.0470
District 018	86,052	(900)	21,100	0	64,052	0	0.039	0.0420
District 019	22,873	(9,200)	400	0	13,273	0	0.036	0.0830
District 022	114,937	4,600	9,300	0	110,237	0	0.034	0.0330
District 023	180,000	(11,100)	19,300	0	149,600	0	0.034	0.0400
Crosswalk Guards								
Harrietsfield / Hatchett Lake	18,100		2,200	0	15,900	0	0.005	0.0050
Recreation, Parks, Commissions & Other								
LWF (63)	80,900		11,300	0	69,600	0	0.028	0.0290
Harrietsfield/Sambro (71)	34,900		8,700	0	26,200	0	0.016	0.0210
Hubbards (72)	20,600		3,900	0	16,700	0	0.031	0.0310
East Preston (74)	14,000	500	1,700	0	12,800	0	0.050	0.0500
Musquodoboit Harbour (75)	4,600		1,300	0	3,300	0	0.005	0.0050
Dutch Settlement (76)	8,000		2,400	0	5,600	0	0.032	0.0320
Upper Hammonds Plains (77)	9,800	1,500	800	0	10,500	0	0.166	0.1540
Highland Park (79)	4,000		100	0	3,900	0	0.005	0.0060
Haliburton Hills (80)	22,932		0	0	22,932	0	0.023	0.0250
Hammonds Plains Common (82)	25,300		1,700	0	23,600	0	0.005	0.0050
Prospect (83)	80,200		7,300	0	72,900	0	0.023	0.0230
Grand Lake/Oakfield (84)	8,200		600	0	7,600	0	0.021	0.0220
District 3 Capital	148,800		12,300	0	136,500	0	0.024	0.0240
Beaver Bank Recreation Centre	102,000		1,100	73,800	27,100	0	0.070	n/a
Maplewood (89)	15,850		0	0	15,850	0	$50/property	$50/property
Mineville Community Association	8,280		0	0	8,280	0	$20/property	n/a
Kingswood Ratepayers Association	52,400		0	0	52,400	0	$50/property	n/a
Sidewalks								
Waverley 69	5,200		800	0	4,400	0	0.004	0.0040
Fall River 70	115,280		13,200	0	102,080	0	0.043	0.0450

HALIFAX REGIONAL MUNICIPALITY

SUMMARY OF BUDGETED EXPENDITURES & REVENUES FOR 2002/03 AREA RATED SERVICES

	Total Proposed 2002/ 03 Operating Budget	Prior Years Deficit / (Surplus)	Transfer from General	Transfer from Urban	Area Rate Revenue	Other Revenues	2002/03 Area Rate Required	2001/02 Area Rate
Local Improvement Charges								
District 3 Year 4 of4 (Mapped Area)	1,658		0	0	1,658	0	0.011	0.0142
District 4 Urban Area	70,000		0	0	70,000	0	0.014	0.0134
District 5 Urban Area	19,759		0	0	19,759	0	0.003	0.0085
District 6	94,579		0	0	94,579	0	0.021	0.0156
District 7	52,460		0	0	52,460	0	0.011	0.0070
District 8 (Mapped Area)	24,815		0	0	24,815	0	0.028	0.0044
District 15	28,729		0	0	28,729	0	0.005	0.0000
District 16 (Less Bayers Lake Business Park)	67,534		0	0	67,534	0	0.007	0.0000
District 16 (Bayers Lake Business Park)	106,324		0	0	106,324	0	0.050	0.0000
District 19 Urban Area	55,418		0	0	55,418	0	0.010	0.0103
District 20	144,321		0	0	144,321	0	0.025	0.0192
District 21 Urban Area	66,175		0	0	66,175	0	0.007	0.0039
District 22 (Mapped Area)	43,180		0	0	43,180	0	0.018	0.0183
District 23 Year 3 of 3 (Mapped Area)	13,570		0	0	13,570	0	0.012	0.0130
Business Improvement Districts								
Dartmouth Commercial	83,725		0	0	83,725	0	0.2200	0.2200
Dartmouth Business Occupancy	included above		0	0	included above	0	0.4400	0.4400
Downtown Halifax Commercial	451,540		0	0	451,540	0	0.0859	0.0859
Downtown Halifax Business Occupancy	included above		0	0	included above	0	0.1718	0.1718
Spring Garden Road Commercial	17,085		0	0	17,085	0	0.0177	0.0147
Spring Garden Road Business Occupancy	120,802		0	0	120,802	0	0.4059	0.3382
Quinpool Road Commercial	53,039		0	0	53,039	0	0.0859	0.0859
Quinpool Road Business Occupancy	included above		0	0	included above	0	0.1718	0.1718

Halifax Regional Municipality
Staffing

Per 2002-03 Service Plans

Business Unit	Approved FTE's 2001-02	Approved FTE's 2002-03
Administrative Services	27	27
Community Projects	67	63
Emergency 911 Communications Center	63	64
Financial Services	145	145
Fire and Emergency Services	446	452
CAO & Governnance	23	22
Halifax Regional Libraries	259.6	263.4
Human Resources Services	39	39.5
Information Services	40	43
Metro Transit Services	378	378
Parks & Recreation Services	261	261
Planning & Development Services	121	122
Public Works and Transportation	385.5	388.5
Real Property Services	110	110
Regional Police:		
Sworn officers:	403	409
Civillians	81.5	82.5
Shared Services	229.3	230.3
Solid Waste Resources	11	12
Tourism, Culture and Heritage	32.25	33.25
Total	3,122	3,145

2002/2003 Budget Parking Lot Items

Context:

The following items were debated in Regional Council following the tabling of the 2002/03 Proposed budget. Staff recommendations are as follows:

Item 1: $ 150,000 for Electronic Data Management Pilot Project: *not recommended*

The staff recommendation is to not approve this pilot project until the organization as a whole has an opportunity to scope the feasibility of this project. Preliminary estimates for the total project range from $5 million to $6 million.

Technology in Council Chambers
As a related issue, the Information Services business unit has made the network available in the HRM Council Chambers for those Councilors wishing to access via their laptops. Also, it has become apparent that there are varying requests for technology as well as enhancements to the existing HRM Council Chambers; therefore, both Real Property Services and Information Services will meet with the Councilors to develop an action plan during the fiscal year.

Item 2: $ 500,000 extra for the Beaver Bank Fire Station: *recommended*

Staff recommends $1.5 million for Real Property Services to complete the project design, assemble the land, demolish the old station, construct the building, install a well and septic system, and landscaping. This estimate assumes the cost of a basic stand-alone fire station only. All funding would be provided from an area-rate. Any consideration of a recreation or community center component would require completion of a needs assessment by Parks and Recreation and compliance with the interim area-rate guidelines. The area rate to finance the debt payment for the fire station is estimated to add 16 cents to the current fire rate. This includes additional transfers from the urban core for that portion of the urban core serviced by the Beaver Bank Fire Department.

Item 3: $ 130,000 for storm drainage upgrading works for one of the Crescents in Lieblin Park *not recommended*

Based upon past cost experience with storm drainage projects in this area, staff estimates a budget requirement of $225,000 to implement the next phase of upgrading. While staff supports this project for the Capital Budget, other projects in the 2002-2003 Proposed Capital Budget currently have a higher priority.

Item 4: Improvement to Williams Lake, Park Hill and Purcell's Cove Road intersection: *not recommended*

Removing the retaining wall, purchasing the corner lot, and sloping back the embankment, at an estimated cost of $225,000, may accomplish extensive intersection improvements. Staff does not recommend this course of action, as existing intersection conditions provide a reasonable sight distance at present.

Item 5: $ 300,000 municipal funds ($300,000 from Local Improvement Charge to match) to be placed in parking lot to address improvements to streets outside the urban paving boundary

Council agreed to allow the Public Works and Transportation business unit an opportunity to review the impacts both in cost and logistics and prepare a report for Council members to review within 4 to 6 weeks.

Item 6: $ 40,000 MicMac Traffic Study

Refer to item 13

Item 7: $ 3,000 (operating funds) to cover the costs of opening and closing of Northbrook Gates from May to October: *not recommended*

Upon further review, it was determined that the cost of providing this service would be about $10,000. While staff supports this initiative, other priorities are ranked higher. However, Parks and Recreation will be submitting a report during 2002/03 to the Program and Service Review Committee to discuss options with cost implications for Park Patrol service delivery.

Item 8: $ 50,000 for free standing concrete washrooms at Sir Sanford Fleming Park

Recommended for Funding - See Item 12

Item 9: $ 108,100 to address safety issues at Major Facilities

The safety items identified will be prioritized along with other safety items included in the budget and carried out from a variety of funding sources. Firstly, to cost share with the facilities whenever possible. The HRM source of funding will be drawn from either RPS operating accounts or capital account CBC00050 Facilities Upgrade.

Scheduling of the work will be based upon urgency and depending upon that urgency the work may be carried out close to the end of fiscal year when capacity of the funds previously noted could be better assessed. As a result, some items may be carried over to the next fiscal year.

Item 10: $ 50,000 for signalization at second intersection of Forest Hills Dr and Flying Cloud Dr prior to approval of budget: ***not recommended***

Transit /pedestrian actuated half signals at Forest Hills Drive and Flying Cloud Drive are not recommended at this time, as the present intersection configuration provides adequate sight distance requirements, and warrant analysis does not support traffic signal installation.

Item 11: Animal Control

Staff will be conducting a needs analysis in consultation with Council and will be submitting a report to the Program and Service Review Committee with recommendations. Staff is aiming to complete this report before the current contract for this service expires April 30, 2002.

Other Recommendations:

Item 12: Parks and Playgrounds

Due to the obvious concerns expressed by Council during Committee of the Whole budget discussions; staff has recommended that $ 250,000 be allocated to address Parks and Playgrounds deficiencies. Parks and Recreation staff has reviewed the priority list and recommends the following allocations:

• Bedford Lions Parks	$ 30,000
• Isleville Street Park	$ 30,000
• Roaches Pond	$ 20,000
• Remington Court	$ 25,000
• Evelynwood Court	$ 25,000
• District 9 Various Playground Projects	$ 40,000
• Sir Sanford Fleming Park Washrooms	$ 50,000
• Shubie Park Playground	$ 30,000

Item 13: Capacity to respond to strategic initiatives

At this point in time there are a number of initiatives that require further discussion with Council (police study, transit study, animal control, taxi, etc). Appropriate funding to respond to these issues will be evaluated and identified from existing resources including reserves once Council has had an opportunity to discuss staff recommendations in detail.

Results of Public Consultations

Highlights

- During the later part of January and the early part of February 2002, HRM conducted public consultations on the 2002/2003 Proposed Budget. The consultations had three main purposes:

  — Provide information and education,
  — Receive feedback from the Public on budget priorities and the budget process, and,
  — Begin building a formal process for information sharing and feedback.

- As part of the consultations, staff visited each of the six Community Councils[1] and were also invited to address the Halifax Ratepayers Association. In addition, a public survey was made available on the internet, at libraries, storefronts and at the Community Council meetings. It asked three questions on tax levels, priority for services and the value of HRM programs and services.

Participation in the Survey

- HRM's public opinion survey was answered by 349 individuals. Other than the internet, the response rate was poor. No profile is available of those who answered. The greatest weakness in the survey is that staff cannot confirm that it represents a reasonable cross-section of HRM residents. It may be that the survey is more skewed to certain types of residents, for example, those who are more computer literate.

How People Responded		
Internet	311	89.1%
Library	3	0.9%
Storefronts	7	2.0%
Other	28	8.0%
Total	**349**	**100.0%**
Spoiled Results (included in Total)	**32**	**9.2%**
Margin of Error	**+/-5.4%**	

[1] One meeting was rescheduled due to a snow storm and will take place on February 21st.

Attitudes Towards Taxation

- Question 1 of the survey asked whether

> *Barring any unforseen financial challenges arising prior to the 2002/03 budget being approved, would you prefer*
> *a) have tax rate remain the same & increase services slightly due to overall growth in assessment?*
> *b) reduce tax rate & have service remain about the same?*
> *c) increase tax rate to increase/enhance services according to HRM priorities?*

- The wording of the question and whether individuals properly understood it is key. In Option A, maintaining the tax rate at the same level clearly means an increase in the tax burden. Option B, reducing the tax rate and having services remain at about the same level is similar to Council's Revenue Strategy. Under that strategy, the rate has been decreased slightly in the past two years. Option C clearly implies an increase in taxes and services. As highlighted below, respondents preferred maintaining the tax rate.

Where Should the Tax Rate Be?		
Keep the Tax Rate Flat, Increase Services	177	50.7%
Lower the Tax Rate, Keep Services the Same	101	28.9%
Increase the Tax Rate, Increase Services	50	14.3%
No response or error	21	6.0%
Total	**349**	**100.0%**

Attitudes Towards Services

- Question 2 of the survey asked

> *To better help HRM ensure funds are allocated to where majority of citizens prefer, please indicate in order of importance the top 5 services you would like to see receive priority in 2002/03 budget*

- It is important to note that the survey did not specifically distinguish between current and additional funding levels. For instance, a respondent might believe service x to be the most important. But, if they feel it is adequately funded they might rank it as a low priority. A different respondent could interpret the same question differently.

- Based on the responses, Police, Streets and Roads and Parks and Open Spaces came out as the three top services. Some services were strong second picks for respondents. For

Percent of Respondents that Choose the Following as their Top Priority	
police protection	18.6%
parks/open spaces	13.2%
streets/roads maintenance	10.0%
transit services	9.7%
sewer/water services	7.4%
fire protection	6.6%
planning/development services	6.0%
culture & heritage	5.2%
recreation facilities	4.0%
by law enforcement	2.6%
solid waste collection (greater frequency)	2.3%
library services	1.7%
snow/ice clearing	0.9%
sidewalks (repairs, new)	0.3%

Percent of Respondents that Choose the Following as one of their Top Five Priorities	
police protection	50.7%
streets/roads maintenance	49.9%
parks/open spaces	47.6%
fire protection	41.3%
transit services	38.7%
recreation facilities	38.4%
culture & heritage	30.9%
planning/development services	28.1%
sewer/water services	25.8%
library services	25.2%
by law enforcement	23.2%
snow/ice clearing	19.2%
solid waste collection (greater frequency)	13.5%
sidewalks (repairs, new)	9.2%

example, only 6.7% chose Fire Protection as their number one priority. But over 40% chose it as one of their top five priorities, making it the fourth highest rated service. Conversely, sewer and water had 7.5% of respondents list it as their number one priority, placing it in fifth place. Yet it was ninth on the list of top five choices. Localized services such as sewer and water may receive lower ratings even though they may be critical to the individual respondents. This may help explain why sidewalks, a high profile service, was the lowest rated priority on the survey.

- Of those who were willing to see the tax rate increased or maintained, their top priorities for service were parks and open spaces, police service, transit and streets and road maintenance.

Top Priority of those Respondents that Choose Maintaining or Increasing the Tax Rate	
parks/open spaces	18.0%
police protection	17.5%
transit services	11.2%
streets/roads maintenance	10.2%
planning/development services	8.7%
sewer/water services	8.3%
culture & heritage	6.8%
fire protection	6.3%
by law enforcement	2.9%
recreation facilities	2.9%
solid waste collection (greater frequency)	2.4%
library services	2.4%
snow/ice clearing	1.5%
sidewalks (repairs, new)	0.5%

HRM as a Service Provider

- Question 3 of the survey asked whether

> *As a resident of HRM do you believe you receive good value for services, programs and other events/activities provided by HRM?*

- Sixty percent of respondents said yes, while 30% said no.

Do Residents Get Good Value for Services?		
Yes	212	60.7%
No	110	31.5%
No response or error	27	7.7%
Total	**349**	**100.0%**

Comparison to CRA Survey

- In August of 2001 HRM commissioned Corporate Research Associates (CRA) to include several tax and service questions on the Third Quarter - Metro Quarterly Survey. Over 500 individuals were surveyed and the sampling error was +/-4.4%.

- The CRA survey found that 62% favoured "making no changes to property taxes or services". This differs from the public consultations where individuals favoured keeping the tax rate "flat". In both surveys individuals may have had difficulty relating to the concept of the tax burden.

Public Consultation versus Corporate Research Associates Survey			
	Public Consultation (Top Priority)	**Public Consultation (Top Five)**	**CRA**
police protection	18.6%	50.7%	18.0%
parks/open spaces	13.2%	47.6%	8.0%
streets/roads maintenance	10.0%	49.9%	43.0%
transit services	9.7%	38.7%	10.0%
sewer/water services	7.4%	25.8%	1.0%
fire protection	6.6%	41.3%	2.0%
planning/development services	6.0%	28.1%	-
culture & heritage	5.2%	30.9%	1.0%
recreation facilities	4.0%	38.4%	8.0%
by law enforcement	2.6%	23.2%	-
solid waste collection (greater frequency)	2.3%	13.5%	-
library services	1.7%	25.2%	3.0%
snow/ice clearing	0.9%	19.2%	-
sidewalks (repairs, new)	0.3%	9.2%	-

- With respect to services, respondents to the CRA survey choose slightly different services than from the public consultations. Some of these variations may have had to do with the wording of the questions while others could relate to the timing of the two surveys. For example, the CRA survey was done prior to September 11th.

Other

- In the 2003-2004 Budget, HRM should review the budget survey to determine if the methodology and response rates can be improved.

PUBLIC SURVEY

Survey Responses by Service Category

		Number of Times Each Service Was Chosen							
	Service	1	2	3	4	5	Total	% #1	% All
a	By-law enforcement	15	11	20	22	28	96	4%	24%
b	Culture & Heritage	23	14	23	22	36	118	6%	29%
c	Fire Protection	31	50	30	26	24	161	8%	40%
d	Library Services	19	19	19	37	32	126	5%	31%
e	Parks/open spaces	53	35	43	28	30	189	13%	46%
f	Planning/development services	22	24	16	18	27	107	5%	26%
g	Police protection	71	47	35	28	18	199	17%	49%
h	Recreation facilities	18	31	28	32	37	146	4%	36%
i	Sewer/water services	32	16	23	16	18	105	8%	26%
j	Sidewalks (repairs, new)	1	5	6	20	9	41	0%	10%
k	Snow/ice clearing	4	18	18	18	19	77	1%	19%
l	Solid waste collection (greater frequency)	11	10	10	16	6	53	3%	13%
m	Streets/roads maintenance	47	40	41	40	26	194	12%	48%
n	Transit services	44	31	36	24	27	162	11%	40%
o	Other	0	0	0	0	0	0	0%	0%
	Total	**391**	**351**	**348**	**347**	**337**	**1,774**		

2002/2003 Budget Process
Public Input Survey

The Halifax Regional Municipality provides a broad range of municipal services to its citizens. The level of each service, and the ability to introduce new services, is largely determined by the amount of money allocated in the Budget for these services each year.

Your opinion, as a resident of the HRM, is important to us. In preparation for the 2002/2003 Budget, Halifax Regional Council wants to provide opportunities for public input into this process. The following questionnaire is designed to help identify the key issues and priorities for the coming fiscal year.

1. *Barring any unforeseen financial challenges arising prior to the 2002/2003 Budget being approved, would you prefer:*

☐ to have the tax rate remain the same and increase service slightly due to the overall annual growth in Assessment?

☐ to reduce the tax rate and have service remain about the same? or

☐ to increase the tax rate to increase/enhance services according to HRM priorities?

Other:_____
_____
_____
_____

(Please note: Even if the tax rate were to remain the same, some property owners may see an increase/decrease in the $$$ amount of their tax billing, depending on the assessment value of their individual property(ies), as determined by the Government of Nova Scotia)

2. *To better help Halifax Regional Council to ensure that funds are allocated to where the majority of citizens prefer the most, please indicate below in order of importance the top five (5) services you would like to see receive priority status in the proposed 2002/2003 Budget.* (Services are listed in alphabetical order)

- ☐ by-law enforcement (e.g. animal control, dangerous/unsightly premises)
- ☐ culture and heritage
- ☐ fire protection
- ☐ library services
- ☐ parks/open spaces
- ☐ planning/development services
- ☐ police protection
- ☐ recreation facilities
- ☐ sewer/water services
- ☐ sidewalks (repairs, new)
- ☐ snow/ice clearing
- ☐ solid waste collection (greater frequency)
- ☐ streets/roads maintenance
- ☐ transit services

Other:_____

_____

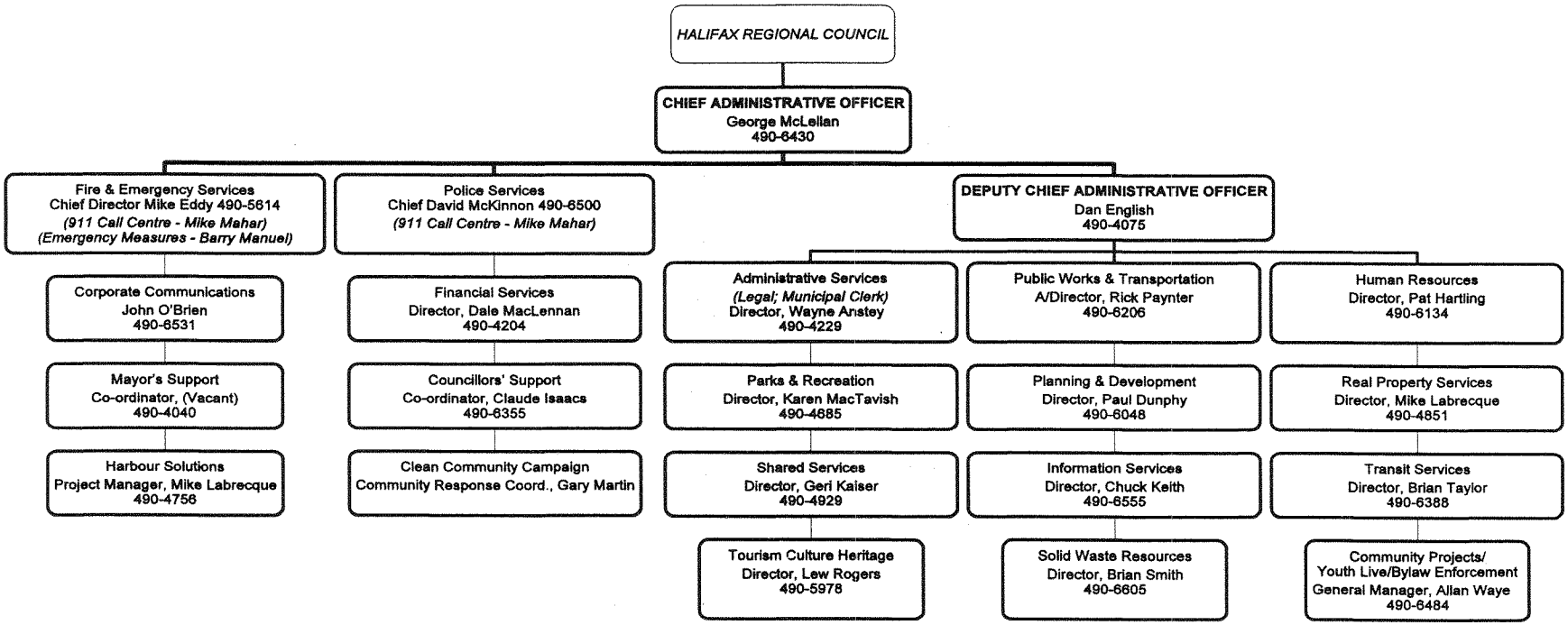
3. *As a resident of the Halifax Regional Municipality, do you believe that you receive good value for the services, programs and other events/activities provided by the H-R-M?*

- ☐ Yes
- ☐ No

Other comments:_____

_____

Halifax Regional Municipality
Organization Structure
June 2002



BOARDS AND COMMISSIONS:

Halifax Regional Water Commission
Carl Yates, General Manager (Liaison George McLellan)
Greater Halifax Partnership
Stephen Dempsey, Pres. & CEO (Liaison George McLellan)
Police Commission
(Liaison George McLellan)
Halifax Regional Library
Judith Hare, CEO (Liaison Dan English)

ADMINISTRATIVE SERVICES - MUNICIPAL CLERK MISSION STATEMENT

Who?

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

Why?

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

What?

Provide legislative, electoral and record keeping services and to facilitate public access to the legislative process

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

Description of Program/Service

The Administrative Services Business Unit is made up of three main service areas, namely, Legal Services, Corporate Support/Municipal Clerk and Information Resource Management. All of these service areas function in support of the Regional Council and its various Boards and Committees and the Business Units of Halifax Regional Municipality. It is the overall objective of the Business Unit to assist Council and its staff in meeting the objectives of Council's Business Strategies and EMT's priorities while at the same time, ensuring that HRM complies with all its legislative and legal requirements. The Administrative Business Unit reports directly to the Deputy Chief Administrative Officer.

Legal Services: Legal Services performs all the legal services required by HRM, including Prosecutions, Due Process, Preventative law, Solicitor Services and Advocacy through a combination of in house and out-sourced services.

Corporate Support: Corporate Support Services supports the process of local government for HRM as mandated by statute (MGA) through the provision of corporate and municipal services to Regional Council, Community Councils and their respective boards and committees, HRM staff and the citizens of HRM.

Information Resource Management: Information Resource Management (IRM) serves HRM and its elected officials through the implementation of a comprehensive approach to information management, treating information as a valuable corporate resource and assisting the organization to respond to Freedom of Information and Protection of Privacy (FOIPOP) legislation.

Election Services: Election services provides the administration of general elections and special elections (by-elections) to the electorate of HRM, in a professional and impartial manner in accordance with legislation; all in a highly efficient and cost-effective manner.

Municipal Clerk's Office and Information Resource Management Mission Statement: ***To provide legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff, and facilitate public access to the legislative process, in order to ensure compliance with legislative requirements and openness of the decision making process***

STRATEGIC OUTCOMES	INDICATORS
Public involvement in the decision making process	• # of volunteers recruited to serve on boards/committees • # of requests to address and/or submissions to Council and Community Council
Council and HRM business comply with legislated and legal requirements	• # of requests for information under Freedom of Information processed within legislated time frame • % of decisions challenged • % challenged decisions upheld • % of HRM decisions upheld • % of civil actions in contravention of FOIPOP legislation • % of statutory notices issued within time frame
Public confidence in the election process	• # of complaints regarding conduct and accessibility during elections • # of challenges to the election process • % of results received within one hour of poll closing • estimated % of eligible residents on voters list
STRATEGIC OUTCOMES	**INDICATORS**
Council decision making facilitated	• # of revisions to minutes • % of Councillors surveyed who report that Clerk's services contribute; ▸ greatly ▸ somewhat ▸ not very much to their decision-making

CLIENT BENEFITS	INDICATORS
Public access to the decision making process	• # of viewers of weekly Council sessions • % of meetings where adequate notice was given and public access facilitated • % of requests for minutes, reports, etc. delivered as expected • % of time when minutes are available on the website the day following approval
Accessible current records and archived corporate history	• # of record holdings - current and archived • % of users surveyed who are satisfied or very satisfied with: a. format of information they received b. reference services • % of times response is delivered as needed • FOIPOP team in place representing all business units • % of municipal information standardized
Accurate and timely Council agendas, minutes and actionable documents	• % agendas produced and distributed by deadline • % bylaws available within "X" days of adoption • % documents produced and distributed within standard deadlines • % meetings where minutes were accepted without substantial amendment
Fully elected Council	• # of candidacy challenges • Council sworn into office

FTEs

There were 14 approved FTEs in 2002/2003 budget. There are no proposed changes in 2002/2003 budget.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Put in place an election reserve for the conduct of special elections and to secure funding for the next general election in 2004	The first contribution to the reserve ($123,500) was budgeted in 2001/02. The second contribution ($126,700) is identified in 2002/03 budget.
Funding was approved to address succession planning.	Process is in place for hiring Deputy Municipal Clerk, to be finalized in spring of 2002.
Meet service demands and standards set in service delivery	FOIPOP requests responded to within time frame. Statutory requirements continue to be met. Information delivered (agendas, supporting documents, minutes, by-laws, administrative orders, general information) in a timely manner. Information continues to be accurate and current, mindful of customer requirements.
Maintenance of membership (Members of Council and volunteers on bds/ctees of Regional Council and five Community Councils)	Ongoing maintenance of records (76 boards and committees - internal and external memberships), and facilitate the recruitment and approval process for those reporting/advising Regional Council and Community Councils.
Fiscal responsibility	Effective budget monitoring, resulting in a balanced budget.
Information Resource Retrieval	Classification of documents acquired from former units has been on-going.
Records Retention Schedules Management	400 boxes of pre-amalgamation records were shredded under previously approved administrative order. Development of all encompassing Records Management By-Law is progressing.
Off-site Storage and Inventory Management	Classification of records as they are acquired is on-going. Relocation and establishment of a permanent HRM records storage facility was delayed for one year due to changes in BMS objectives.

Key Initiative	Status
Vital Records Protection	Relocation of vital and archival records to the vault in City Hall has been completed - creation of applicable database is in progress. 48,000 images microfilmed.
Library Collection	Donation of relevant material to the Corporate Library from HRM staff and the community has increased.
Bibliographic Preparation, Research and Inter-Library Loans	13,000 items in the Corporate Library collection available for circulation, and 150 inter-library loans processed.
Value-Added Finding Aids	InMagic Program upgraded. Information Analyst active participant on the Intranet Committee.
Training and Professional Development	Information Resource Management Coordinator in place. Staff attended local training sessions on basic archival management and basic electronic document management. Staff attended a minute taking workshop and continues to update computer skills as the need dictates. Co-op students were not secured due to budget reductions.

Issues

The preservation of HRM's corporate memory is becoming increasingly difficult with limited funds identified annually in order to provide for a standardized, efficient and cost-effective records management program. This necessary and legally required service involves classification of records, their vital protection and secure storage, archival preservation of identified records and continuation of the development of a Corporate Library collection, including Council decisions. Limited resources have severely impacted on improvements/enhancements to the municipality's essential record management program.

The issue of succession planning and knowledge transfer continues to be addressed.

Link to Corporate Priority and/or Program Mission

The Municipal Clerk's Office and Information Resource Management must be positioned to meet

the needs of clients in support of:

- Council's Priority "Fiscal Accountability" to commit to providing the best value for dollars spent and the citizens have the confidence based on the quality and the requirements of the service to the community.
- Council's Priority "Community Development" through citizen participation in the decision making process.
- EMT's Corporate Priority to "Support and Encourage Customer Focussed Service Delivery" by ensuring services clearly reflect the requirement of the client, whether externally or internally.
- The Office of Municipal Clerk and Information Resource Management Mission Statement "to provide legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff, and facilitate public access to the legislative process, in order to ensure compliance with legislative requirements and openness of the decision making process" links with both Council and EMT's priorities.
- The Office of Municipal Clerk and IRM continue to be positioned to respond to and support Council and corporate priorities as the need dictates.

Goals 2002/2005

- Clerk's Office and Information Resource Management organisational structures must meet the legislative and service delivery needs of the public, Council and staff.
- Establishment of a centralized records facility.
- Effective integrated document management system.

Objectives 2002/03

- Continue to be responsive in a timely manner in the provision of legislated services in support of local government.
- Continue to work towards the consolidation and establishment of a centralized HRM records storage facility.
- Develop a corporate-wide records depository policy for the Corporate Library
- Educate staff and Council (with approved by-law) on the importance and necessity of a corporate wide information management program.
- Develop a Records Management By-Law, including retention schedules and administrative procedures.
- Commence development of a Records Management Manual which will be utilized by all HRM staff in the management of records.

- Research and plan for the implementation of a corporate-wide electronic document management system, conduct a pilot project within one HRM Division in 2003/2004 and, depending on the success of the pilot project, commence roll-out of a corporate system in the fiscal year 2004/2005.

Analysis of Proposed Changes

Service Levels:
Based on budget envelope
- Vital records program will be re-evaluated and will be reactionary.
- Volume of records holdings will increase.
- Response time could be impacted due to an increase in the volume of records being stored in several record storage facilities.
- Adoption of Records Management By-Law and the development of Records Management Manual will require extensive training for HRM staff.
- Volume of Records requiring off-site storage will increase as staff properly inventory and classify Records, applying applicable retention periods thereto.
- Records will continue to be managed manually for the 2002/2003 period.
- Existing level of service will be achieved within the Clerk's Office with enhancements to address succession planning, knowledge transfer, performance measurements and general procedures.

Financial/Budget:
- Cost for off-site commercial record storage will continue to increase when Records are not systematically and routinely disposed of.
- Over the long term, with the electronic document management pilot project completed and evaluated in 2003/2004 fiscal year, funds will have to be allocated in the 2004/05 Capital Budget for the initial roll-out of an electronic document management system.

Processes:
- Promotion and education of IRM program within HRM will increase while the actual level of service which can be provided will decrease.
- Processes will greatly change as electronic document management system is implemented.
- Adoption of a by-law and implementation of policies and procedures will cause many business units to reflect on how their active records are managed - training, education and consultative services provided by IRM staff will increase.
- FOIPOP training will take place throughout the organization to ensure business units are positioned to meet legislated requirements.

Internal Service Providers:
- Building Management Services is the decision maker in the record consolidation initiative.

- Building Management Services need to identify location for special elections (if required) and identify long term plans for space for 2004 regular election.
- Building Management Services continue to be a partner in support of the AV system in Council Chamber.
- Information Services will be a primary partner in the adoption and implementation of an electronic document management system.
- Shared Services will continue to provide services in printing of the weekly Regional Council agenda and supporting documents as well as Community Council agendas.

External Services

- Continue to partner with Eastlink Cable in the provision of televised weekly Council meetings.

FTE :
No changes in FTE is identified

ADMINISTRATIVE SERVICES - LEGAL SERVICES MISSION STATEMENT

Who?

Community, Councils, and Staff

Why?

To enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.

What?

Provide legal services, support and counsel in a timely and effective manner.

To provide legal services, support and counsel in a timely and effective manner to the Community, Council and Staff, to enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.

Legal Services Mission Statement: ***To provide legal services, support and counsel in a timely and effective manner to the Community, Council and Staff, to enable clients to comply with the law, make legally supportable decisions and to protect the assets of the municipality.***	
STRATEGIC OUTCOMES	**INDICATORS**
Compliance with municipally enforced laws	• # of infractions per capita • # citizen complaints regarding infractions
Legally sound HRM bylaws, policies and actions	• # of bylaws, policies, Council motions and Business unit decisions overturned by legal challenges
Legal interests and exposure of HRM protected	• $ spent on liability (including defense costs and judgments paid) • $ claimed versus $ paid • Annual feedback from insurance adjusters regarding $ spent on liability benchmarked to industry
CLIENT BENEFITS	**INDICATORS**
Charges brought by enforcement agencies processed efficiently and effectively	• # charges dismissed due to prosecutorial error • Client survey • Referrals analyzed and processed in accordance with accepted time lines *(working towards being able to track this with case management software)*
Timely, accessible, high quality legal advice	• % of clients surveyed who are very satisfied, satisfied, not satisfied; ▸ with promptness of service ▸ quality of service ▸ accessability of service
Legally informed clients	• narrative describing approach to preventive law, illustrations of counseling offered

FTEs

Legal Services had 13 FTE's approved for 2001/2002. There are no proposed changes for the

2002/2003 budget.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Continue to provide legal services to the Organization in the most cost effective manner while at the same time maintaining and in fact improving the quality of service and the level of customer satisfaction in the Organization	Legal Services to be delivered within budget The provision of Legal Services is very cost effective as benchmarked against other Canadian municipalities. Customer satisfaction seems to be maintained. Extremely successful claims experience. Cooperation with Bylaw Enforcement enhanced.

Issues

Legal Services by its nature involves the anticipation and avoidance of legal hazards and the reaction to legal issues as they arise. In short, good legal practice involves both preventative law and active law. In the long run preventative law is a more cost effective use of resources both within the division and for HRM as a whole. Unfortunately the active law demands are many and varied and by their nature must take precedence on a daily basis over preventative law initiatives. The objective of the division over time is to direct increasing resources to preventative law issues which will result in less active law and reduced cost and more effective service for HRM's business units.

Link to Corporate Priority and/or Program Mission

Legal Services must be positioned to meet the needs of clients in support of:

- The Director of Administrative Services will take the lead position in working with the Province in support of its initiative to review municipal roles and responsibilities.
- The Director will take the lead position in developing a proposal on governance to the Province that would better meet the needs of the municipality and clarify financial arrangements with the provincial government.
- Legal Services will continue to provide legal services to the Organization in the most cost effective manner while at the same time maintaining and in fact improving the quality of service and the level of customer satisfaction in the Organization

Goals 2002/2005

At present approximately one third of the budget for legal services is spent on outside counsel. There

will always be a need and an advantage for HRM to employ outside counsel for specific projects but because the cost of such service is much higher than for in-house service, our objective will be to take steps to transfer more work in-house.

Law enforcement is an area where legal services is in a responsive position----our work load will rise and fall based on the efforts of the enforcement units of HRM. We will work closely with those units to anticipate the demands which will be placed on our service so that we can respond appropriately.

We will over the next year be undertaking some in-house projects to increase the efficiency of our operations including a full analysis of our library needs and the development of a precedent system for opinions.

Succession planning will be a priority as approximately half of our lawyers have 25+ years at the Bar while the other half has less than 4 years.

Objectives 2002/2003

- Continue to provide legal services to the Organization in the most cost effective manner while at the same time maintaining and in fact improving the quality of service and the level of customer satisfaction in the Organization.
- Deliver proposal on governance to the Province that would better meet the needs of the municipality and clarify financial arrangements with the provincial government.

Analysis of Proposed Changes

Service Levels: Based on budget envelope, no significant change in service level

Financial/Budget: No significant changes.

Processes: No significant changes.

Internal Service Providers: No significant impacts.

FTE: No changes in FTE is identified

Administrative Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$1,078,628	$1,216,676	$1,282,000	$1,250,576	$1,326,450	$44,450	3.5%
Wages	17,225	234,437	6,000	0	6,000	0	0.0%
Overtime - Salaries and Wages	5,235	16,337	20,000	10,512	20,000	0	0.0%
Benefits and Other (Salaries)	149,149	170,217	203,900	181,586	203,850	(50)	-0.0%
Benefits and Other (Wages)	9,294	18,237	16,000	20,762	23,500	7,500	46.9%
Retirement Allowance & Severance	9,427	5,640	0	0	6,605	6,605	-
Clothing Allowance, Stipends, Othe	(0)	(2,708)	3,000	0	0	(3,000)	-100.0%
Office Expenses, less Computers	112,383	270,451	94,170	77,335	110,205	16,035	17.0%
Computers Expenses	0	371	4,000	6,150	7,360	3,360	84.0%
Consulting Fees	0	21,343	0	0	0	0	-
Other Professional Fees	482,885	520,137	420,000	540,169	420,702	702	0.2%
Contract Fees	65,066	76,518	63,000	56,275	72,500	9,500	15.1%
Equipment and Supplies	0	(11)	0	0	0	0	-
Materials	0	34	0	0	0	0	-
Building Repair, Maintenance	2,263	2,035	3,000	2,624	3,000	0	0.0%
Equipment Repair, Maintenance	(0)	0	700	1,389	1,700	1,000	142.9%
Membership Dues	156,245	122,566	135,400	121,756	137,900	2,500	1.8%
Conferences and Travel	17,117	17,382	14,800	19,673	21,800	7,000	47.3%
Training and Education	5,336	1,713	6,800	2,566	9,400	2,600	38.2%
Advertising and Promotion	24,292	62,020	13,000	17,629	16,000	3,000	23.1%
Books, Publications and Data	27,219	34,793	35,200	41,076	34,600	(600)	-1.7%
Other Goods and Services	13,696	27,784	2,600	3,007	6,658	4,058	156.1%
Transfer to/from Reserves	0	0	123,500	123,500	126,770	3,270	2.6%
Other Fiscal Charges	2,351	0	0	2,101	0	0	-
Interdepartmental - Other	0	0	0	1,250	0	0	-
Total	**$2,177,810**	**$2,815,972**	**$2,447,070**	**$2,479,936**	**$2,555,000**	**$107,930**	**4.4%**
Revenues							
Other Sales Revenue	(24,550)	(24,000)	(24,000)	(18,000)	(24,000)	0	-0.0%
Other Revenues	(3,937)	(14,533)	0	(3,190)	0	0	-
Total	**($28,487)**	**($38,533)**	**($24,000)**	**($21,190)**	**($24,000)**	**$0**	**-0.0%**
Net Cost	**$2,149,322**	**$2,777,440**	**$2,423,070**	**$2,458,745**	**$2,531,000**	**$107,930**	**4.5%**

Administrative Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A101 Administration	$108,685	$105,989	$111,000	$109,746	$122,808	$11,808	10.6%
A110 Legal Services	1,165,192	1,220,417	1,275,170	1,394,685	1,309,202	34,032	2.7%
A121 Corporate Support	634,837	603,046	699,800	622,773	740,650	40,850	5.8%
A122 Information Resource Mgmt.	128,914	183,592	183,700	176,624	255,570	71,870	39.1%
A123 Corporate Library	41,734	63,165	53,900	52,607	0	(53,900)	-100.0%
A125 Elections	98,448	639,764	123,500	123,500	126,770	3,270	2.6%
Total	**$2,177,810**	**$2,815,972**	**$2,447,070**	**$2,479,936**	**$2,555,000**	**$107,930**	**4.4%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A101 Administration	$0	($5)	$0	($51)	$0	$0	-
A110 Legal Services	(16,996)	(24,036)	(24,000)	(18,475)	(24,000)	0	-0.0%
A121 Corporate Support	(11,591)	(9,710)	0	(215)	0	0	-
A122 Information Resource Mgmt.	(2,174)	(1,890)	0	(2,450)	0	0	-
A125 Elections	2,519	(2,891)	0	0	0	0	-
Total	**($28,487)**	**($38,533)**	**($24,000)**	**($21,190)**	**($24,000)**	**$0**	**-0.0%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A101 Administration	$108,685	$105,984	$111,000	$109,695	$122,808	$11,808	10.6%
A110 Legal Services	1,148,196	1,196,381	1,251,170	1,376,211	1,285,202	34,032	2.7%
A121 Corporate Support	623,246	593,335	699,800	622,559	740,650	40,850	5.8%
A122 Information Resource Mgmt.	126,740	181,702	183,700	174,174	255,570	71,870	39.1%
A123 Corporate Library	41,487	63,165	53,900	52,607	0	(53,900)	-100.0%
A125 Elections	100,967	636,873	123,500	123,500	126,770	3,270	2.6%
Total	**$2,149,322**	**$2,777,440**	**$2,423,070**	**$2,458,745**	**$2,531,000**	**$107,930**	**4.5%**

COMMUNITY PROJECTS DRAFT MISSION STATEMENT

Who?

All residents of the Halifax Regional Municipality

Why?

To enhance the quality of life

What?

Through the provision of alternative initiatives designed to promote individual, organizational and community growth

The Community Projects Business Unit strives to enhance the quality of life of all residents of the Halifax Regional Municipality through the provision of alternative initiatives designed to promote individual, organizational and community growth.

Draft Strategic Outcomes

Public Safety
Economic Development
Community Development

Draft Client Benefits

Community Standards:
Enforcement of:
- S-300 Streets (Section I - Sidewalk Snow and Ice Removal)
- S-600 Solid Waste
- P-800 Pesticide
- M-100 Standards for Residential Occupancies
- MGA Part 15 (Dangerous or Unsightly Premises)
- D-100 Dogs
- S-200 Smoking
- T-108 Taxi and Limousine Licensing

Youth Development:
'At risk' youth earning an income
'At risk' youth with enhanced job skills
'At risk' youth with enhanced life skills
'At risk' youth job experience
'At risk' youth career preparation

Alternative Service Delivery:
Provision of effective and efficient municipal services with funding assistance from external sources:

Recycling
Residential Enviro Depot
Commercial Enviro Depot
Green Cart Program
Solid Waste Removal
Dangerous or Unsightly Premises Improvements
Sidewalk Snow and Ice Removal
Fire Board-Ups
Asset Revitalization
Special Projects

FTEs

Community Projects had 67 FTEs approved for the 2001/2002 budget. The 2002/03 proposed FTEs is 63.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Develop a corporate matrix showing current responsibilities for by-laws.	Framework for this initiative has been created. Process has commenced to identify existing by-laws along with the respective business unit regarding responsibility for policy, administration, licensing, enforcement and remedy. Copy of draft matrix sent to Directors of business units identified as Key Stakeholders on August 24/01.
Develop consultive process for determining the By-Law Enforcement Division's corporate role and mandate.	Realignment to Community Projects business unit. Consulting business units identified as Key Stakeholders in the Matrix initiative.
Clarification of mandate re: pro-active versus reactive by-law enforcement. If the mandate becomes pro-active enforcement of by-laws there will be a direct increase in fiscal costs.	Pro-active enforcement model tested in Dartmouth North. To date there has not been a direct increase in fiscal costs.
Amend By-Law Enforcement Officer job descriptions to include minimum standards duties.	Job descriptions amended to include appropriate minimum standards duties. Consultation required with Planning and Development regarding level and scope of enforcement by the respective business units. The new Residential Occupancies By-Law, which will replace existing Minimum Standards By-Laws.
Process improvement to ensure 'best practices' being used throughout the By-Law Enforcement section reflected in an updated Procedures Manual for By-Law Enforcement.	Development of activity management database on going. Policies and procedures will be updated accordingly.
Support corporate initiative on illegal dumping as appropriate.	Representative sitting on SWRAC Committee.

Key Initiative	Status
Identify specific legislative tools/authority available for enforcement and develop policies and procedures for the appropriate circumstances in which these should be used based upon time lines and effectiveness	Streets By-Law S-300 amended September 2001 to allow remedy of improperly placed solid waste through Youth LIVE initiative. Consulting business units identified as Key Stakeholders in the Matrix initiative. Amendments, repeals and realignment of responsibilities as a result of the Matrix initiative. Initiated amendments to D-100 Dog By-Law.
Maintain partnerships with the Federal government to share resources and decision making regarding 'at risk' youth development.	Secured funding contract of $337,500 with Human Resources Development Canada. Secured authorization from Canada Customs and Revenue Agency to provide living allowance and bonus incentives for participants in the Youth LIVE program.

Key Initiative	Status
Maintain partnerships with other HRM business units to share resources and decision making regarding alternative service delivery opportunities with mutual benefit to the HRM and 'at risk' youth.	Continue partnership with Solid Waste Resources business unit to provide services for the Organic Green Cart Program including storage (at 1300 St. Margaret's Bay Rd), assembly, delivery, parts salvage, cleaning, warranty repair and inventory control. Continue providing paper and beverage container recycling services for 59 HRM sites. Continue to act on behalf of Real Property Services at 1300 St. Margaret's Bay Road: - Serve as site manager - Pay utilities - Conduct improvements within capacity - Maintain building, grounds and parking lot - Address tenant's (HRDA) needs, who pay $12,000 rent annually to Real Property Services Continue to act on behalf of Real Property Services at 54 Locks Road (Fairbanks Centre): - Conduct improvements within capacity - Maintain building, grounds and parking lot Continue to act on behalf of Real Property Services at 947 Mitchell Street: - Pay rent and utilities - Conduct improvements within capacity - Maintain building, grounds and parking lot Continue to act on behalf of all HRM business units by: - Provide high quality space for meetings, workshops and other functions (Fairbanks Centre) - House recycling services (947 Mitchell Street

Key Initiative	Status
Identify and pursue additional service delivery opportunities with mutual benefit to the HRM and 'at risk' youth.	Commenced Sidewalk Snow and Ice Removal Services collaboratively with By-Law Enforcement Services and Public Works and Transportation. Commenced service to remove improperly placed solid waste at property owner's expense in collaboration with By-Law Enforcement Services, Solid Waste Resources and Public Works and Transportation. Provided a number of services as requested by other HRM business units including: - Business case analysis for out-sourced cleaning services of HRM buildings for Real Property Services - Needs analysis for organic waste removal from HRM buildings for Solid Waste Resources - Facilitation of Capital Costs Contributions initiative. - Facilitation of Sub-Division By-Law review.
Re-engineer databases that enhance performance management.	Re-engineered databases and developed a management database for By-Law Enforcement Services and Animal Control.
Conduct a job evaluation for the business unit.	Job evaluation of business unit completed.
Develop an action plan that addresses employee survey results.	Employee Survey Progress Report for the fall of 2001 completed.
Appoint a Communications Officer and develop a communications strategy for the business unit.	Communications Officer position appointed. Development of a communications strategy in progress.
Secure Fairbanks Centre to accommodate office needs for the business unit, a satellite site for Dangerous or Unsightly Premises Improvements and potential job experiences for 'at risk' youth.	Obtained one-year license with renewal options for Fairbanks Centre. Relocated staff from inadequate facilities. Established Dangerous or Unsightly Premises Improvement satellite site. Secured maintenance contract for canal and trails within the jurisdiction of the Shubenacadie Canal Commission.

Key Initiative	Status
Re-engineer processes within the business unit to address realignment of By-Law Enforcement Services, Pesticide Enforcement, Animal Control and Taxi and Limousine Office to Community Projects.	Conducted needs and issue analysis along with an action plan for By-Law Enforcement Services.
Conduct needs analysis of space requirements for the business unit.	Prepared needs analysis of space requirements for the business unit and presented it to Real Property Services and Capital Budget Committee
Develop modelling behaviour modules for 'at risk' youth participants in the Youth LIVE program.	Development complete on 16 modelling behaviour modules.

Issue # 1

Awareness of the roles and responsibilities of the Community Projects business unit.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety, Economic Development, Community Development
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities - Build council and staff relations and improve customer service.

Goal 2002/2005

To develop a strategy to increase awareness of the roles and responsibilities of the Community Projects business unit.

Objectives 2002/2003

- Identifying key stakeholders.
- Determining what information key stakeholders require
- Preparing an information package.

- Disseminating information to key stakeholders.

Analysis of Proposed Changes

Service Levels - Increased awareness.
Financial/Budget - No anticipated costs.
Processes - Analysis along with an Action Plan.
Internal Service Providers- No anticipated need at this time.
FTE's - No change anticipated at this time.
2002/03 Budget -
Short Term - No anticipated costs.
Long Term -No anticipated costs.

Issue # 2

Need for additional and adequate space to house Community Projects business unit.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety, Economic Development, Community Development
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities - Build council and staff relation and improve customer service.

Goal 2002/2005

To attain space to address immediate and future needs for the Community Projects business unit.

Objectives 2002/2003

- Continuing discussions regarding Needs Analysis submitted to Real Property Services(Aug8/01).
- Establishing the immediate and longer term strategies to address space needs in consultation with Real Property Services.
- Implementing an Action Plan.

Analysis of Proposed Changes

Service Levels - Improved work environment.
Financial/Budget - No allocation within Community Projects envelope.
Processes - Analysis along with an Action Plan.

Internal Service Providers- Real Property Services
FTE's - N/A
2002/03 Budget -
Short Term - No allocation within Community Projects envelope.
Long Term - Resource allocation within Real Property Services or Community Projects.

Issue # 3

Need for a corporate policy on charging back for services rendered between business units.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Fiscal Accountability
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities - Build council and staff relations and improve customer service.

Goal 2002/2005

To influence the convening of a working group of the key stakeholders to draft a charge back policy.

Objectives 2002/2003

- Introducing issue to SMT.
- Responding to direction of SMT.

Analysis of Proposed Changes

Service Levels -Equitable distribution of resources.
Financial/Budget -Revenue projections of business unit estimate fees for services rendered to other business units.
Processes - Analysis along with an Action Plan.
Internal Service Providers: Financial Services and Business units utilizing services.
FTE's - N/A
2002/03 Budget -
Short Term - No allocation within Community Projects envelope for lost revenues.
Long Term - No allocation within Community Projects envelope for lost revenues.

Issue # 4

Lack of clarity and coordination regarding the responsibilities for 162 By-Laws and portions of the MGA administered by ten Business Units.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities - Fiscal health and sustainability, build Council and staff relations, improve customer service, intergovernmental relations and consolidated data management plan.

Goal 2002/2005

To rationalize the form and content of HRM legislation and align responsibility centres for policy, administration, licensing, enforcement and remedy of same.

Objectives 2002/2003

- With the committee clarify current responsibility centres for policy, administration, licensing, enforcement and remedy of HRM legislation.
- Identifying HRM legislation which should be repealed.
- Developing amendments to HRM legislation as required.
- Developing new HRM legislation as required.
- Developing an action plan with responsibility centres and time lines for repeals, amendments and creation of new HRM legislation.
- Aligning responsibilities for HRM legislation as required.
- Preparing Council reports as required.
- Developing communications strategy for HRM business units, Council, and citizens.

Analysis of Proposed Changes

Service Levels - Better management and response to By-Law enforcement.
Financial/Budget - Dependent upon the outcomes of the By-Law Rationalization Project.
Processes - Changes will be required to achieve objectives.
Internal Service Providers - Community Projects is leading the initiative with representation from: Planning and Development, Regional Police Services, Fire and Emergency Services, Shared Services, Solid Waste, Administrative Services, Public Works and Transportation, Parks and Recreation, Financial Services and Information Services
Contractual Service Provider - RCMP
FTE's - No change anticipated at this time.

2002/03 Budget -
Short Term - No anticipated change.
Long Term - Dependent upon the outcomes of the By-Law Rationalization Project.

Issue # 5

Outdoor taxi/limousine inspection facilities are inadequate in inclement weather.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety, Economic Development
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities - Fiscal health and sustainability and improve customer service.

Goal 2002/2005

To attain adequate indoor taxi/limousine inspection facilities regardless of weather conditions.

Objectives 2002/2003

- Conducting a Needs Analysis to determine facility requirements.
- Advising Real Property Services of the facility requirements.
- Developing a strategy in conjunction with Real Property Services.

Analysis of Proposed Changes

Service Levels - Increased level of service to taxi/limousine vehicle owners.
Financial/Budget - Dependent upon the outcomes of the Needs Analysis.
Processes - Relocation of taxi/limousine offices.
Internal Service Providers- Real Property Services
FTE's - No change anticipated at this time.
2002/03 Budget -
Short Term - No anticipated change.
Long Term - Dependent upon the outcomes of the Needs Analysis.

Issue # 6

Increasing demands from outside agencies (including FOIPOP, Revenue Canada, RCMP and HRP) for taxi/limousine information regarding audits and investigations.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities -Improve customer service.

Goal 2002/2005

To identify the resources required to fulfill these requests.

Objectives 2002/2003

- Tracking number and nature of requests and time required to fulfill.
- Developing an approach with minimum burden to existing resources.
- Implementing effective and efficient actions.

Analysis of Proposed Changes

Service Levels - Clearer understanding of service requirements.
Financial/Budget - No anticipated costs.
Processes - Analysis along with an Action Plan.
Internal Service Providers- No anticipated need at this time.
FTE's - No change anticipated at this time.
2002/03 Budget -
Short Term - No anticipated costs.
Long Term -No anticipated costs.

Issue # 7

Independent review of regulation of HRM Taxi/Limousine industry with recommendations for policy approach to be used.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety, Economic Development
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities -Improve customer service.

Goal 2002/2005

To determine HRM role in regulation of Taxi/Limousine industry.

Objectives 2002/2003

- Developing terms of reference for Council consideration.
- Obtaining Council direction.
- Preparing specifications for an Expression of Interest or a Request for Proposal.
- Presenting findings to Council.

Analysis of Proposed Changes

Service Levels - Clearer understanding of service requirements.
Financial/Budget - The existing budget is not sufficient to meet expectations.
Processes - Analysis along with an Action Plan.
Internal Service Providers- No anticipated need at this time.
FTE's - No change anticipated at this time.
2002/03 Budget -
Short Term - Additional resources required to undertake study.
Long Term - Additional resources may be required relative to outcome of Council decision and potential study.

Issue # 8

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

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities -Improve customer service.

Goal 2002/2005

To develop an Animal Control service with clear roles and responsibilities.

Objectives 2002/2003

- Assessing the terms of the existing contract.
- Identifying the gaps between current and desired situations.

- Developing an Animal Control strategy.

Analysis of Proposed Changes

Service Levels - Improved service.
Financial/Budget - The existing budget is not sufficient to meet expectations.
Processes - Analysis along with an Action Plan.
Internal Service Providers
- Legal Services (guidance on prosecutions and by-law(s) amendments)
- Finance (information sharing on licensing)
FTE's - To be determined by analysis.
2002/03 Budget -
Short Term - Reduction of service or increase in costs.
Long Term -Reduction of service or increase in costs.

Issue # 9

Increasing 'at risk' youth population with limited life/job skills and job experience.

Link to Corporate Priority and/or Program Mission

- Council Priorities - Public Safety, Community Development, Economic Development
- EMT Priorities - Support and encourage customer focussed service delivery.
- CAO Priorities - Improved customer service.

Goal 2002/2005

To enhance the development of youth through an alternative service delivery program

Objectives 2002/2003

- Improve recruiting process.
- Improve assessment tools and identify new ones.
- Developing individual action plans.
- Aligning individual action plans with operational requirements.
- Conducting performance enhancement sessions.

Analysis of Proposed Changes

Service Levels - Youth with greater capacity.
Financial/Budget - Federal funding partnership for Youth LIVE program.
Processes - Adapt to operational needs while addressing youth development needs.
Internal Service Providers -
All HRM business units: Paper Recycling Services, Beverage Container Recycling Services and Special Projects

Solid Waste: Green Cart Program and Diversion from Otter Lake Facility

Public Works and Transportation: Sidewalk Snow and Ice Removal and Solid Waste Removal

Fire and Emergency Services: Fire Board-ups

Real Property Services: Asset revitalization

FTE's - Adapt to operational needs and funding availability.
2002/03 Budget -
Short Term - No anticipated change.
Long Term - No anticipated change.

Community Projects
Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$415,626	$534,628	$960,800	$1,091,512	$1,509,550	$548,750	57.1%
Wages	42	173	177,000	0	0	(177,000)	-100.0%
Overtime - Salaries and Wages	429	814	0	2,812	0	0	-
Benefits and Other (Salaries)	35,758	46,193	134,400	158,792	262,100	127,700	95.0%
Benefits and Other (Wages)	11,984	20,426	49,325	32,356	45,100	(4,225)	-8.6%
Retirement Allowance & Severance	0	0	0	1,037	0	0	-
Clothing Allowance, Stipends, Othe	134,353	149,082	383,080	185,974	307,500	(75,580)	-19.7%
Office Expenses, less Computers	22,499	36,175	97,525	97,200	70,950	(26,575)	-27.2%
Computers Expenses	269	640	0	6,607	7,000	7,000	-
Other Professional Fees	0	700	0	0	0	0	-
Contract Fees	18,244	20,555	496,200	423,082	395,000	(101,200)	-20.4%
Equipment and Supplies	23,601	20,728	32,800	54,422	55,500	22,700	69.2%
Materials	14,833	9,562	12,950	8,460	15,900	2,950	22.8%
Building Repair, Maintenance	7,559	5,148	32,000	7,771	18,800	(13,200)	-41.3%
Heating Fuel	5,833	9,350	11,500	5,845	8,400	(3,100)	-27.0%
Electricity	8,952	8,305	7,000	7,486	7,000	0	0.0%
Equipment Repair, Maintenance	47,550	37,627	61,000	26,542	44,300	(16,700)	-27.4%
Vehicle Expenses	58,890	50,634	165,600	46,586	0	(165,600)	-100.0%
Diesel Fuel	1,935	0	30,000	49	0	(30,000)	-100.0%
Gasoline Fuel	1,582	838	0	49	0	0	-
Membership Dues	150	50	800	550	800	0	0.0%
Conferences and Travel	5,031	7,996	17,700	30,283	19,000	1,300	7.3%
Training and Education	3,866	5,360	13,200	7,803	11,200	(2,000)	-15.2%
Site Preparation	0	0	0	0	0	0	-
Advertising and Promotion	1,591	383	0	504	1,000	1,000	-
Books, Publications and Data	172	478	1,600	553	1,800	200	12.5%
Other Goods and Services	192,285	239,954	101,300	270,292	229,300	128,000	126.4%
Transfer to/from Reserves	0	71,477	0	0	0	0	-
Other Fiscal Charges	36	(98,780)	(483,205)	(128,379)	(300,000)	183,205	-37.9%
Interdepartmental - Fleet	6,698	30,424	0	37,592	91,800	91,800	-
Interdepartmental - Other	0	0	0	500	0	0	-
Total	**$1,019,770**	**$1,208,920**	**$2,302,575**	**$2,376,280**	**$2,802,000**	**$499,425**	**21.7%**
Revenues							
Transfers from Governments, Other	(347,119)	(444,994)	(371,550)	(215,841)	(338,200)	33,350	-9.0%
Other Licenses, Permits and Fines	0	0	(308,500)	(361,094)	(308,500)	0	-0.0%
Other Fees	0	0	0	(20,708)	(10,000)	(10,000)	-
Other Sales Revenue	(446,094)	(429,256)	(380,500)	(415,203)	(372,000)	8,500	-2.2%
Other Revenues	(226,559)	(334,670)	(43,300)	(42,819)	(63,300)	(20,000)	46.2%
Total	**($1,019,771)**	**($1,208,920)**	**($1,103,850)**	**($1,055,666)**	**($1,092,000)**	**$11,850**	**-1.1%**
Net Cost	**($0)**	**($0)**	**$1,198,725**	**$1,320,614**	**$1,710,000**	**$511,275**	**42.7%**

Community Projects
Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Y401 Community Projects Admin.	($0)	$86,591	$87,700	$86,377	$83,900	($3,800)	-4.3%
Y431 947 Mitchell	76,694	60,245	74,200	69,737	71,900	(2,300)	-3.1%
Y432 1300 St. Margaret's Bay Rd	35,307	14,930	12,300	8,428	19,400	7,100	57.7%
Y433 Storefront	7,294	5,549	0	2,020	0	0	-
Y434 Fairbanks Learning Centre	484	3,299	0	1,207	7,300	7,300	-
Y441 Business Development	245,819	301,145	200,300	307,401	414,900	214,600	107.1%
Y456 Community Bridging	101,189	107,442	275,800	249,710	328,000	52,200	18.9%
Y416 Trucking/Fleet	67,055	133,706	99,000	114,277	137,300	38,300	38.7%
Y481 Business Operations	266,065	108,167	121,100	119,939	248,450	127,350	105.2%
Y482 Recycling	71,092	85,045	100,400	59,269	125,800	25,400	25.3%
Y483 Res/Comm Enviro Depot	222,788	309,044	185,250	313,589	333,650	148,400	80.1%
Y484 By Law Remedies	53,550	(9,449)	50,000	49,908	61,900	11,900	23.8%
Y485 Organic Carts	3,295	3,208	43,300	29,057	59,300	16,000	37.0%
Y493 Pesticide Enforcement	0	0	32,000	37,871	32,000	0	0.0%
Y494 By Law Enforcement	0	0	1,021,225	927,488	878,200	(143,025)	-14.0%
Total	**$1,150,632**	**$1,208,920**	**$2,302,575**	**$2,376,279**	**$2,802,000**	**$499,425**	**21.7%**

Community Projects
Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Y441 Business Development	(480,565)	(457,641)	0	(215,841)	0	0	-
Y456 Community Bridging	0	0	(46,700)	0	(53,200)	(6,500)	13.9%
Y416 Trucking/Fleet	0	0	(99,000)	0	0	99,000	-100.0%
Y481 Business Operations	(222,057)	(293,168)	(121,100)	(1,031)	(182,500)	(61,400)	50.7%
Y482 Recycling	(156,790)	(136,643)	(100,400)	(113,253)	(161,500)	(61,100)	60.9%
Y483 Res/Comm Enviro Depot	(288,881)	(296,275)	(185,250)	(302,546)	(330,500)	(145,250)	78.4%
Y485 Organic Carts	0	(24,332)	(43,300)	(40,064)	(55,800)	(12,500)	28.9%
Y492 By Law Enforcement	0	0	0	(1,859)	0	0	-
Y494 By Law Enforcement	0	0	(308,500)	(359,236)	(308,500)	0	-0.0%
Total	**($1,148,293)**	**($1,208,060)**	**($904,250)**	**($1,033,851)**	**($1,092,000)**	**($187,750)**	**20.8%**

Community Projects
Summary by Net Expenditures

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Y401	Community Projects Admin.	($0)	$86,591	$87,700	$86,377	$83,900	($3,800)	-4.3%
Y431	947 Mitchell	76,694	60,245	74,200	69,717	71,900	(2,300)	-3.1%
Y432	1300 St. Margaret's Bay Rd	35,307	14,930	12,300	8,428	19,400	7,100	57.7%
Y433	Storefront	7,294	5,549	0	2,020	0	0	-
Y434	Fairbanks Learning Centre	484	3,299	0	1,207	7,300	7,300	-
Y441	Business Development	(234,746)	(156,497)	200,300	91,560	414,900	214,600	107.1%
Y456	Community Bridging	101,189	107,442	229,100	249,710	274,800	45,700	19.9%
Y416	Trucking/Fleet	67,055	133,706	0	114,277	137,300	137,300	-
Y481	Business Operations	44,008	(185,002)	0	118,907	65,950	65,950	-
Y482	Recycling	(85,697)	(51,599)	0	(53,984)	(35,700)	(35,700)	-
Y483	Res/Comm Enviro Depot	(66,093)	12,768	0	11,043	3,150	3,150	-
Y484	By Law Remedies	53,550	(9,449)	50,000	49,908	61,900	11,900	23.8%
Y485	Organic Carts	3,295	(21,124)	(0)	(11,007)	3,500	3,500	-2692307.7%
Y492	By Law Enforcement	0	0	0	(1,859)	0	0	-
Y493	Pesticide Enforcement	0	0	32,000	37,871	32,000	0	0.0%
Y494	By Law Enforcement	0	0	712,725	568,252	569,700	(143,025)	-20.1%
	Total	**$2,340**	**$860**	**$1,398,325**	**$1,342,428**	**$1,710,000**	**$311,675**	**22.3%**

EMERGENCY 911 COMMUNICATIONS MISSION STATEMENT

Who?

HRM Citizens, Businesses and Visitors

Why?

Safeguard life and property

What?

Provide emergency service response

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

Description of Program/Service

The HRM Emergency 911 (HRM E911) Communications Centre provides a 7day/24 hours communication dispatch coverage using 800 MHZ communication equipment to the inner core services of Police and Fire. Approximately 2000 calls per day are received at the centre, including emergency and non-emergency Fire and Police calls.

Currently E911 serves the former Halifax, Dartmouth and Bedford communities, and 55 of the 63 fire departments. The RCMP handle police calls for the former County area. If the call involves a medical emergency, the call is sent to the provincial Ambulance Dispatch centre, who in turn call fire via the Bedford E911 for fire's assistance. If the call is strictly a fire call, the RCMP Dispatch Center forward the call to Bedford E911 to dispatch Fire Services Private dispatchers provide service to 8 rural fire departments.

In addition, the HRM E911 Communications Centre provides computer aided dispatch services to Halifax Regional Police, (HRP) and Halifax Regional Fire & Emergency Services (HRFS) which is interfaced with the Records Management system (RMS) of both services.

Contracts have been negotiated that will see all of HRM Communication Systems on the TRUNKED MOBILE RADIO NETWORK (TMR) over a three year period. Currently Halifax Regional Police and Halifax Regional Fire Rural Departments are operating on this TMR network which permits them to communicate with all of our major partners such as Emergency Medical Care, RCMP, Department of Natural Resources, EMO, and all of the Rural Fire Departments throughout Nova Scotia.

In addition, staff from HRM are currently working with a selected Vendor to develop a new Computer Aided Dispatch system that will provide the HRM 911 Center as well as Police and Fire with a unified system that will be greatly enhanced over the present system. This support mechanism will contain such data as improved civic address data and an Automatic Vehicle Locator system to track emergency vehicles for improved customer service.

911 Communication Centre Mission Statement: ***To provide emergency service response in an efficient and professional manner in order to safeguard life and property.***	
Strategic Outcomes	**Indicators**
Improved response time of emergency services to calls for service by facilitating a co-ordinated response of emergency services in time of crisis	• % of time appropriate equipment or personnel arrives within "X" minutes from call receipt by emergency type
Decreased severity of personal injury from accidents, health problems, fire, assaults	• Will work with other emergency service providers to identify indicators
Decreased severity of property damage/loss from fire and criminal activity	• Will work with other emergency service providers to identify indicators
Client Benefits	**Indicators**
Efficient, accurate response of appropriate emergency equipment and personnel	• % of calls answered within "X" seconds/minutes of call receipt • % of calls redirected to appropriate service within "X" seconds from call receipt
Citizens receive skillful and professional service response	• % of clients surveyed who report that call taking and dispatch service personnel were professional, explained procedures, were concerned and caring • # of complaints by type, about call taking/responding Citizen Survey (1997 & 2000 question) How much confidence do you have in the 911 system in the following categories: a) Quickly dispatch emergency service(s), b) Dispatch the right emergency service(s), c) Give proper medical advice.
Information regarding the 911 service and other emergency services	• # of calls for non-emergency services received

FTEs

911 had 63 FTEs approved for the 2001/2002 budget. The 2002/2003 proposal for FTEs is 64.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
911 Call Taking - 911 Call taking handled outside Halifax, Dartmouth, and Bedford is by RCMP.	No negotiations have taken place at this time. Meeting will be set up with EMO and HRM within next quarter. Province has been given written notice that HRM desires discussion on this issue and will be moving forward in this regard.
Police Dispatching - Police dispatching outside of Halifax, Dartmouth and Bedford is handled by RCMP.	No report on this issue to date. Prior to taking on this duty move to larger quarters will have to be undertaken.
Fire Dispatching - Five fire departments outside the core area is handled by private dispatchers.	The Fire service is closer to an integrated paging and radio solution. Once this occurs then these departments can be dispatched by our center.
Understaffing - Understaffed because of ill dispatchers and increasing call volume.	Four positions have been granted and the process to fill these positions has begun. Positions should be filled on or about October 1, 2001. Positions to be filled are combination call taker and dispatcher. New workstation has been created within the fire dispatch area to accommodate this person.
Facility - Current facility is too small to handle call volume, and does not permit integration with HRM Call Centre.	The original plan to move the call center to the Eric Spicer building has been shelved for the time being due to strategic plan changes. Unknown at this time when this will proceed. In the meantime staff are compiling a requirements and equipment inventory as well as developing a plan for the move.

Key Initiative	Status
Dictaphones - Dictaphones unable to record current number of talkgroups and phone lines that come into the 911 Center.	In the process of developing an RFP for replacement of the system. Closing date for vendors is estimated to be November 9,2001 with purchase agreement in place shortly thereafter. Installation hoped for in 1st Quarter of 2002.

Issue # 1

911 Call Taking & Dispatching

The 911 call taking and Police dispatching is handled outside Halifax, Dartmouth, and Bedford by RCMP. Dispatching for five fire departments outside the core area is handled by private dispatchers. This creates time delays in dispatching as well as loss of vital information.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.

Goals 2002/2005

- Improve the efficiency and effectiveness of public safety response in HRM by having one point of contact for call taking and dispatch. This will be accomplished by taking over all 911 call taking and dispatching of Police and Fire Services for all of HRM.
- Offer police dispatching services to other municipalities in Nova Scotia with TMR

Objectives 2002/2003

- Continue negotiations with provincial EMO/911 and RCMP.
- Document incidents in which having a fragmented system has resulted in loss of life/property and other problems.
- Develop project plan for integrating dispatching services.
- Enter into preliminary discussions with other municipalities in Nova Scotia .
- New integrated radio and paging system to be put in place for Rural Fire Service.
- Examine feasibility of dispatching other agencies and fire services with mutual aid agreements with HRM.

Analysis of Proposed Changes

Service Levels: dispatching will occur more quickly because RCMP dispatch will be taken out of the loop. Will improve dispatching to the remaining five rural departments which are not currently part of the system.
Financial/ Budget: reduced cost by removing RCMP dispatch from loop.
Processes: n/a
Internal Service Providers: n/a
FTE's: n/a
2002/03 Budget: Envelope does not allow for monies for radio costs (maintenance agreements, etc.)

Issue #2

Facility

Current facility is too small to handle call volume, and does not permit integration with HRM Call Centre.

Staffing

Need to develop a pool of qualified personnel for Emergency call taking and dispatch.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.

Goals 2002/2005

- To move the dispatch centre to a larger location.
- To ensure continued access to a potential pool of qualified call takers.

Objectives 2002/2003

- To identify a larger location for the dispatch centre with view to integration with HRM Corporate Call Centre.
- Identify space requirements for new call center.
- Identify equipment requirements for new center.
- Develop plan to migrate from the current location to a new center.

Analysis of Proposed Changes

Service Levels: Tie in with HRM Corporate Call Centre. Develop a career path for call takers and dispatchers
Financial/ Budget: Increased efficiencies and savings with one combined operation
Processes: n/a
Internal Service Providers: n/a
FTE's: n/a
2002/03 Budget: Organizational Capital monies for move to new facility.

Issue # 3

Alarms

The 911 Dispatch Center has the capability to monitor alarms for HRM properties.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.

Goal 2002/2005

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

Objectives 2002/2003

- Install alarms within the buildings and offices occupied by HRM Fire.
- Begin planning for continuing this roll-out to all HRM controlled offices and properties that require being alarmed.
-

Analysis of Proposed Changes

Service Levels: Improved security of HRM owned or leased properties
Financial/ Budget: Project savings over the cost of an outside agency monitoring alarm status of properties.
Processes: n/a
Internal Service Providers: n/a

FTE's: n/a
2002/03 Budget: n/a

Issue # 4

Radio Communications within HRM

All radio tele-communications should come under the care and control of one department.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.

Goal 2002/2005

To provide a uniform solution to radio & paging within HRM

Objectives 2002/2003

- Develop business plan showing economy of having all communications equipment under control of one dept.
- Clarify roles and responsibilities for all Business Units for Communications Systems and develop Service Level Agreements (fire/police/works/water commission, etc.)

Analysis of Proposed Changes

Service Levels: n/a
Financial/ Budget: Cost efficiencies to be realized through integration of several systems into one. Less spent in maintenance and repairs.
Processes: n/a
Internal Service Providers: n/a
FTE's: n/a
2002/03 Budget: n/a

Emergency 911 Communications

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$2,281,878	$2,440,608	$2,651,500	$2,604,389	$2,775,200	$123,700	4.7%
Overtime - Salaries and Wages	135,261	122,349	92,200	90,905	92,200	0	0.0%
Benefits and Other (Salaries)	361,919	391,141	426,300	406,208	442,000	15,700	3.7%
Benefits and Other (Wages)	13,725	14,065	38,000	48,570	55,600	17,600	46.3%
Retirement Allowance & Severance	0	0	0	4,388	15,200	15,200	-
Clothing Allowance, Stipends, Othe	1,270	5,948	1,900	6,994	1,900	0	0.0%
Office Expenses, less Computers	103,815	78,142	129,240	101,991	131,740	2,500	1.9%
Computers Expenses	622	3,615	0	1,823	0	0	-
Equipment and Supplies	329	556	1,000	730	1,000	0	0.0%
Building Repair, Maintenance	64,133	9,336	0	0	0	0	-
Equipment Repair, Maintenance	226,839	413,844	292,000	295,054	293,500	1,500	0.5%
Conferences and Travel	0	499	2,000	1,904	2,000	0	0.0%
Training and Education	117	4,583	55,000	76,204	55,000	0	0.0%
Other Goods and Services	15,131	889	9,000	3,384	13,660	4,660	51.8%
Other Fiscal Charges	0	1,294	0	508	0	0	-
Interdepartmental - Other	5,140	35,000	35,000	45,000	35,000	0	0.0%
Total	**$3,210,179**	**$3,521,869**	**$3,733,140**	**$3,688,052**	**$3,914,000**	**$180,860**	**4.8%**
Revenues							
Other Revenues	(6,398)	0	0	(47,444)	(6,000)	(6,000)	-
Total	**($6,398)**	**$0**	**$0**	**($47,444)**	**($6,000)**	**($6,000)**	-
Net Cost	**$3,203,782**	**$3,521,869**	**$3,733,140**	**$3,640,608**	**$3,908,000**	**$174,860**	**4.7%**

Emergency 911 Communications

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A450 911 Communications Ctr.	$3,210,179	$3,521,869	$3,733,140	$3,688,052	$3,914,000	$180,860	4.8%
Total	**$3,210,179**	**$3,521,869**	**$3,733,140**	**$3,688,052**	**$3,914,000**	**$180,860**	**4.8%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A450 911 Communications Ctr.	($6,398)	$0	$0	($47,444)	($6,000)	($6,000)	-
Total	**($6,398)**	**$0**	**$0**	**($47,444)**	**($6,000)**	**($6,000)**	-

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A450 911 Communications Ctr.	$3,203,782	$3,521,869	$3,733,140	$3,640,608	$3,908,000	$174,860	4.7%
Total	**$3,203,782**	**$3,521,869**	**$3,733,140**	**$3,640,608**	**$3,908,000**	**$174,860**	**4.7%**

FINANCIAL SERVICES
MISSION STATEMENT

Who?

Council, the public, EMT and HRM Business Units

Why?

Council and the public have confidence that HRM's financial resources are managed with integrity and care.
Council and staff decision-making is based on appropriate, timely and complete financial information.

What?

Provides high quality advice, policy support and recommendations, financial reporting and effective financial systems and processes.

Financial Services provides high quality advice, reporting and policy support, and effective financial systems and processes
which create an environment where :

Council and staff decision-making is based on appropriate, timely and complete financial information;

and,
Council and the public have confidence that HRM's financial resources are managed with integrity and care.

Description of Program/Service

The responsibility for corporate financial management within HRM resides in the Financial Services business unit. Financial Services staff provide all central financial management functions including: cash management, accounting, procurement, by-law registration administration, inventory and asset control, budget and business planning support. The business unit operates the taxation system and provides tax policy analysis. Staff from Financial Services represent HRM in initiatives related to economic development and broad corporate planning. Financial Services is also responsible for all internal and external reporting of financial results and for leading Council's business strategies on fiscal accountability, taxation and economic development.

Financial Services Mission: *Financial Services provides high quality advice, reporting and policy support, and effective financial systems and processes which create an environment where : Council and staff decision-making is based on appropriate, timely and complete financial information; and, Council and the public have confidence that HRM's financial resources are managed with integrity and care.*

STRATEGIC OUTCOMES	INDICATORS
Council and management decision making is supported by appropriate, complete financial information.	• # and % of instances of non compliance with policies • % of Councillors and managers surveyed who report that advice, recommendations and financial information are; ▸ very useful ▸ useful ▸ not useful to their decision-making needs
Council and the public have confidence that HRM's financial resources are being managed with integrity and care.	• # of management letter issues raised by external auditors which were not raised by Finance during preceding 12 months
There are sufficient, appropriate financial resources available on a timely basis to implement programs and services which effectively meet the needs of the organization.	• no deficit • business plan goals achieved • # and % compliance with Multi Year Financial Strategy policies

STRATEGIC OUTCOMES	INDICATORS
Council reports are complete and have appropriate financial analysis and recommendations.	• % and # of reports deferred, looking for additional financial information • % of Councillors surveyed who report that they are; accuracy timeliness relevance completeness ▸ very satisfied ▸ satisfied ▸ not satisfied with reports • # of complaints from Councillors about reports • # of follow up Council reports required to implement recommendations of previous reports
CLIENT BENEFITS	**INDICATORS**
Financial reporting is accurate and timely.	• # of instances when quarterly reports not produced within 45 days of quarter's end • monthly reports summarized and reviewed by SMT and EMT on a regular basis
Business units receive financial management advice and support on a timely basis.	• each business unit has an assigned Financial Consultant • % of managers surveyed who report that advice and support are; ▸ timely ▸ very useful ▸ useful ▸ not useful to their needs
Knowledge and understanding of roles and responsibilities in financial management	• To be determined

FTEs

Financial Services had 145 FTEs approved for the 2001/02 budget. There is no change proposed for 2002/03.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Develop an organizational structure that allows Financial Services to meet HRM's service delivery needs.	• Organizational changes related to capacity building communicated to Financial Services staff and to SMT and EMT. All positions are filled. • Pilot project on multi functional teams has commenced.
Ensure Financial Services staff have the right skills, tools and culture to do their job.	• Training needs being assessed via PDP process (60% complete). • Second annual employee session will be held in April 2002 • Financial Services' mission statement finalized. • Employee survey action plan implementation underway. • Financial Services' Communication Plan drafted.
Identify and document customer and partner roles and responsibilities for financial management.	Service agreements finalized for Greater Halifax Partnership and HRDA. Memorandum of understanding with Fire Services is in draft form.
Better integration of planning and service delivery among corporate service business units.	• Committee has been formed with Financial Services, Shared Services, Real Property Services, Human Resources and Information Services to deal with issues related to SAP. • Participating with other business units re: by law harmonization.

Key Initiative	Status
Improve efficiency of financial information and processes.	• Workshops provided on performance measurement and business planning. • Process with Program and Service Committee to confirm missions and outcomes by business unit completed. Work began in the fall/winter of 2001/02 on performance measures. • Comprehensive FSR Handbook being developed. • Update training for FSR's held. • Report on SAP Outline Agreements (contracts) nearing completion. • Business process training provided to business units (ongoing). • A new business process has been introduced for stationery which will greatly reduce the transaction time for these purchases. • Electronic upload of price changes from one of our large vendors now possible. Other vendors being investigated.
Validate Financial Services' mandate for financial stewardship on behalf of HRM.	Financial Services' mission statement approved by Program and Service Committee.
Improve accountability and credibility of financial information and processes	• Projections being done monthly. • Quarterly reports being presented to Council regularly. • Area rate policy and seven reserve business cases drafted for Council. • Enhanced financial reporting training for business units carried out by Financial Consultants. • Backlog of pension audits cleared. Process in place to keep current.

Key Initiative	Status
Improve transparency of financial information and processes.	• Tax Structure Committee has created foundation principles and are in the midst of a review of HRM services and the related tax status. • Business planning and budget processes documented and communicated. • Business planning and budget criteria communicated on a timely basis. • CRA Quarterly survey question on budget choices. • HRM website included questions on 2001/02 budget and equalization fund dispute. • Corporate score card being developed.
Develop a long and medium term financial strategy with targets, that builds on the MYFS and supports Council's priorities (ie: Business Strategies, Vision 20/20 etc.)	Business planning process focussing on outcomes, performance measurement and issue resolution. Council and EMT priorities communicated to staff. Long term capital planning process initiated.
Improve appropriateness of HRM revenue base.	Committee formed to review tax structure.
Revenue recognition is as complete as possible. Increase effectiveness and efficiency of revenue collection by improving consistency and co-ordination of revenue process in HRM.	Roles and responsibilities between divisions complete. Revenue mapping process complete for Transit Services. Tourism and Recreation are now being reviewed. This initiative will be taken to all business units in 2002-2003.

Key Initiative	Status
Decrease transaction costs Decrease cost of goods and services purchased. Improve value for dollars spent. Decrease time it takes to acquire goods and services.	Report on SAP Outline Agreements (contracts) nearing completion. Project Leader - Data Standards (SAP materials management) is in place. Participating in Six Sigma project with Fleet Services Working with Information Services, Shared Services, Real Property Services and Human Resources to ensure most effective delivery of SAP to users.
$50,000: FSR Support to Business units to address the current gaps and short comings in electronic procurement system data.	Additional FSR support staff were hired during the summer months to fill in for vacations.
$129,575: Process Audit Assistance: to assist business units in undertaking process audits, and to move from Level I to Level III business planning. Assistance may take the form of external consulting resources where appropriate.	Team Leader, Internal Audit Services Group and Internal Auditor positions have been filled.
$33,500: Increased risk and claim management: additional staff person to enhance insurance claim management and in the medium term, to reduce claim costs and increase recoveries from third parties.	Additional staff person hired for the remaining five months of 2001/02. In addition, a risk management study will be done for Fire Services.

Key Initiative	Status
$30,000 Net ($9,000): Continuing Support for Parking Ticket Project - to reduce the current backlog of parking prosecutable tickets which resulted from a ten month delay in the Joint parking Ticket Program.	The Province has been unable to move forward with this initiative until very recently. As a result of these delays, expected volumes of tickets through court have not occurred. However, discussions are now underway and the intent is to begin to process the back log starting in January 2002 on a weekly basis. We have been processing a regular weekly docket since June 2001 and will continue to go forward with the regular court time.
$15,520 Net ($6,350): Installation of Additional Parking Meters - recommendations from Traffic Services and Mayor's Task Force on parking requires 27 new meters. Cost for the new meters will be fully funded over time.	Installed in September, 2001.
$10,500 Net ($500): Pre-Authorized payment system support and enhancements - This system was made available to the public in 2000 allowing customers and taxpayers to make regular reductions from their bank accounts. This request supports over - time for peak period processing, advertising to promote awareness and software enhancement.	A brochure was included in the 2001/02 final tax billing. HRM has experienced increased cash flow as a result of participants. There are approximately 3000 participants, of which 2000 are monthly payments in advance.

Key Initiative	Status
$77,900 Net ($0): Enhanced Investment Activity/Cash management - to move form the short-term investment environment of the past few years to a longer-term, higher risk environment, additional resources are required to drive and support the internal/external analysis. The costs of this position will be recovered from the increase in investment income over time.	Investment analyst position filled.

Issue # 1

What are the needs of our clients?

A key aspect of Financial Services' mission is to provide financial management advice and support to other business units. These business units differ in size, complexity and in the financial support resources that exist within their individual business unit. In order to ensure that we are doing the right things for our clients, Financial Services must have a clear understanding of their needs. In 2001-2002, a survey of business units with regard to the service provided by Financial Services will be undertaken. The effort must continue in 2002-2003.

Link to Corporate Priority and/or Program Mission

- EMT's corporate priority to "support and encourage customer focussed service delivery"
- Financial Services mission to provide " financial management advice and support to business units and EMT, such that the organization is able to effectively deliver programs and services which meet HRM's corporate priorities."

Goal 2002/2005

Achieve full understanding of client and corporate needs.

Objectives 2002/03

- Hold meetings with clients to validate, document and communicate work to date (stewardship document and customer survey results).
- Review results of client meetings and balance with corporate goals and objectives. Develop work plan to respond.
- Create policy on HRM and Financial Services role with agencies, boards and commissions.

Analysis of Proposed Changes

Service Levels: Satisfaction with the current level of service provided by Financial Services is affected by the lack of a clear picture of client needs and the respective roles re: financial stewardship. Clarity in these two areas will allow more effective deployment of Financial Services resources.
Financial/Budget: Within existing.
Processes: Circulate draft documents for review with specific questions to primary users in business units. Hold facilitated workshops. Provide summary of workshop to participants and get consensus on work plan.
Internal Service Providers: No change.
FTE: n/a

Issue # 2

Absence of service standards

Once understood, business unit needs must be balanced with overall corporate needs and service standards set, that are understood by all. The absence of agreed to standards leads to inconsistency and frustration for our clients. They may be expecting a service that we do not think we are responsible to deliver. At the other extreme, we may be trying to deliver a service that they do not want. Definition of roles and responsibilities will be a key part of this process. This applies both within Financial Services itself and with other business units. It is not unusual for a staff member to be working on an issue, without the knowledge that another staff member, either within Financial Services or in another business unit is working on the same issue. Responsibility for the grants program has recently been transferred to Financial Services and roles of those staff members must be reviewed as well. Organizational changes within Financial Services may also result, to ensure that our structure allows us to meet the service delivery standards set.

Link to Corporate Priority and/or Program Mission

- EMT's corporate priority to "support and encourage customer focussed service delivery"

- Financial Services mission to provide " financial management advice and support to business units and EMT, such that the organization is able to effectively deliver programs and services which meet HRM's corporate priorities."

Goal 2002/2005

Establish client service standards which meet client and corporate needs.

Objectives 2002/03

- Building on results related to goal 1, create draft generic service standards.
- Validate service standards with clients and against external standards.
- Begin roll out of service agreements based on service standards.
- Establish performance benchmarks for Financial Services.
- Participate in by-law harmonization project.
- Complete review of vendor performance management.

Analysis of Proposed Changes

Service Levels: Definition and validation of Financial Services service standards will improve service consistency and provide specific documented standards against which service delivery will be measured.
Financial/Budget: Within existing.
Processes: Development of service standards may identify areas in which change in an existing process is necessary to achieve the appropriate service level.
Internal Service Providers: Any impact on other internal service providers will be identified and agreed to prior to action. Specific areas may include Information Services and the Business Solutions group re: SAP support and clients of Financial Services who are also SAP process owners (Shared Services, Real Property Services and Human Resources)
FTE: no change

Issue #3

Workplace which supports excellent service delivery environment.

Employee satisfaction levels and work place environment directly affect the ability of the business unit to provide excellent service delivery. This could be seen as building the environment for excellent service delivery. Employee satisfaction results indicate significant improvements are necessary to ensure employees have the environment necessary to feel valued, respected and appropriately supported in meeting client needs. Excellent service delivery can only be provided

by employees in the right job, with the right skills, tools, information and direction. As with the rest of HRM, communication is a key issue, as are training and succession planning. Financial Services has made some progress in this area, but the efforts must continue in 2002-03.

Link to Corporate Priority and/or Program Mission

- EMT's corporate priority to "support and encourage customer focussed service delivery"
- EMT's corporate priority to "create a workplace environment that encourages employees to strive for excellence"
- Financial Services mission to "provide financial management advice and support to business units and EMT, such that the organization is able to effectively deliver programs and services which meet HRM's corporate priorities."

Goal 2002/2005

Ensure all Financial Services staff have the right skills, tools and culture to do their job.

Objectives 2002/03

***Skills*:**

- Implement Financial Services training plan.
- Define position outcomes for remaining non union staff to establish accountabilities and expectations.
- Update all job descriptions for staff in Financial Services including competencies.

***Culture*:**

- Implement action items identified in the response to the employee survey.
  Specific areas of focus
  - communication
  - development opportunities
  - leadership and management effectiveness
  - respect, value and trust
- Implement changes resulting from the pilot project re: Financial Services service delivery model.
- Review organizational structure for procurement division and implement changes.

***Tools*:**

- Provide a single point of coordination and support for all SAP issues where Financial Services is the business process owner.

- Ensure Financial Services needs are reflected in the ongoing LIS project.
- Develop a project plan to evaluate HRM's revenue tool needs.
- Ensure Financial Services needs are reflected in the SAP HR project.
- Assess e-portal opportunities and the impact of other business units to use e-portal.
- Further expand electronic uploads of tax information to mortgage companies.

Analysis of Proposed Changes

Service Levels:

Skills:
Improvements in skill levels and clarity around outcomes for staff will provide a firm foundation for enhanced service levels.

Culture:
No employee group can be expected to effectively provide excellent customer service unless the culture is supportive, respectful and positive. The accomplishment of these objectives will improve the workplace, thus providing a more healthy environment for Financial Services staff to meet client needs.

Tools:
A number of powerful tools currently exist to support staff in their jobs and enhancements (LIS, HR SAP, revenue) are planned for 2002/03. Ensuring staff can make the most of the tools at hand protects the investment in the tools and maximizes the potential outcomes. No additional resources are expected to be required as each opportunity will be evaluated on a case by case basis for feasibility.

Financial/Budget: Within existing.

Processes:

Skills:
It is not expected that any significant change in processes will occur.

Culture:
Changes as a result of the employee survey action plan will be internal and are not be expected to affect clients. Recommendations from the pilot project with Fire Services may result in changes to the service delivery model Financial Services currently uses with other business units. This will be undertaken on a business unit by business unit basis.

Tools:
There will be process changes where appropriate related to enhancing SAP use. These will be communicated on a case by case basis to other business units and users and will be supported by a training plan.

New business processes will be required where transactions are moved to the e-portal. Communications plans will be developed to inform business units who may be affected and external clients.

Internal Service Providers:

Skills:
N/A

Culture:
Continuing from 2001/02, there will be office space changes required to meet the needs of Financial Services and staff. Financial Services are currently and will continue working with Real Property Services to accomplish this.

Tools:
Financial Services will continue to work closely with IS and other SAP business process owners (Shared Services, Real Property Services and Human Resources) to jointly agree on priorities and ensure appropriate resources are in place.

FTE: No change.

Issue #4

Fiscal accountability/stewardship - roles, responsibility and framework

Financial Services has a key role in ensuring strong financial accountability for HRM. That role has not been clearly defined and Financial Services is attempting to balance their understanding of stewardship needs with client service to business units.

Financial Services is responsible for Council's business strategies on Fiscal Accountability and Taxation. The Multi Year Financial Strategy is an excellent start, but it is not a static document. We must continue to make improvements to the multi year financial strategy, reviewing, improving and adding to policies and continuing the forward movement with business planning.

In 2001-02, Financial Services will be developing a stewardship document, which will be circulated to business units and provided to Council for confirmation. Once Financial Services, business units

and Council have a common understanding of our respective roles in stewardship for HRM, a framework must be developed. This framework will examine roles, adequacy and clarity of policies and ease of application.

Link to Corporate Priority and/or Program Mission

- EMT's corporate priority to "sustain fiscal health to meet corporate challenges and address citizen needs"
- Council's business strategy on "fiscal accountability."

Goal 2002/2005

A documented and enhanced financial accountability framework.

Objectives 2002/03

- Map current policies and legislation related to fiscal accountability.
- From the policy mapping, identify gaps, duplication and issues related to fiscal accountability, including but not limited to:
    - creation of a long term debt plan
    - development of long term financial targets and multi year budgets
    - review of the capital spending policy
    - review of the long term debt policy

- Define roles and responsibilities of various stakeholders as it relates to fiscal accountability.
- Develop a work plan to address identified gaps, duplication and issues.
- In conjunction with the broad policy review, develop and review policies for grants and taxation.
- Evaluate business planning and budget public input process.
- Complete a review of style and content of the budget book and produce the budget book on a timely basis.

Analysis of Proposed Changes

Service Levels: Fiscal accountability is enhanced when polices are clear, complete and understood and respective roles are defined.
Transparency of the business planning and budget process will be improved with better opportunities for public input and improvements to the budget document.
Financial/Budget: Within existing.
Internal Service Providers: N/A
FTE: No change

Issue #5

Compliance with fiscal accountability policies.

Financial Services is responsible for leading the organization in the achievement of Council's business strategies on fiscal accountability and taxation. Financial Services will do this through education, reporting, advice and recommendations to business units and Council on matters which affect these two strategies.

Link to Corporate Priority and/or Program Mission

- Council's business strategy on "fiscal accountability."
- Council's business strategy on "taxation."
- EMT's corporate priority to "sustain fiscal health to meet corporate challenges and address citizen needs"
- EMT's priority to "implement Council policies and priorities."
- EMT's priority to "implement and integrate performance measurement into corporate decision making, business planning and budgeting".
- Financial Services mission to "provide advice, policy support and financial reporting, such that Council decision making is based on appropriate, complete financial information; and that Council and the public have confidence that HRM's financial resources are managed with integrity and care.

Goal 2002/2005

Monitor, report and support the achievement of the Council's fiscal accountability and taxation strategies.

Objectives 2002/03

- Develop and roll out corporate scorecard Includes long term tax strategy (long term tax rates) and tax burden study.
- Complete tax structure review, communicate to the public and begin implementation of approved recommendations.
- Provide improved tax information to mortgage holders.
- Provide support and recommendations to Council on significant issues, which could pose significant risk or provide significant opportunities to HRM, including:
    - Equalization
    - Harbour solutions
    - Provincial assessment download

  - Natural gas
  - Capital cost contribution policy
  - Supplementary education funding
- Review and implement recommendations of the HST report.
- Monitor compliance with financial policies and legislation and report to EMT and Council.

Analysis of Proposed Changes

Service Levels: Service improvements cannot be tracked or measured without benchmarks to define the starting point. Establishing these benchmarks, through performance benchmarks for Financial Services and the corporate score card will clarify where we are and where we need to be.

The tax structure review and improved information to taxpayers will move HRM forward in achieving Council's taxation business strategy which states that "the taxpayers of HRM believe the tax structure is fair, stable and predictable."

It is expected that support of the significant issues identified under this goal can be managed without affecting service levels provided by Financial Services. Given the magnitude of these issues, it will be a challenge to maintain existing service levels should other significant issues arise beyond those identified.

The HST report will ensure ongoing compliance with HST policy and ensure we maximize rebates.

Improved vendor management will assist in achieving Council's fiscal accountability strategy (best value for dollar spent).

Financial/Budget: Within existing.
Processes: The establishment of benchmarks and the corporate score card may identify areas where business process change may be required. These will be identified as the benchmarks are developed
Internal Service Providers: No significant impact
FTE: No change

Issue #6

Effective relationship with the Province Nova Scotia on fiscal matters.

Effective Provincial/Municipal relations are necessary to address the numerous provincial initiatives currently facing HRM.

Link to Corporate Priority and/or Program Mission

EMT's priority to "work with other levels of government to better meet the needs of HRM citizens".

Goal 2002/2005

Establish effective working relationships with the Province Nova Scotia to resolve outstanding fiscal matters, including but not limited to equalization, assessment and joint SAP opportunities.

Objective 2002/03

Participate in or initiate discussions with provincial staff in areas of joint concern.

Analysis of Proposed Changes

Service Levels: N/A
Financial/Budget: Within existing.
Processes: N/A
Internal Service Providers: N/A
FTE: No change

Financial Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$4,429,658	$4,778,198	$5,216,168	$4,908,983	$5,549,917	$333,749	6.4%
Wages	7,905	1,458	0	325	0	0	-
Overtime - Salaries and Wages	201,816	110,561	151,568	90,572	116,904	(34,664)	-22.9%
Benefits and Other (Salaries)	638,196	749,879	853,419	797,032	885,495	32,076	3.8%
Benefits and Other (Wages)	56,900	87,766	82,654	103,847	103,480	20,826	25.2%
Retirement Allowance & Severance	25,299	45,463	35,361	22,119	52,210	16,849	47.6%
Clothing Allowance, Stipends, Othe	(1,037)	1,729	6,450	674	7,950	1,500	23.3%
Office Expenses, less Computers	408,218	475,097	429,265	437,498	430,600	1,335	0.3%
Computers Expenses	1,786	5,118	25,870	7,550	10,070	(15,800)	-61.1%
Consulting Fees	17,636	86,541	65,900	35,429	27,450	(38,450)	-58.3%
Other Professional Fees	135,049	126,970	239,500	165,795	105,500	(134,000)	-55.9%
Contract Fees	404,456	522,583	611,510	532,916	654,410	42,900	7.0%
Equipment and Supplies	32,229	33,429	6,550	35,232	4,562	(1,988)	-30.4%
Materials	29,748	37,703	36,120	72,065	20,600	(15,520)	-43.0%
Building Repair, Maintenance	7,837	834	0	3	0	0	-
Heating Fuel	20,619	5,584	0	3,219	0	0	-
Equipment Repair, Maintenance	21,853	72,082	52,600	100,314	39,600	(13,000)	-24.7%
Vehicle Expenses	26,995	43,775	0	(930)	0	0	-
Membership Dues	7,942	10,646	13,825	10,889	18,700	4,875	35.3%
Conferences and Travel	15,852	28,172	32,500	27,161	42,600	10,100	31.1%
Training and Education	6,461	19,575	72,400	39,619	79,655	7,255	10.0%
Site Preparation	0	0	0	1,000	0	0	-
Advertising and Promotion	27,217	28,613	17,400	18,890	12,400	(5,000)	-28.7%
Books, Publications and Data	6,720	8,481	9,000	1,358	10,100	1,100	12.2%
Other Goods and Services	289,776	220,211	55,200	(39,097)	54,897	(303)	-0.5%
Other Fiscal Charges	89,272	22,856	0	13,785	0	0	-
Interdepartmental - Fleet	21,900	16,934	56,520	18,227	50,600	(5,920)	-10.5%
Total	**$7,062,524**	**$7,540,256**	**$8,069,780**	**$7,404,476**	**$8,277,700**	**$207,920**	**2.6%**
Revenues							
False Alarm Ordinance	(193,137)	(300,425)	(200,000)	(258,938)	(200,000)	0	-0.0%
Other Licenses, Permits and Fines	(2,680,555)	(3,114,358)	(2,856,900)	(2,955,071)	(2,719,600)	137,300	-4.8%
Charter Revenue	0	0	0	150	0	0	-
Tax Certificates	(629,982)	(557,325)	(686,250)	(579,833)	(624,400)	61,850	-9.0%
Other Revenues	(245,463)	(156,775)	0	(7,329)	0	0	-
Total	**($3,749,137)**	**($4,128,883)**	**($3,743,150)**	**($3,801,022)**	**($3,544,000)**	**$199,150**	**-5.3%**
Net Cost	**$3,313,387**	**$3,411,374**	**$4,326,630**	**$3,603,454**	**$4,733,700**	**$407,070**	**9.4%**

Financial Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A301 Administration	$659,791	$531,011	$584,620	$643,377	$658,542	$73,922	12.6%
A317 Internal Audit	0	0	0	32,172	185,000	185,000	-
A318 Strategic Initiatives	0	0	0	0	162,900	162,900	-
A311 Revenue - Administration	1,859,592	1,829,952	397,125	219,643	184,619	(212,506)	-53.5%
A312 Coin Room	0	68,327	192,200	155,505	177,664	(14,536)	-7.6%
A313 Cash Management	5,339	64,574	344,510	241,904	279,625	(64,885)	-18.8%
A314 General Revenue	483,143	107,363	587,945	455,811	597,545	9,600	1.6%
A315 Ticket Office	11,158	610,945	923,870	891,455	897,130	(26,740)	-2.9%
A316 Taxation	0	81,786	618,240	591,128	635,385	17,145	2.8%
A321 Accounting	1,765,213	1,996,490	2,107,720	1,962,647	2,126,300	18,580	0.9%
A331 General Puchases	526,641	613,375	744,440	661,801	836,510	92,070	12.4%
A332 Inventory & Assets Mgmt.	1,173,979	1,159,447	1,048,815	1,109,635	1,088,480	39,665	3.8%
A341 Outside Agencies	252,775	155,418	0	0	0	0	-
A810 Financial Planning	324,894	321,570	418,620	338,597	340,700	(77,920)	-18.6%
A811 Grants-Administration	0	0	101,675	100,801	107,300	5,625	5.5%
Total	**$7,062,524**	**$7,540,256**	**$8,069,780**	**$7,404,476**	**$8,277,700**	**$207,920**	**2.6%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A301 Administration	($131)	$0	$0	($1,095)	$0	$0	-
A311 Revenue - Administration	(3,496,729)	(3,972,183)	(58,900)	5,777	0	58,900	-100.0%
A314 General Revenue	0	0	(200,000)	(258,938)	(200,000)	0	-0.0%
A315 Ticket Office	(178)	0	(2,798,000)	(2,963,857)	(2,719,600)	78,400	-2.8%
A316 Taxation	0	75	(686,250)	(579,422)	(624,400)	61,850	-9.0%
A321 Accounting	0	38	0	(2,721)	0	0	-
A331 General Puchases	0	(2,359)	0	0	0	0	-
A332 Inventory & Assets Mgmt.	(7,034)	965	0	(575)	0	0	-
A341 Outside Agencies	(245,066)	(155,418)	0	0	0	0	-
A810 Financial Planning	0	0	0	(190)	0	0	-
Total	**($3,749,137)**	**($4,128,883)**	**($3,743,150)**	**($3,801,022)**	**($3,544,000)**	**$199,150**	**-5.3%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A301 Administration	$659,660	$531,011	$584,620	$642,282	$658,542	$73,922	12.6%
A317 Internal Audit	0	0	0	32,172	185,000	185,000	-
A318 Strategic Initiatives	0	0	0	0	162,900	162,900	-
A311 Revenue - Administration	(1,637,137)	(2,142,231)	338,225	225,420	184,619	(153,606)	-45.4%
A312 Coin Room	0	68,327	192,200	155,505	177,664	(14,536)	-7.6%
A313 Cash Management	5,339	64,574	344,510	241,904	279,625	(64,885)	-18.8%
A314 General Revenue	483,143	107,363	387,945	196,873	397,545	9,600	2.5%
A315 Ticket Office	10,980	610,945	(1,874,130)	(2,072,402)	(1,822,470)	51,660	-2.8%
A316 Taxation	0	81,861	(68,010)	11,706	10,985	78,995	-116.2%
A321 Accounting	1,765,213	1,996,528	2,107,720	1,959,926	2,126,300	18,580	0.9%
A331 General Puchases	526,641	611,015	744,440	661,801	836,510	92,070	12.4%
A332 Inventory & Assets Mgmt.	1,166,945	1,160,412	1,048,815	1,109,060	1,088,480	39,665	3.8%
A810 Financial Planning	324,894	321,570	418,620	338,407	340,700	(77,920)	-18.6%
A811 Grants-Administration	0	0	101,675	100,801	107,300	5,625	5.5%
Total	**$3,313,387**	**$3,411,374**	**$4,326,630**	**$3,603,454**	**$4,733,700**	**$407,070**	**9.4%**

Financial Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Heavy	275,000		0	n/a
Total Gross Budget	275,000	0	0	n/a
Total Funding	(275,000)		0	n/a
Total Net	0	0	0	n/a

HALIFAX REGIONAL FIRE AND EMERGENCY SERVICE
MISSION STATEMENT

Who?

We service commercial and industrial clients and the general public

Why?

To enhance and preserve a safe quality of life, property and environment

What?

Through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.

To enhance and preserve a safe quality of life, property and environment, we service commercial and industrial clients and the general public, through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.

Description of Program/Service

"Dedicated to enhance and preserve the quality of life, property and environment through education, leadership, partnerships, emergency preparedness and effective response to fire and other emergencies" is the mission statement of the Fire and Emergency Service. Emergency response is provided twenty-four hours a day, seven days a week through 61 stations located throughout HRM staffed by career and volunteer firefighters. It includes fire suppression, emergency rescue response and extrication, dangerous goods response and emergency medical care. Non-emergency services include public awareness, inspections, investigations, technical expertise and training provided to the public and to other HRM business units.

The Emergency Measures Office (EMO), during times of emergency, facilitates the delivery of a prompt and coordinated response to the emergency. In times of non-emergency, EMO provides programs and leadership that will assist its clients to prepare for an eventual, but unknown peril.

Fire And Emergency Service Mission Statement: ***To enhance and preserve a safe quality of life, property and environment, we service commercial and industrial clients and the general public, through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.***	
Strategic Outcomes	**Indicators**
Lives, property and environment protected from fire and other emergency event impacts	• number of deaths and injuries per 100,000 of population is below national average • dollar amount of fire loss does not exceed the average of the prior five year period • % of environmental issues mitigated
The citizens of the Halifax Regional Municipality are confident in the dependability of service delivery.	• Citizen Survey: How much confidence do you have in the capability of your local fire department in each of the following areas: a) Quickly respond to an emergency b) Save lives c) Preserve property d) Give proper medical aid e) Provide fire prevention education

Client Benefits	Indicators
Timely and effective response to calls for emergency and non-emergency services	• % of time fire contained to place of origin • % reduction in insurance estimates for property and environmental damage due to speed of response
Provision of appropriate, professional and skillful emergency service	• % of time appropriate apparatus and specialized teams dispatched • 100% of career staff maintained to NFPA Firefighter Level I • % increase in training availability to the rural areas
Hazard awareness and knowledge of prevention	• % reduction in fire related incidents in targeted area • # of educational programs delivered • # of public awareness initiatives • Citizen Survey How much confidence do you have in the capability of your local fire department in each of the following areas: Provide fire prevention education
A co-ordinated response of all services during an emergency	• % of time appropriate agency(s) responded

FTE's

Fire Services had 446 FTEs for the 2001/2002 budget. The 2002/2003 proposal for FTEs is 452.

Summary of Achievements of Last Years Business Plan

Key Initiatives	Status
Health and Wellness - Reduce levels of absenteeism over the previous year. Evaluate the effectiveness of current Health and Wellness programs using surveys and statistics	Implemented blood/cholesterol/BP trial. Evaluated fitness equipment for next generation of fitness equipment. Implemented fitness policy for career firefighters.
Fitness and Job Task Standards - Establish a fitness standard and a job task evaluation standard for applicants and fire service members.	The equipment has been obtained for applicant testing. The Candidate Physical Ability Test (CPAT) has been selected as the standard. This tool was developed and approved for use by the International Association of Fire Fighters and the International Fire Chief's Association. Trainers have been trained by Calgary Fire Service to administer the standard.
Health and Safety Legislation - Comply with amendments to the Occupational Health and Safety Act, and comply with the Health and Safety Guidelines proposed by the Fire Marshal's Office.	Samples of proposed station wear are being evaluated. Facility issues have been prioritized and are being addressing. Changes to buildings require approval of capital funding through RPS. A Health Management System has been implemented. Individual in place to ensure breathing apparatus is compliant with safety regulations.
Diversity - Attract applicants from the designated groups.	Established a committee to develop the programs. Produced a booklet to identify contacts within designated communities. Established partnership with Olands Exports Junior A hockey team to attract individuals from designated communities to a career in firefighting. Meet with school boards to implement programs with schools.

Key Initiatives	Status
Vehicle and Equipment Maintenance - Establish a proactive preventive maintenance program and record keeping program for the rural districts resulting in reductions in downtime, and development of a fleet plan to ensure appropriate replacement and deployment of vehicles and equipment.	Created baseline of the weights of all apparatus. Identified and prioritized the noncompliant units, and dealt with most defective units by upgrading or removing from service. Acquired a mobile service vehicle to maintain the rural fleet.
Service Delivery Standards - Have Council adopt proposed service delivery standards. (A staffing and equipment plan will then be developed and implemented to meet the standard. A preliminary analysis indicates that 48 new firefighters will be required over the next three years in the core area.)	Baseline data has been collected, and the data has been compared against existing NFPA standards and other municipalities. Gap analysis has been completed.
Natural Gas - Ensure the Fire Service is prepared for natural gas responses through training and equipment acquisition.	Approximately 30 people trained to "Train the Trainer" level. The training program in the core is complete. Required equipment has been identified.
Legislated Reporting Requirements - Identify alternative methods of data collection and standardize and automate reports which meet all mandatory and legislated reporting requirements.	Pilot project with FDM in stations 2 and 45 is being implemented to collect data at source. Data has been cleaned up.
Fire Prevention - Improve the general level of fire and life safety through proactive inspections, and the development of education programs to modify behaviour and spot faulty equipment and unsafe acts.	Created partnerships to obtain resources such as vans and decaling for vans. Increased proactive inspections. Developed new education programs for fire safety planning, and "Risk Watch" which is a safety program for children. "Fired Up at the Sportsplex" continued this year.

Key Initiatives	Status
Downloading of Responsibilities From the Fire Marshal's Office - Hire two additional Fire Prevention Officers to provide the services no longer available from the Fire Marshal's Office to the rural districts. They would also work in conjunction with the rural volunteers to improve public education, inspections, and investigations.	Two new fire prevention officers for the rural districts will be hired by June 2002.
Succession Planning - Ensure we have adequately trained and motivated personnel to fill vacant positions.	Developed and implemented Officer Development Program. Identified education programs for chief officers. Training and Development Policy has been drafted and is currently under review.
Communication System - Have an effective communication system for all protective services.	Negotiations are currently taking place with other agencies to deal with redundancies and cost issues. It is anticipated that a new HRM wide system will be implemented in 2002/03.
Risk Management - Identify risks and reduce liability through corrective action.	Meetings held with HRM's risk management consultants. Pilot project to be implemented to conduct risk management assessment of one rural district and one core station.
Demands for Training - Provide adequate training to meet the needs of the core area and rural districts, and other HRM business units	Two new training officers will be hired by June 2002 to allow inclusion of the rural districts in the training programs. Provided "Train the Trainer" driver training programs in the rural districts. Provided spaces to rural districts in various training programs. Provided WHMIS training to other business units, forcible entry training for Police, breathing apparatus training for Corrections Canada. Evaluated offering training to private industry; resources are not available and may compete with training offered by private companies.

Key Initiatives	Status
Water Rescue - Ensure an adequate level of water rescue capability to meet service demand in the Harbour.	Obtained rescue boats and equipment for Harbour rescue. Orientation and initial training completed. Committee formed to address role in relation to other federal agencies and the port authorities.
Resources for Rural Districts - Improve support to the rural districts.	Template for rural district service plans has been developed to identify gaps, and will be rolled out shortly. Pilot project implemented in conjunction with Financial Services to address financial issues regarding procurement, stores, logistics, and financial reporting.
IS Support - Provide IS support and computer training to stations on a 24 hour per day, 7 day per week basis.	Individual has been hired to provide 24/7 station support.
Partnerships - Cost share and promote our mission and programs through partnerships	Partnerships developed with Sempra, Nova Scotia Firefighters School, Department of Natural Resources (training), Olands Export Junior A Hockey team (diversity), Community Health Care (workforce reentry).
EMO Planning - Complete and implement three subset plans of the Masterplan and review the master plan in year three.	Emergency Evacuation Plan written and is in testing phase.
Telecommunications and electronic data-transfer during emergency events - Develop an HRM-wide telecommunications system with all HRM agencies. Research and develop mobile data procedures.	Emergency Telecommunications and Public information plans are in design phase.
Strategic Plan - Implement the Strategic Plan.	Strategic Plan complete with four strategic directions identified. The Strategic Plan has been communicated to all members.

Key Initiatives	Status
Council's Business Strategies and HRM 20/20 - Align Business Unit plans with Council's Business Strategies and HRM 20/20.	All strategic outcomes and business plans are aligned.

Issue # 1

Job Related Recruitment Standards

The requirement for defensible standards for candidates governing performance of work that can be rationally connected to job performance and are necessary to fulfill legitimate work related purposes in compliance with the Supreme Court of Canada Meorin Decision

Link to Corporate Priority and/or Program Mission

- EMT's Corporate Priority to promote a culture of excellence and success and to ensure citizens feel and are safe to live and move within their community.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery.

Goals 2002/2005

- To reduce the risk of challenge to the organization
- To hire individuals who can perform the physical requirements of the job.

Objectives 2002/2003

- To have accepted a defensible recruitment job related standard for candidates.
- To obtain a facility to accommodate the testing equipment.
- To purchase balance of specialized testing equipment.

Analysis of Proposed Changes

Service Levels: By ensuring that candidates hired are physically capable of firefighting, they will be able to work more effectively.
Financial: The initial cost of the equipment is about $25,000 in 2002/03 There will be minor ongoing maintenance costs.

Orientation days for prospective candidates will be set up on a semi-annual basis requiring the use of Training personnel.
Internal Service Providers: n/a
FTE's: 0

Issue # 2

Safety Standards

Amendments to the Occupational Health and Safety Act have placed much more stringent requirements on employers to ensure the health and safety of all members. The proposed Health and Safety Guidelines from the Fire Marshal's Office will require upgrades to facilities and equipment. This will be particularly costly for the Fire & Emergency Service.

Link to Corporate Priority and/or Program Mission

- EMT's Corporate Priority to promote a culture of excellence and success.
- Council's Business Strategy on fiscal accountability.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery.

Goal 2002/2005

To reduce liability and risk to firefighters and to the organization through improvements to facilities and equipment.

Objectives 2002/2003

- To develop a multi-year plan to address facility and equipment compliance
- To have an individual in place to coordinate compliance with Occupational Health and Safety regulations with regards to equipment.
- To ensure compliance with amendments to the Occupational Health and Safety Act, and compliance with the Health and Safety Guidelines proposed by the Fire Marshal's Office.

Analysis of Proposed Changes

Service Levels could be negatively affected because of the high cost of compliance. For example, it may be necessary to reduce public education programs
Financial: To be determined

Processes are in place to measure compliance. New processes will be required to implement new standards.
Internal Service Providers: RPS will be involved in facility upgrades.
FTE's: Reassignment of responsibilities could be required.

Issue # 3

Health and Wellness

To help members of the Fire Service maintain a level of health and wellness for acceptable job performance.

Link to Corporate Priority and/or Program Mission

- EMT's Corporate Priority to promote a culture of excellence and success.
- Council's Business Strategy for ensuring it's citizens feel and are safe.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery.

Goal 2002/2005

To have in place support systems to assist members to physically and emotionally perform their job responsibilities

Objectives 2002/2003

- To implement blood/cholesterol, BP testing for staff.
- To assess the fitness equipment in the stations, determine future needs, and make recommendations.
- To ensure we have certified fitness trainers.
- To implement nutrition and lifestyle programs for staff such as smoking cessation, ergonomics
- To implement workplace inoculations for Hep A & B.
- To monitor and support Critical Incident Stress Program.

Analysis of Proposed Changes

Service Levels: Will be offered to other business units at a reduced cost over having the service provided from outside.

Financial: Most equipment will be donated. There will be some minor costs for disposal items.
Processes must be put in place to complete testing regularly.
Internal Service Providers: Health Services will be required for some services.
FTE's: 0

Issue # 4

Service Delivery Standards

The need to develop a set of performance standards to assist the Fire Service to plan, monitor and evaluate its service delivery.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe, and for developing and providing infrastructure to maintain approved standards.
- EMT's Corporate Priorities of measuring performance.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery

Goals 2002/2005

- To have performance standards in place.
- To have a plan which monitors and evaluates performance, within 3 years.

Objectives 2002/2003

- To develop standards.
- To obtain approval from Council for operational standards.
- To complete a gap analysis.
- To develop a 3 year plan.
- To receive approval for implementing required staffing and equipment levels.
- To develop and implement tools to gather customer feedback on service delivery satisfaction.

Analysis of Proposed Changes

Service Levels: To be determined from approved operational standards .
Financial: To be determined from 3 year plan.

Processes: To be determined from approved operational standards and 3 year plan.
Internal Service Providers: HR for measurement standards.
FTE's: Anticipate a significant increase in the core based on a preliminary gap analysis. 4 new firefighters for the rural districts in 2002/03.

Issue # 5

Long-Term Capital Plan

Current infrastructure will not be adequate to meet the future needs of the community for fire and emergency services.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe, and for developing and providing infrastructure to maintain approved standards.
- Council's Business Strategy on fiscal accountability.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and that citizens are confident in the dependability of service delivery.

Goal 2002/2005

Ensure adequate infrastructure to respond to the needs of the community for fire and emergency services.

Objectives 2002/2003

- Develop a ten year capital plan to address infrastructure requirements.
- Implement the recommendations of the relocation study by constructing station in North Dartmouth.
- Replace 3 aging truck and 6 utility vehicles in the fleet.
- Expand the fleet to include a mobile vehicle maintenance unit to service the rural districts.
- Continue with replacement of hose, expanding Opticom system, and obtaining rescue equipment.

Analysis of Proposed Changes

Service Levels: To maintain current levels overall, and improve in some areas (ie. woodland firefighting, rescue)

Financial: 5 year capital plan totals about $22 million.
Processes: New trucks and equipment will require staff training
Internal Service Providers: Real Property Services to manage station construction. Traffic Services to manage Opticom.
FTE's: No anticipated impact

Issue # 6

Legislated Reporting Requirements

The lack of staffing and automated systems makes it difficult to meet legislated reporting requirements; improve reports, training, and communication at the station level and extend services to the rural area.

Link to Corporate Priority and/or Program Mission

- EMT's Corporate Priorities of measuring performance, and providing effective and efficient communications.

Goals 2002/2005

- To meet legislated reporting requirements.
- To provide IS training and support to stations on a 24/7 basis.
- To sustain a records management system.

Objectives 2002/2003

- To evaluate FDM station pilot project, and begin implementing FDM in the stations.
- To evaluate IS needs in the rural districts.

Analysis of Proposed Changes

Service Levels: Communication and access to information will be improved for stations.
Financial: To be determined.
Processes: New data collection, report and record system
Internal Service Providers: IS required to help meet data collection/system requirements.
FTE's: 1 new position in 2002/03: File Room Clerk.

Issue # 7

Fire Prevention

The frequency of inspections based on Fire Safety Act.

Natural Gas Appliances: The provision of co-ordinated standardized services in the rural areas based on Fire Safety
Act.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and of increasing the general level of fire and life safety for the public.

Goals 2002/2005

- To improve the general level of fire and life safety of the public .
- To modify behaviour and to spot faulty equipment and unsafe acts.

Objectives 2002/2003

- To develop and implement a natural gas inspection program.
- To establish fire prevention committees in each of the rural districts to develop a plan for providing fire prevention services.
- To implement education programs.

Analysis of Proposed Changes

Service Levels: Expanded public education programs in the core and rural districts.
Processes: No significant changes anticipated
Internal Service Providers: Not applicable
FTE's: The budget envelope did not permit the hiring of 2 new Prevention Officers required in 2002/03 to meet the increasing demands for public education programs.

Issue # 8

Risk Management

The determination of an acceptable level of risk.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- Council's Business Strategy on fiscal accountability.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, ensuring citizens receive skillful and professional service delivery, and are confident in the dependability of service delivery.

Goal 2002/2005

To implement a HRM corporate wide risk management program lead by Fire & Emergency Services. The purpose of the program is to identify risks and reduce liability.

Objective 2002/2003

To develop, implement, complete, and assess the outcomes of a HRM pilot program on risk management within Fire & Emergency Services in coordination with HRM insurance services and external risk management consultants.

Analysis of Proposed Changes

Service Levels: Extent to which service levels may be impacted will be determined from risk management plan.
Financial: To be determined from risk management plan.
Processes: To be determined from risk management plan.
Internal Service Providers: Expertise in risk assessment and management may be requested from Procurement.
FTE's: To be determined from risk management plan.

Issue # 9

Member Development

The demand for a standardized level of training throughout the service.

The demand for training from other HRM units and levels of government.

Process not in place to identify or prepare staff for management positions.

Members of the designated communities not considering the career of firefighting.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe, and enabling it's citizens the opportunity to contribute to their communities.
- EMT's Corporate Priority to promote a culture of excellence and success.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury, and ensuring citizens receive skillful and professional service delivery.

Goals 2002/2005

- To provide adequate training to meet the needs of the core area and rural districts, and other HRM business units.
- To ensure we have adequately trained and motivated personnel to fill vacant positions.
- To promote the career of firefighting to members of the designated communities.

Objectives 2002/2003

- To identify training options to meet the needs of the core area and rural districts, and other HRM units.
- To continue with "Train the Trainer" programs.
- To roll out the flash over simulator to the core and rural districts.
- To provide live fire training at the N.S. Firefighters School.
- To implement a career development program and performance development process to support succession planning.
- Implement two Outreach Programs.

Analysis of Proposed Changes

Service Levels: Quality of service will improve by having better trained emergency responders.
Financial: To be determined
Processes: New processes to be implemented for career development, performance development, outreach programs, and training.
Internal Service Providers: Human Resources may be able to provide expertise in several areas.

FTE's: To be determined.

Issue # 10

Trunked Mobile Radio (TMR) & Paging System

Currently, several different radio and paging systems exist which makes it difficult if not impossible to communicate during some emergencies. This compromises public safety and the safety of our members.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response during emergencies, and ensuring citizens are confident in the dependability of service delivery

Goal 2002/2005

Have a single integrated effective communication system for all protective services and HRM business units.

Objective 2002/2003

To implement a trunked mobile radio/ paging system to replace and consolidate multiple radio and paging systems for the Rural Fire Service as phase one of the TMR Project.

Analysis of Proposed Changes

Service Levels: Will improve due to faster communication.
Financial:
2002/2003: Rural Fire Service: capital cost for system is about $3.3 million.
Annual operating costs are about $149,000 including air time, paging & network.
2003/2005: HRM wide implementation: Capital cost 5.8 million (Shared Services, Police, PWT, Core Fire Services, Parks and Rec, 911)
Processes: Staff training required.
Internal Service Providers: Partnering with Police, 911, Public Works, Parks & Rec, and Shared Services.

FTE's: Current employee to be reassigned as coordinator.

Issue # 11

Computer Aided Dispatch (CAD) & Record Management System (RMS)

Currently, Police Services and Fire & Emergency Services each have their own separate CAD and RMS. Dispatchers must be trained on both systems. Police and Fire are unable to share information such as property files. Not all rural fire departments are dispatched from one centre. These inefficiencies can increase dispatching time which in turn can compromise public safety.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response during emergencies, and ensuring citizens are confident in the dependability of service delivery.

Goal 2002/2005

To implement a single CAD and RMS for Police Services and Fire & Emergency Services.

Objectives 2002/2003

- To select a vendor for implementation of computer-aided dispatch, negotiate a contract with them, and begin implementation.
- Once a new records management system is implemented, interface it with the new computer-aided dispatch system.

Analysis of Proposed Changes

Service Levels will improve because of faster and more accurate dispatching.
Financial: Capital cost: $2.1 million (CIP00763)
Processes: Staff training for new dispatching system
Internal Service Providers: IS and Shared Services to provide assistance. Partnering with Police Services and 911.
FTE's: 2 staff will work part-time on implementation. Extra staff may be required as needed for data clean-up, checking download results, etc

Issue # 12

Inter-Agency Emergency Response Coordination

The need to establish protocol between the different orders and agencies of government so that these stakeholders know their roles and responsibilities with regard to various emergency situations.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response during emergencies through formation of strategic alliances, and ensuring citizens receive skillful and professional service delivery and are confident in the dependability of service delivery.

Goal 2002/2005

To develop protocols with the different orders and agencies of government to ensure a coordinated response during emergencies.

Objectives 2002/2003

- To ensure an adequate level of water rescue and shipboard firefighting capability to meet service demand in the Harbour:
  1. Navigational (GPS and radar) equipment and training to be completed.
  2. Establish liaisons with various federal agencies and the port authorities to determine roles and sharing of resources.

- To clarify roles and responsibilities with DND and the Airport Authority.
- Develop service agreements with First Nations regarding emergency response to their lands.

Analysis of Proposed Changes

Service Levels: Improved coordination during inter-agency responses.
Financial: Equipment and training costs to be determined.
Processes: Procedures and protocols to be developed for responses (ie. water rescue response).
Internal Service Providers: Not applicable

FTE's: 0

Issue #13

Resource Allocation for Rural Districts

The current HRM processes do not meet the needs of the rural districts. A streamlined process is required for them to obtain resources. This includes fire prevention, investigation, training, procurement, fleet maintenance, administration, safety, and technical requirements.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- Council's Business Strategy on fiscal accountability.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by increasing the general level of fire and life safety for the public, and ensuring citizens receive skillful and professional service delivery and are confident in the dependability of service delivery.

Goals 2002/2005

- To improve support to the rural districts.
- To reduce vehicle downtime and ensure appropriate replacement and deployment of vehicles and equipment.

Objectives 2002/2003

- To complete the rural district services plans
- To identify service gaps and develop and implement action plans to address.
- To complete the pilot project with Financial Services to address financial issues including procurement, stores, logistical support, and reporting, and implement recommendations.
- To implement a standardized maintenance and record keeping program for fleet
- To complete a baseline assessment of all apparatus.
- Complete fleet replacement plans.

Analysis of Proposed Changes

Service Levels will be improved by developing action plans to address service gaps and by upgrading

the fleet.
Financial: To be determined from service gap analysis and fleet replacement plans.
Processes: New processes from pilot project with Finance.
Internal Service Providers: Financial Services for pilot project.
FTE's: 1 person dedicated to apparatus assigned to volunteer service which provides full cost recovery.

Issue # 14

Partnerships

There is potential opportunity to develop partnerships with other HRM business units and with outside organizations which could assist in offsetting the costs of some initiatives, programs, and equipment.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for working in partnership with it's citizens to ensure they feel and are safe.
- Fire & Emergency Service's Strategic Outcome of supporting community and economic development and public safety through the formation of strategic alliances

Goal 2002/2005

To cost share and promote our mission and programs through partnerships.

Objectives 2002/2003

- To identify potential partnerships.
- To pursue the development of identified partnerships.
- Develop a partner-ship with Police on 'Risk Watch'.
- To provide medical first responders for emergency response teams.
- Initiate 'Partnerships Towards a Safer Community' which is responsible to develop community preparedness programs
- A steering group created to develop a business plan for implementation of a Safe Communities program.

Analysis of Proposed Changes

Service Levels: Improved with the implementation of new programs and from putting in service new equipment.
Financial: Because of cost sharing, financial impact should be minimal.
Processes: To be determined
Internal Service Providers: Police will be involved.
FTE's: Current employee to be reassigned as Safe Communities Coordinator

Issue # 15

EMO Planning

In the event of an emergency, the roles and responsibilities of all stakeholders is not clear because the HRM departmental emergency plans and the three subset plans of the Master Plan are not completed

No integrated telecommunications system that can provide HRM-wide, point to point tele-communications ability in times of crisis. Current applications do not support mobile and ad-hoc transfer of data between agencies.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy for ensuring it's citizens feel and are safe.
- EMT's Corporate Priority to provide effective and efficient communications.
- Fire & Emergency Service's Mission and Strategic Outcomes of reduced loss of life and injury by facilitating a co-ordinated response plan of all services during an emergency through strategic alliances, and ensuring citizens are confident in the dependability of service

Goals 2002/2005

- Complete and implement Master Plan and three subset plans and review the master plan in year three.
- Complete and implement all HRM departmental emergency plans.
- To develop an HRM-wide telecommunications system with all HRM agencies. Research and develop mobile data procedures.

Objectives 2002/2003

- Completion of three subset plans:
  1. Emergency Evacuation
  2. Telecommunications
  3. Public Information
- All HRM Departmental emergency plans completed and reviewed.
- Implement Emergency Evacuation Plan.
- Emergency Public Information and Emergency Telecommunications Plans to be brought to testing stage.

Analysis of Proposed Changes

Service Levels: Improved coordinated response to major emergencies from all agencies
Financial: To be determined.
Processes: New processes to be outlined in Masterplan. New telecommunication system will require training.
Internal Service Providers: Police, 911 Centre, and Information Services.
FTE's: 0

Issue # 16

Strategic Plan and Corporate Employee Survey

The need to roll out the four strategic directions:

1. Communication-tions
2. Personnel Development
3. Leadership
4. Strategic Alliances

The need to implement recommendations from the corporate employee survey.

Link to Corporate Priority and/or Program Mission

- EMT's Corporate Priorities to develop and communicate a strong corporate vision, and to implement the Employee Survey Action Plan.
- Fire & Emergency Service's Mission of enhancing and preserving the quality of life, property, and environment through education, leadership, partnerships, effective responses to emergencies, and emergency preparedness.

Goals 2002/2005

- Implement the Strategic Plan.

Objectives 2002/2003

- To develop, to implement and to evaluate action plans for each of the four strategic directions.
- To develop, to implement and to evaluate action plans for the employee survey recommendations.

Analysis of Proposed Changes

Service Levels: To be determined
Financial: To be determined
Processes: To be determined
Internal Service Providers: To be determined
FTE's: To be determined

Fire & Emergency Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$19,514,228	$21,030,793	$22,365,066	$22,232,301	$23,822,300	$1,457,234	6.5%
Wages	103,467	17,759	266,800	4,221	275,000	8,200	3.1%
Overtime - Salaries and Wages	254,846	407,522	258,809	770,312	296,700	37,891	14.6%
Benefits and Other (Salaries)	3,187,604	3,468,476	3,403,636	3,598,345	3,555,400	151,764	4.5%
Benefits and Other (Wages)	444,890	487,255	908,688	548,814	1,006,800	98,112	10.8%
Retirement Allowance & Severance	491,540	433,912	369,600	384,987	458,500	88,900	24.1%
Clothing Allowance, Stipends, Othe	72,264	67,666	80,200	78,165	81,400	1,200	1.5%
Office Expenses, less Computers	371,181	430,152	441,250	438,504	451,450	10,200	2.3%
Computers Expenses	31,630	34,212	60,025	51,158	67,390	7,365	12.3%
Other Professional Fees	24,947	22,214	27,000	10,555	27,000	0	0.0%
Contract Fees	102,811	179,908	233,900	220,250	303,600	69,700	29.8%
Equipment and Supplies	408,096	632,039	787,100	684,903	790,025	2,925	0.4%
Materials	16,785	10,262	0	3,354	0	0	-
Building Repair, Maintenance	469,588	271,210	231,700	316,958	251,700	20,000	8.6%
Heating Fuel	226,131	141,355	146,950	100,315	144,075	(2,875)	-2.0%
Electricity	308,949	140,877	143,800	139,618	145,700	1,900	1.3%
Equipment Repair, Maintenance	1,100,595	1,162,475	1,222,830	1,004,845	1,353,450	130,620	10.7%
Vehicle Expenses	634,010	702,847	619,900	814,353	737,700	117,800	19.0%
Diesel Fuel	139,517	174,758	165,250	154,178	119,700	(45,550)	-27.6%
Gasoline Fuel	53,590	61,957	133,200	59,474	101,200	(32,000)	-24.0%
Membership Dues	90	164	500	997	500	0	0.0%
Conferences and Travel	55,179	35,482	66,800	52,988	71,600	4,800	7.2%
Training and Education	346,121	267,133	331,600	262,329	344,400	12,800	3.9%
Advertising and Promotion	5,479	17,816	29,100	10,540	28,300	(800)	-2.7%
Books, Publications and Data	118,261	236,705	416,900	383,544	343,800	(73,100)	-17.5%
Other Goods and Services	179,747	106,382	115,400	111,916	164,910	49,510	42.9%
Grants and Tax Concessions	31,000	30,998	31,000	30,790	31,000	0	0.0%
Transfer to/from Reserves	93,938	2,465	(89,500)	225,000	222,600	312,100	-348.7%
Other Loan and Interest Charges	717,847	706,767	999,100	709,395	1,060,000	60,900	6.1%
Other Fiscal Charges	12,187	103,323	487,800	478,640	192,800	(295,000)	-60.5%
Interdepartmental - Fleet	600	7,103	10,000	11,562	9,300	(700)	-7.0%
Interdepartmental - Buildings	0	478,478	481,901	481,901	481,900	(1)	-0.0%
Interdepartmental - Other	(61,743)	(35,362)	3,000	27,597	(2,000)	(5,000)	-166.7%
Total	**$29,485,875**	**$31,835,102**	**$34,749,305**	**$34,402,813**	**$36,938,200**	**$2,188,895**	**6.3%**
Revenues							
Transfers from Governments, Other	(123,728)	(133,098)	0	0	0	0	-
Area Tax Rates and Transfers	(5,067,552)	(5,461,631)	(6,332,800)	(6,315,681)	(7,124,400)	(791,600)	12.5%
False Alarm Ordinance	(97,050)	(149,293)	(76,000)	(130,368)	(76,000)	0	-0.0%
Other Licenses, Permits and Fines	0	0	0	(2,200)	0	0	-
Parking and Facility Rentals	(84,886)	(30,086)	(24,500)	(92,532)	(24,500)	0	-0.0%
Other Revenues	(113,004)	(195,020)	(115,500)	(225,220)	(182,300)	(66,800)	57.8%
Total	**($5,486,221)**	**($5,969,127)**	**($6,548,800)**	**($6,765,989)**	**($7,407,200)**	**($858,400)**	**13.1%**
Net Cost	**$23,999,654**	**$25,865,975**	**$28,200,505**	**$27,636,825**	**$29,531,000**	**$1,330,495**	**4.7%**

Fire & Emergency Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
F110 Operations	$19,734,650	$20,848,083	$21,812,980	$21,921,114	$22,531,400	$718,420	3.3%
F120 Training	802,109	851,588	972,800	970,856	1,111,900	139,100	14.3%
F130 Prevention	905,297	1,084,399	1,293,800	1,264,006	1,449,000	155,200	12.0%
F140 Administration	1,079,923	1,351,646	1,242,925	1,261,077	1,417,400	174,475	14.0%
F150 Mechanical Maintenance	893,225	1,080,562	1,083,500	1,172,376	1,189,600	106,100	9.8%
F160 Buildings & Logistics	1,128,676	1,030,950	1,102,400	1,064,355	1,130,400	28,000	2.5%
F170 Rural District	0	1,679	466,600	497,935	566,800	100,200	21.5%
F190 Communications	0	87,706	116,300	107,844	129,300	13,000	11.2%
F709 Lake Echo	327,003	337,754	401,200	410,059	438,200	37,000	9.2%
F710 Chezzetcook	202,960	211,094	258,300	269,017	291,800	33,500	13.0%
F711 Lawrencetown	292,263	334,052	378,900	362,181	439,600	60,700	16.0%
F712 Musquodoboit Harbour	116,715	127,121	136,800	98,903	165,400	28,600	20.9%
F713 Ostrea Lake	22,232	27,019	29,600	28,825	29,600	0	0.0%
F714 Oyster Pond/Jeddore	90,361	135,734	135,400	86,367	145,300	9,900	7.3%
F715 Mooseland	7,073	5,989	8,400	3,278	8,400	0	0.0%
F716 Moser River	22,639	23,106	30,700	24,904	34,600	3,900	12.7%
F717 Mushaboom	36,120	24,197	22,400	34,076	32,400	10,000	44.6%
F718 Three Harbours	20,391	23,386	26,900	33,814	31,600	4,700	17.5%
F719 Sheet Harbour	125,656	90,076	100,800	97,572	98,800	(2,000)	-2.0%
F720 Tangier	28,456	25,910	36,500	54,502	49,500	13,000	35.6%
F752 District 2 Fire	0	0	0	0	39,400	39,400	-
F721 Cook's Brook	16,055	18,467	15,500	19,861	15,700	200	1.3%
F722 Meagher's Grant	13,758	57,448	23,850	27,038	24,200	350	1.5%
F723 Middle Musquodoboit	25,416	29,071	23,850	31,505	24,200	350	1.5%
F730 Dutch Settlement	59,238	46,183	25,650	24,486	26,000	350	1.4%
F736 Upper Musquodoboit	29,411	22,909	23,850	35,061	24,200	350	1.5%
F753 Fire Dist 3 Revenue & Capital	0	0	150,000	175,352	220,100	70,100	46.7%
F731 Beaver Bank-Kinsac	154,410	122,274	179,300	133,703	179,300	0	0.0%
F701 Black Point	368,146	445,618	430,300	461,873	490,600	60,300	14.0%
F702 Lakeside	448,261	626,654	608,800	577,880	684,600	75,800	12.5%
F703 Bay Road	96,129	109,787	181,800	113,821	187,300	5,500	3.0%
F704 Seabright	162,500	197,452	241,800	159,544	281,100	39,300	16.3%
F705 Prospect Road	517,799	617,454	701,400	710,304	726,800	25,400	3.6%
F706 Harrietsfield/Sambro	184,450	209,935	321,000	275,405	392,900	71,900	22.4%
F707 Herring Cove	210,741	177,247	266,000	207,931	330,600	64,600	24.3%
F734 Upper Hammonds	26,339	36,735	33,300	30,545	0	(33,300)	-100.0%
F735 Hammonds Plain	280,787	268,339	495,700	421,277	593,400	97,700	19.7%
F724 Enfield	20,000	20,000	20,000	20,000	20,000	0	0.0%
F725 Zone 4	904,042	965,364	1,147,400	1,021,667	1,173,900	26,500	2.3%
F727 Milford Station	2,400	2,400	2,400	2,400	2,400	0	0.0%
A451 Emergency Measures	0	0	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures	130,156	159,717	175,200	165,103	185,500	10,300	5.9%
Total	**$29,485,875**	**$31,835,102**	**$34,749,305**	**$34,402,813**	**$36,938,200**	**$2,188,895**	**6.3%**

Fire & Emergency Services

Summary by Revenues

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
F110	Operations	($246,208)	($323,721)	($76,000)	($184,937)	($76,000)	$0	-0.0%
F120	Training	(4,645)	(6,020)	0	(2,797)	0	0	-
F130	Prevention	(1,488)	(1,260)	(15,000)	0	(15,000)	0	-0.0%
F140	Administration	(540)	(20,375)	0	(4,324)	0	0	-
F150	Mechanical Maintenance	(12,496)	(336)	0	(28,611)	(114,300)	(114,300)	-
F160	Buildings & Logistics	(65,407)	(2,255)	0	(68,288)	0	0	-
F170	Rural District	0	0	0	(57)	0	0	-
F709	Lake Echo	(383,140)	(379,879)	(401,200)	(398,847)	(438,200)	(37,000)	9.2%
F710	Chezzetcook	(191,343)	(215,313)	(258,300)	(265,703)	(291,800)	(33,500)	13.0%
F711	Lawrencetown	(313,566)	(333,123)	(378,900)	(380,300)	(439,600)	(60,700)	16.0%
F712	Musquodoboit Harbour	(116,732)	(132,941)	(136,800)	(135,474)	(165,400)	(28,600)	20.9%
F713	Ostrea Lake	(24,699)	(21,415)	(29,600)	(34,278)	(29,600)	0	-0.0%
F714	Oyster Pond/Jeddore	(130,374)	(126,250)	(135,400)	(135,561)	(145,300)	(9,900)	7.3%
F715	Mooseland	(9,000)	(7,980)	0	(8,024)	0	0	-
F716	Moser River	(33,513)	(30,950)	0	(35,457)	0	0	-
F717	Mushaboom	(22,408)	(21,864)	(14,200)	(26,248)	(12,000)	2,200	-15.5%
F718	Three Harbours	(19,329)	(17,476)	0	(26,747)	0	0	-
F719	Sheet Harbour	(86,782)	(92,839)	(21,500)	(101,223)	(21,500)	0	-0.0%
F720	Tangier	(34,057)	(32,277)	0	(45,473)	0	0	-
F752	District 2 Fire	0	0	(190,000)	0	(261,200)	(71,200)	37.5%
F721	Cook's Brook	(31,961)	(29,995)	0	(777)	0	0	-
F722	Meagher's Grant	(29,187)	(28,038)	0	(177)	0	0	-
F723	Middle Musquodoboit	(38,890)	(33,878)	0	(6,041)	0	0	-
F730	Dutch Settlement	(55,075)	(64,857)	0	(2,402)	0	0	-
F736	Upper Musquodoboit	(36,971)	(47,723)	0	(432)	0	0	-
F753	Fire Dist 3 Revenue & Capital	0	0	(262,700)	(285,874)	(334,400)	(71,700)	27.3%
F731	Beaver Bank-Kinsac	(143,891)	(140,726)	(179,300)	(180,249)	(179,300)	0	-0.0%
F701	Black Point	(392,556)	(398,597)	(430,300)	(436,969)	(490,600)	(60,300)	14.0%
F702	Lakeside	(455,929)	(544,645)	(608,800)	(608,107)	(684,600)	(75,800)	12.5%
F703	Bay Road	(151,591)	(167,748)	(181,800)	(182,196)	(187,300)	(5,500)	3.0%
F704	Seabright	(203,640)	(236,435)	(241,800)	(240,745)	(281,100)	(39,300)	16.3%
F705	Prospect Road	(517,882)	(559,748)	(701,400)	(700,478)	(726,800)	(25,400)	3.6%
F706	Harrietsfield/Sambro	(231,610)	(268,721)	(321,000)	(321,643)	(392,900)	(71,900)	22.4%
F707	Herring Cove	(215,183)	(230,529)	(266,000)	(267,315)	(330,600)	(64,600)	24.3%
F734	Upper Hammonds	(32,008)	(32,134)	(33,300)	(32,768)	0	33,300	-100.0%
F735	Hammonds Plain	(362,102)	(397,141)	(495,700)	(485,449)	(593,400)	(97,700)	19.7%
F724	Enfield	(27,863)	(19,886)	(20,000)	(20,027)	(20,000)	0	-0.0%
F725	Zone 4	(860,759)	(999,521)	(1,147,400)	(1,109,434)	(1,173,900)	(26,500)	2.3%
F727	Milford Station	(3,256)	(2,474)	(2,400)	(2,400)	(2,400)	0	-0.0%
C801	Emergency Measures	(138)	(58)	0	(156)	0	0	-
	Total	**($5,486,221)**	**($5,969,127)**	**($6,548,800)**	**($6,765,989)**	**($7,407,200)**	**($858,400)**	**13.1%**

Fire & Emergency Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
F110 Operations	$19,488,442	$20,524,362	$21,736,980	$21,736,177	$22,455,400	$718,420	3.3%
F120 Training	797,464	845,568	972,800	968,059	1,111,900	139,100	14.3%
F130 Prevention	903,808	1,083,139	1,278,800	1,264,006	1,434,000	155,200	12.1%
F140 Administration	1,079,383	1,331,271	1,242,925	1,256,753	1,417,400	174,475	14.0%
F150 Mechanical Maintenance	880,729	1,080,226	1,083,500	1,143,765	1,075,300	(8,200)	-0.8%
F160 Buildings & Logistics	1,063,269	1,028,695	1,102,400	996,067	1,130,400	28,000	2.5%
F170 Rural District	0	1,679	466,600	497,878	566,800	100,200	21.5%
F190 Communications	0	87,706	116,300	107,844	129,300	13,000	11.2%
F709 Lake Echo	(56,137)	(42,125)	0	11,211	0	0	-
F710 Chezzetcook	11,617	(4,219)	0	3,315	0	0	-
F711 Lawrencetown	(21,303)	929	0	(18,119)	0	0	-
F712 Musquodoboit Harbour	(18)	(5,820)	0	(36,571)	0	0	-
F713 Ostrea Lake	(2,467)	5,604	0	(5,453)	0	0	-
F714 Oyster Pond/Jeddore	(40,013)	9,484	0	(49,193)	0	0	-
F715 Mooseland	(1,927)	(1,991)	8,400	(4,746)	8,400	0	0.0%
F716 Moser River	(10,874)	(7,844)	30,700	(10,553)	34,600	3,900	12.7%
F717 Mushaboom	13,712	2,334	8,200	7,827	20,400	12,200	148.8%
F718 Three Harbours	1,062	5,911	26,900	7,068	31,600	4,700	17.5%
F719 Sheet Harbour	38,873	(2,762)	79,300	(3,651)	77,300	(2,000)	-2.5%
F720 Tangier	(5,601)	(6,367)	36,500	9,029	49,500	13,000	35.6%
F752 District 2 Fire	0	0	(190,000)	0	(221,800)	(31,800)	16.7%
F721 Cook's Brook	(15,906)	(11,528)	15,500	19,084	15,700	200	1.3%
F722 Meagher's Grant	(15,429)	29,409	23,850	26,862	24,200	350	1.5%
F723 Middle Musquodoboit	(13,474)	(4,807)	23,850	25,463	24,200	350	1.5%
F730 Dutch Settlement	4,163	(18,674)	25,650	22,083	26,000	350	1.4%
F736 Upper Musquodoboit	(7,560)	(24,813)	23,850	34,628	24,200	350	1.5%
F753 Fire Dist 3 Revenue & Capital	0	0	(112,700)	(110,522)	(114,300)	(1,600)	1.4%
F731 Beaver Bank-Kinsac	10,519	(18,452)	0	(46,546)	0	0	-
F701 Black Point	(24,410)	47,020	0	24,904	0	0	-
F702 Lakeside	(7,668)	82,010	0	(30,227)	0	0	-
F703 Bay Road	(55,462)	(57,961)	0	(68,375)	0	0	-
F704 Seabright	(41,050)	(38,983)	0	(81,201)	0	0	-
F705 Prospect Road	(83)	57,706	0	9,825	0	0	-
F706 Harrietsfield/Sambro	(47,160)	(58,787)	0	(46,238)	0	0	-
F707 Herring Cove	(4,442)	(53,282)	0	(59,384)	0	0	-
F734 Upper Hammonds	(5,670)	4,601	0	(2,223)	0	0	-
F735 Hammonds Plain	(81,315)	(128,803)	0	(64,172)	0	0	-
F724 Enfield	(7,863)	114	0	(27)	0	0	-
F725 Zone 4	43,283	(34,157)	0	(87,767)	0	0	-
F727 Milford Station	(856)	(74)	0	0	0	0	-
A451 Emergency Measures	0	0	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures	130,017	159,660	175,200	164,947	185,500	10,300	5.9%
Total	**$23,999,654**	**$25,865,975**	**$28,200,505**	**$27,636,825**	**$29,531,000**	**$1,330,495**	**4.7%**

Fire and Emergency Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Buildings	1,914,000	1,606,000	(308,000)	-16.09%
Equipment - Heavy	495,000	155,000	(340,000)	-68.69%
Equipment - Light	320,000	318,000	(2,000)	-0.62%
Fleet	2,771,000	1,578,400	(1,192,600)	-43.04%
Total Gross Budget	5,500,000	3,657,400	(1,842,600)	-33.50%
Total Funding	(4,300,000)	(2,657,400)	1,642,600	-38.20%
Total Net	1,200,000	1,000,000	(200,000)	-16.67%

Fiscal Services

Description of Program/Service

Fiscal Services is not a department per se. It employs no staff. Management responsibility for fiscal services resides in various business units including Financial Services and General Government. Fiscal Services can be broadly described to include:

- Education Costs
- Debt Charges
- Reserve Transactions
- Transfers to Outside Agencies
- Hydrants
- Capital and Operating Grants
- Operating Surplus/Deficit
- Other Fiscal Transactions

Overview of Operations

Fiscal Services includes nearly $81.5 million worth of education costs, $34.4 million of principal and interest charges, the 2001-2002 projected surplus of $764,000 and a variety of other financial transactions not specific to any business unit.

Overview of 2002/03 Operating Budget

- Mandatory Education costs are budgeted to increase by over $1.0 million over the 2001-2002 budget.
- Debt Charges (including those outside fiscal services) are expected to decline by approximately $0.4 million.
- Full Interest is being paid on HRM reserves at a cost of $3.1 million.
- A $764,000 Operating Surplus for 2001-2002 was expected and included in the 2002/03 Operating Budget.

Overview of 2002/03 Capital Budget

- Fiscal services includes no capital projects. Debt charges from HRM capital projects (other than transit, solid waste and wastewater) are included in fiscal services.

Issue # 1

Education Costs

HRM provides three sources of funding to the Halifax Regional School Board:

1. Mandatory Education Funding

The first is called **Mandatory Education Funding**. Under provincial statute every municipality is required to make a mandatory contribution to its school board. That contribution is set at the value of the "Education Rate" times the previous year's "Uniform Assessment". HRM's uniform assessment for 2002-2003 was set at $18.2 Billion. The Province of Nova Scotia sets the Education Rate each year. In 2001-2002 the rate was set at 35.15¢ per $100 of uniform assessment. For the 2002-2003 year, municipalities are expected to fund an additional $2.1 million in Mandatory Education costs across the Province. As a result, the rate for HRM was set at 33.40¢ for 2002-2003. This would produce a total liability for the municipality of $60,624,000 million, an increase of $1,023,000 million or 1.7% over the previous year's budget of $59,601,000. The 2001-2002 actual was $59.6 Million..

Education Amounts Financed by HRM

	Residential Tax Rates	Commercial Tax Rates	Amount
Mandatory Education	General Rate	General Rate	60,624,000
Supplementary Education - Halifax	11.7¢	29.9¢	12,295,000
Supplementary Education - Dartmouth	9.5¢	24.1¢	5,239,200
Education - Former County/Bedford	4.4¢	4.4¢	3,312,000
Total			**$81,470,200**

2. Supplementary Education

"Supplementary Education" funding to the Halifax Regional School Board. These funds must be spent specifically in the former municipal units of Halifax and Dartmouth. Under the Municipal Government Act this funding is specifically required. HRM may decrease the amount of funding transferred to the School Board by no more than 10% of the amount spent at the time of amalgamation (April 1, 1996). These funds are raised by special area rates in Halifax and Dartmouth. The 2002-2003 budget contains a 3.5% increase in the amount of supplementary funding bringing the total amount for Halifax to about $12.3 million, and to just over $5.2 million for Dartmouth.

3. Former County/Bedford

In 2001-2002 HRM Regional Council approved an area rate of 4.5¢ to be levied in the former Town of Bedford and the former Halifax County Municipality. The funds raised from this area rate were provided to the Halifax Regional School Board. For 2002-2003, an area rate of 4.4¢ was approved which will raise an additional 3.5% in revenue bringing the total amount to just over $3.3 million.

Issue # 2

Debt Charges

Also included in fiscal services are the majority of HRM's debt charges. Debt charges consist of payments made on outstanding debentures (principal), a variety of loan payments and the interest costs associated with those debt charges. HRM's Principal charges include amalgamation costs of $2.4 million. Not all of HRM's debt charges are included in fiscal services. The debt costs for Metro Transit, Solid Waste and Wastewater Treatment are allocated to their respective departments. Other debt costs include area rated debentures and loans. HRM's current debt charges of $53.5 Million represent 10.8% of expenditures. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit

	Principal	Interest	Total
Fiscal Services	24,378,900	9,992,300	34,371,200
Transit	2,472,700	76,700	2,549,400
Wastewater	1,282,600	676,400	1,959,000
Solid Waste	9,807,100	3,566,300	13,373,400
Other	889,600	350,800	1,240,400
Total	**$38,830,900**	**$14,662,500**	**$53,493,400**

Note: Includes Amalgamation Costs, Loans, Debenture Discount. Excludes repayable debt and interest.

Issue # 3

Reserve Transactions

Fiscal Services provides for payment to reserves, including:

- Payment of $278,300 into the Service Improvement Reserve;

- Payment of $3,105,000 into reserve funds as interest on reserve balances;
- Payment of $2,985,000 to cover insurance premiums, insurance costs and the funding of the HRM self-insurance reserve.

Also included in fiscal services is a payment of $200,000 into a DNA reserve for the use of the Halifax Police Service and the RCMP. HRM is required to pay a fee of $1,664 for each DNA analysis. Payments for the analysis will be made from this reserve.

Certain other reserve transactions are included within departmental budgets. All transactions are consistent with the HRM Reserve Budget. The post-closure costs for the former Sackville Landfill are now included within the Solid Waste Business Unit.

Issue # 4

Transfers to Outside Agencies

Fiscal Services includes the amounts budgeted as a transfer to Outside Agencies. These amounts include transfers in respect of the Metropolitan Regional Housing Authority and the World Trade Centre. These specific transfers are required under agreements signed by HRM or its predecessor municipalities.

2001-2002 was the last year of the five year phase-out of transfers to the Province of Nova Scotia to cover the costs of Social Assistance within HRM. For 2001-2002, the net amount transferred to the Province was $3.3 million. There will be no transfers for 2002-2003.

In 2001-2002 HRM was notified that it will be required to pay a share of the cost of operating the provincial assessment system. HRM pays an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. Using this formula HRM has budgeted to pay $4.3 million for 2002-2003.

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula and has not yet been confirmed. HRM's budgeted amount of $6,271,000 for 2002/03 is based upon assumed changes in CPI and uniform assessment.

Issue # 5

Hydrants

The Utilities and Review Board requires HRM to make a contribution to fund the operations of the Halifax Regional Water Commission. This contribution is used to fund the hydrant costs incurred by the Commission. The hydrant charges are recovered via a special "Fire Protection" charge that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. This charge for 2002-2003 is 3.2¢ per $100 of taxable and non-taxable assessment as permitted under the MGA Act. Hydrant costs are expected to total $7.1 million.

Issue # 6

Capital and Operating Grants

Included within fiscal services are various grants and tax concessions to registered Non-Profits. The budget includes the following amounts:

	2002-2003
Operating Grants	$593,700
Capital Grants	653100
Sub-Total	**$1,246,800**
Residential Tax Exemptions	600600
Non-Profit Tax Concessions	1654000
Fire Protection Concessions	197000
Pre-Amalgamation Agreements	94600
Sub-Total	**$2,546,200**
Total	**$3,793,000**

Issue # 7

Operating Surplus/Deficit

HRM has projected an operating surplus of $764,000 million in 2001-2002. This estimate is based upon financial projections provided by individual business units using year-to-date information available as of December 31, 2001 and as reported to Regional Council. Events occurring after the release of the Budget could affect this projection. Provincial law requires that this surplus be included in the 2002-2003 operating budget. In 2000-2001 there was an operating surplus of $2.4 million projected which was included in the 2001-2002 operating budget.

Issue # 8

Other Fiscal Transactions

Also included within fiscal services are a variety of other financial transactions not directly tied to program operations. For instance, provisions for payments to the capital fund to offset debt costs (Capital From Operating or "Pay as You Go") are normally included here. In 2002-2003 HRM has budgeted for $22.1 million in Capital from Operating. This is an increase from 2001-2002 when it was $16.2 million. $5.25 million of the capital from operating will be placed into a reserve for solid waste cells and equipment, and $1.0 million will be used for operating leases for transit buses.

HRM has also included Provisions for Uncollected Debts. These amounts include approximately $3.5 million in respect of Grants-in-Lieu from the Federal and Provincial Governments which HRM may be unable to enforce collection on. HRM has also budgeted for a tax allowance for outstanding taxes of $0.5 million, $0.6 million for outstanding assessment appeals, and $0.4 million for non-tax receivables and related items. This provision is required by the Province of Nova Scotia's Municipal Accounting and Reporting Manual.

Fiscal Services includes a variety of other amounts including provisions for salary and wage compensation for collective bargaining.

Fiscal Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	($62,326)	$702,328	$871,760	$358,681	$2,906,600	$2,034,840	233.4%
Wages	2,456	6,004	0	600	0	0	-
Overtime - Salaries and Wages	5,478	141	0	1,576	0	0	-
Benefits and Other (Salaries)	55,501	812,221	200,000	81,531	53,000	(147,000)	-73.5%
Benefits and Other (Wages)	4,134	1,727	0	1,220	0	0	-
Retirement Allowance & Severance	901,021	4,242,149	3,125,000	3,564,540	978,000	(2,147,000)	-68.7%
Clothing Allowance, Stipends, Othe	(1,871)	0	0	0	205,000	205,000	-
Office Expenses, less Computers	2,953	10,536	(300,000)	(159,212)	(51,000)	249,000	-83.0%
Consulting Fees	31,911	37,425	0	74,197	0	0	-
Other Professional Fees	71,936	104,744	250,000	383,702	325,000	75,000	30.0%
Contract Fees	144,168	348,302	383,300	478,535	3,824,200	3,440,900	897.7%
Equipment and Supplies	155	2,502	0	6,434	220,000	220,000	-
Materials	847	2,554	0	830	0	0	-
Building Repair, Maintenance	16,272	22,340	0	20,463	0	0	-
Heating Fuel	967	0	0	0	0	0	-
Electricity	0	0	0	0	235,953	235,953	-
Equipment Repair, Maintenance	9,427	22,461	0	110,017	0	0	-
Vehicle Expenses	27,484	159,262	0	326,268	1,020,000	1,020,000	-
Diesel Fuel	0	768	0	0	0	0	-
Gasoline Fuel	0	0	0	0	20,000	20,000	-
Conferences and Travel	342	338	0	548	0	0	-
Training and Education	636	0	0	1,039	0	0	-
Advertising and Promotion	2,098	2,666	0	0	0	0	-
Books, Publications and Data	0	184	0	0	0	0	-
Other Goods and Services	61,884	258,544	549,760	436,057	1,111,000	561,240	102.1%
Transfers Outside Agencies	114,422,740	116,517,115	121,870,000	123,075,461	102,001,800	(19,868,200)	-16.3%
Insurance Costs	2,234,357	2,203,988	2,385,000	1,312,747	2,985,000	600,000	25.2%
Grants and Tax Concessions	2,532,925	2,997,138	3,099,990	3,040,276	3,011,900	(88,090)	-2.8%
Transfer to/from Reserves	1,590,929	5,700,012	11,470,737	12,276,060	9,504,200	(1,966,537)	-17.1%
Principal and Interest Charges	34,125,473	34,501,784	32,223,100	31,373,725	31,861,300	(361,800)	-1.1%
Other Loan and Interest Charges	3,161,587	3,206,139	3,058,500	2,911,159	2,959,900	(98,600)	-3.2%
Other Fiscal Charges	18,050,022	11,197,068	15,000,100	14,898,461	21,705,100	6,705,000	44.7%
Interdepartmental - Other	0	(2,623)	0	0	0	0	-
Total	**$177,393,504**	**$183,057,834**	**$194,187,247**	**$194,574,914**	**$184,876,953**	**($9,310,294)**	**-4.8%**
Revenues							
Transfers from Governments, Other	(9,285,000)	(13,200,000)	(19,791,600)	(19,791,604)	0	19,791,600	-100.0%
Area Tax Rates and Transfers	(16,867,995)	(19,154,299)	(20,142,100)	(20,499,191)	(20,846,200)	(704,100)	3.5%
Parking and Facility Rentals	0	0	0	0	(1,446,700)	(1,446,700)	-
Environmental Protection/Waste Wa	0	0	0	289	0	0	-
Other Revenues	(115,981)	(90,427)	0	(289)	0	0	-
Total	**($26,268,975)**	**($32,444,726)**	**($39,933,700)**	**($40,290,795)**	**($22,292,900)**	**$17,640,800**	**-44.2%**
Net Cost	**$151,124,529**	**$150,613,108**	**$154,253,547**	**$154,284,119**	**$162,584,053**	**$8,330,506**	**5.4%**

Fiscal Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
M110 Debt & Interest	$37,287,060	$47,459,058	$35,281,600	$52,588,090	$34,821,200	($460,400)	-1.3%
M112 External Recovery Debt Charges	0	(9,751,135)	0	(18,303,205)	0	0	-
M210 Social Assistance	22,000,000	22,000,000	22,000,000	22,000,000	0	(22,000,000)	-100.0%
M230 Correctional Centre	5,957,508	6,103,248	6,120,000	6,293,696	6,271,000	151,000	2.5%
M240 Regional Housing Authority	2,387,144	2,053,080	2,200,000	2,946,819	2,200,000	0	0.0%
M250 World Trade Cente	457,292	492,509	473,900	473,341	502,600	28,700	6.1%
M260 Halifax Regional Port Authority	212,820	0	0	0	0	0	-
M280 Halifax Regional School Board	60,047,600	59,657,100	59,601,000	59,601,000	60,624,000	1,023,000	1.7%
M284 Supplimentary Education - Hfx	11,879,900	11,879,900	11,879,900	11,879,900	12,295,000	415,100	3.5%
M285 Supplimentary Education - Drtmth	5,062,200	5,062,200	5,062,200	5,062,200	5,239,200	177,000	3.5%
M286 Supplimentary Education - Bdfrd.	100,089	2,355,000	3,200,000	3,200,000	3,312,000	112,000	3.5%
M291 Fire Protedtion (Hydrants)	6,318,187	6,914,078	7,000,000	7,091,310	7,102,000	102,000	1.5%
M270 Compensation PPP	1,365,005	4,305,502	3,325,000	3,682,125	1,081,000	(2,244,000)	-67.5%
M310 Other Fiscal Services	(423,638)	3,054,458	5,863,520	5,272,860	12,724,253	6,860,733	117.0%
M311 Grants & Tax Concessions	2,686,460	3,800,794	3,769,090	3,871,756	3,793,000	23,910	0.6%
M312 Organization Development	0	0	767	0	253,400	252,633	32937.8%
M341 Surplus/Deficit	9,717,235	(3,691,320)	(2,353,000)	(2,738,817)	(764,000)	1,589,000	-67.5%
M351 Managers Contingency	40,816	104,707	149,300	87,688	149,300	0	0.0%
M361 Councillors Discretionary Fund	46,000	69,000	69,000	69,000	69,000	0	0.0%
M320 Insurance Claims	2,499,131	2,471,982	2,385,000	2,384,000	2,985,000	600,000	25.2%
M411 Operating Stabilization Reserve	600,000	584,241	0	0	0	0	-
M421 Service Improvement Reserve	0	300,000	274,970	432,920	278,300	3,330	1.2%
M441 Interest on Reserves	1,056,634	3,791,063	3,875,000	3,876,676	3,105,000	(770,000)	-19.9%
M451 Valuation Allowance	8,038,291	4,335,370	6,434,000	6,577,555	5,000,000	(1,434,000)	-22.3%
M461 Capital From Operating	57,770	9,707,000	16,176,000	16,176,000	22,089,000	5,913,000	36.6%
M471 Other Transfers	0	0	1,400,000	2,050,000	300,000	(1,100,000)	-78.6%
M555 Parkade	0	0	0	0	1,446,700	1,446,700	-
Total	**$177,393,504**	**$183,057,834**	**$194,187,247**	**$194,574,914**	**$184,876,953**	**($9,310,294)**	**-4.8%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
M210 Social Assistance	(7,700,000)	(13,200,000)	(18,700,000)	(18,700,000)	0	18,700,000	-100.0%
M284 Supplimentary Education - Hfx	(11,888,008)	(11,817,457)	(11,879,900)	(12,195,118)	(12,295,000)	(415,100)	3.5%
M285 Supplimentary Education - Drtmth	(4,880,849)	(3,018,185)	(5,062,200)	(3,135,694)	(5,239,200)	(177,000)	3.5%
M286 Supplimentary Education - Bdfrd.	(99,138)	(4,318,658)	(3,200,000)	(5,168,380)	(3,312,000)	(112,000)	3.5%
M311 Grants & Tax Concessions	0	(1,050)	0	0	0	0	-
M320 Insurance Claims	(115,981)	(89,377)	0	0	0	0	-
M411 Operating Stabilization Reserve	0	0	(804,600)	(804,600)	0	804,600	-100.0%
M421 Service Improvement Reserve	0	0	(287,000)	(287,004)	0	287,000	-100.0%
M471 Other Transfers	(1,585,000)	0	0	0	0	0	-
M555 Parkade	0	0	0	0	(1,446,700)		
Total	**($26,268,975)**	**($32,444,726)**	**($39,933,700)**	**($40,290,795)**	**($22,292,900)**	**$17,640,800**	**-44.2%**

Fiscal Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
M110 Debt & Interest	$37,287,060	$47,459,058	$35,281,600	$52,588,090	$34,821,200	($460,400)	-1.3%
M112 External Recovery Debt Charges	0	(9,751,135)	0	(18,303,205)	0	0	-
M210 Social Assistance	14,300,000	8,800,000	3,300,000	3,300,000	0	(3,300,000)	-100.0%
M230 Correctional Centre	5,957,508	6,103,248	6,120,000	6,293,696	6,271,000	151,000	2.5%
M240 Regional Housing Authority	2,387,144	2,053,080	2,200,000	2,946,819	2,200,000	0	0.0%
M250 World Trade Cente	457,292	492,509	473,900	473,341	502,600	28,700	6.1%
M260 Halifax Regional Port Authority	212,820	0	0	0	0	0	-
M280 Halifax Regional School Board	60,047,600	59,657,100	59,601,000	59,601,000	60,624,000	1,023,000	1.7%
M284 Supplimentary Education - Hfx	(8,108)	62,443	0	(315,218)	0	0	-
M285 Supplimentary Education - Drtmth	181,351	2,044,015	0	1,926,506	0	0	-
M286 Supplimentary Education - Bdfrd.	952	(1,963,658)	0	(1,968,380)	0	0	-
M291 Fire Protedtion (Hydrants)	6,318,187	6,914,078	7,000,000	7,091,310	7,102,000	102,000	1.5%
M270 Compensation PPP	1,365,005	4,305,502	3,325,000	3,682,125	1,081,000	(2,244,000)	-67.5%
M310 Other Fiscal Services	(423,638)	3,054,458	5,863,520	5,272,860	12,724,253	6,860,733	117.0%
M311 Grants & Tax Concessions	2,686,460	3,799,744	3,769,090	3,871,756	3,793,000	23,910	0.6%
M312 Organization Development	0	0	767	0	253,400	252,633	32937.8%
M341 Surplus/Deficit	9,717,235	(3,691,320)	(2,353,000)	(2,738,817)	(764,000)	1,589,000	-67.5%
M351 Managers Contingency	40,816	104,707	149,300	87,688	149,300	0	0.0%
M361 Councillors Discretionary Fund	46,000	69,000	69,000	69,000	69,000	0	0.0%
M320 Insurance Claims	2,383,151	2,382,605	2,385,000	2,384,000	2,985,000	600,000	25.2%
M411 Operating Stabilization Reserve	600,000	584,241	(804,600)	(804,600)	0	804,600	-100.0%
M421 Service Improvement Reserve	0	300,000	(12,030)	145,916	278,300	290,330	-2413.4%
M441 Interest on Reserves	1,056,634	3,791,063	3,875,000	3,876,076	3,105,000	(770,000)	-19.9%
M451 Valuation Allowance	8,038,291	4,335,370	6,434,000	6,577,555	5,000,000	(1,434,000)	-22.3%
M461 Capital From Operating	57,770	9,707,000	16,176,000	16,176,000	22,089,000	5,913,000	36.6%
M471 Other Transfers	(1,585,000)	0	1,400,000	2,050,000	300,000	(1,100,000)	-78.6%
Total	**$151,124,529**	**$150,613,108**	**$154,253,547**	**$154,284,119**	**$162,584,053**	**$8,330,506**	**5.4%**

EXECUTIVE MANAGEMENT TEAM
MISSION STATEMENT

Who?

HRM Corporation (Council and Staff)

Why?

To implement the policies and priorities of Halifax Regional Council

What?

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

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

Executive Management Team Mission Statement

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

Strategic Outcomes

- HRM program results are achieved.
- Council and management decision- making is supported by appropriate information and advice.
- Flexibility, competence and morale of HRM's staff is maintained/enhanced.
- A shared sense of an organization, that is led with a clear purpose.

Client Benefits

- Council is provided with timely, relevant, accurate information and guidance to support the decision making process.
- Clearly defined and agreed to goals and priorities (aligned with Council vision and direction).
- Staff empowerment (freedom to act within agreed to guidelines).
- Resources required to manage programs/services allocated to reflect Council priorities.
- Tools systems and facilities.
- On time delivery of Business plans and a Budget document that is compliant with statutory requirements and includes clear and concise identification of programs and spending limits.

Please note: Mission Statements/Strategic Outcomes and Client Benefits will developed for the Governance area in 2002.

FTE's

For the fiscal year 2001/2002 the Executive Management Team employed 11 full time equivalents; with the governance area employing 12 administrative staff and 24 members of Regional Council.

The proposed plan for 2002/2003 includes a reduction of two FTEs within the Executive Management Team and the addition of one FTE in the Councillor's Support Office.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Implement Council Priorities	• Vision 20/20, Council's Business Strategies and Corporate Priorities were articulated in a clear concise document suitable for all audiences. • Status Report on Corporate Priorities prepared and distributed on a regular basis for Council and staff. • Human and financial resources have been allocated to support the implementation of priorities. • Action Plans have been prepared for Corporate Priorities. • Project Manager for Regional Planning was hired and is currently developing a work plan.
Support and encourage customer focused service delivery	• HRM Customer Service Strategy is being developed and will be completed in the fall of 2002. • A framework and work plan have been developed for integrating performance measurement into the business planning and Budget processes related to decision making. • A Corporate Scorecard is being developed, with a draft to be presented to Council in March 2002.

Key Initiative	Status
Create a workplace environment that encourages employees to strive for excellence and success	• Progress Reports on items identified in the Employee Survey Action Plan have been completed for the six and twelve month milestones. Eighteen month Progress Report will be distributed to employees in April 2002. • Internal Communication Policy and Action Plan have been completed.. Business Units are in the process of implementation. • Long Service Awards Program has been developed and implemented.
Clarify and document municipal - provincial relationships, roles and responsibilities.	• In partnership with UNSM and other municipalities, HRM developed an alternate proposal to the Province's equalization funding initiative. Municipalities await final resolution. • HRM is actively pursuing partnerships specifically with regard to revenues and SAP, with the Province and other municipalities. • HRM expects to receive it's rating from the Bond Rating Agency by the end of February.

Key Initiative	Status
Sustain fiscal health to meet corporate challenges and address citizen "needs".	• Multi-year Financial Strategy continues to be followed. • Long term Capital planning process initiated. • Business plans developed for 80 programs. Plans incorporated community and Corporate goals and program requirements. Plans described operations, issues, priorities for next three years, outcomes and objectives for the next year. • Budget prepared on basis of business plans. Modifications to Budgets were evaluated by staff and EMT, on basis of criteria which included impacts on community, Corporate Priorities, Council's Business Strategies, and HRM 20/20. • Budget achieved significant progress towards Council's Business Strategies on fiscal accountability, public safety, environment and infrastructure. • 2000/2001 Budget balanced. Total debt issued and approved decreased by 10.7 million, with the gross Capital Budget increasing by $22 million. Reserves increased by 15.6%. General property rates declined by 1%. • 2001/2002 Budget with 3rd quarter report projecting a surplus.

CAO 's Goals and Objectives
2002/2003

GOALS	*ISSUE /RISKS*	*OBJECTIVES*	*COMPLETION DATE (mths)*
1. FISCAL HEALTH AND SUSTAINABILITY ***Outcomes***.			
Enhanced service value for residents	Municipal Mandate Focus	• 2002/03 Budget with level tax rate and high service value	6 months (May '02)
HRM can respond to future challenges and opportunities	Provincial Action Council Actions re Policy (i.e., MYFS)	• Introduction of corporate score card concept with indicators defined and plan for measurement	6 months (May '02)
		• Long-Term Capital Plan	12 months (Nov. '02)

GOALS	*ISSUE /RISKS*	*OBJECTIVES*	*COMPLETION DATE (mths)*
2. COMPREHENSIVE GROWTH STRATEGY (REGIONAL PLAN) ***Outcomes***			
Orderly, responsible growth and development; responsive to existing values of HRM communities and our future	Consultation with public and immediate stakeholders Immediate solutions vs. long-term vision	• To design and facilitate a process for resolving "pressing" traffic issues which will be implemented by Public Works and Transportation. • To review the recommendations of the interim Traffic Management Strategy from the perspective of Regional Planning and determine what can proceed in the short term. • Direct consultation and formative discussion on the Regional Plan.	6 - 9 months (May -Aug '02) 6 months (May '02) 12 months (Nov. '02)

GOALS	*ISSUE/RISKS*	*OBJECTIVES*	*COMPLETION DATE (mths)*
3. IMPROVE CUSTOMER SERVICE ***Outcomes*** Increased resident satisfaction More effective and efficient programs and services Programs and services aligned with Council's priorities Customer-focused organizational culture	Culture shift Management Plan Measurability Union relations Human Resources allocation and management Training plan Employee moral Budget	• Police Study completed with action plan • Plan to address service improvements in the area of Bylaw Enforcement • Business Plans endorsed by Program and Service Review Committee • Trunk Mobile Radio (TMR) 911 plan approved with implementation underway • Land Information Services (LIS) plan approved with implementation underway • Customer service strategy developed	6 months (May '02) 6 months (May '02) 6 months (May '02) 9 months (Aug '02) 12 months (Nov. '02) 12 months (Nov. '02)

GOALS	*ISSUE /RISKS*	*OBJECTIVES*	*COMPLETION DATE (mths)*
4 INTERGOVERNMENTAL RELATIONS ***Outcomes*** Improved intergovernmental relations with partnerships that work Proposal for new governance framework developed and introduced	Lack of goal congruence Lack of process congruence Attitudes - Internal, Provincial and other Municipal Legislative restrictions to be overcome	• Proposal to UNSM/Province on new governance framework required for HRM • Exchange of views complete	9 months (Aug. '02) 12 months (Nov. '02)
5. CONSOLIDATED DATA MANAGEMENT PLAN ***Outcomes*** Effective inter-discipline information resource Cost avoidance through duplication of effort Improved Customer Service (more complete customer information with a quicker response time)	Vision buy-in Corporate vs. Departmental prioritization Culture shift	• CAD/RMS vendor selected • TMR plan approved with implementation underway • LIS plan approved with implementation underway	6 months (May '02) 9 months (Aug. '02) 12 months (Nov. '02)

General Government

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$2,638,549	$2,365,922	$2,380,991	$2,317,428	$2,176,178	($204,813)	-8.6%
Wages	248	0	13,000	0	0	(13,000)	-100.0%
Overtime - Salaries and Wages	95,152	5,320	9,661	2,392	4,537	(5,124)	-53.0%
Benefits and Other (Salaries)	277,752	240,225	286,726	269,147	313,970	27,244	9.5%
Benefits and Other (Wages)	42,427	37,403	28,107	52,840	28,510	403	1.4%
Retirement Allowance & Severance	3,686	0	0	88,354	11,900	11,900	-
Clothing Allowance, Stipends, Othe	267	0	0	0	0	0	-
Office Expenses, less Computers	208,185	214,627	188,140	194,855	239,770	51,630	27.4%
Computers Expenses	293,366	690,885	9,650	(8,261)	10,650	1,000	10.4%
Consulting Fees	174,962	22,302	200,000	104,222	75,000	(125,000)	-62.5%
Other Professional Fees	67,654	9,004	0	0	0	0	-
Contract Fees	273,744	35,968	75,000	73,202	49,000	(26,000)	-34.7%
Equipment and Supplies	551	966	0	26	0	0	-
Materials	29,261	3,845	0	239	0	0	-
Building Repair, Maintenance	88,061	0	0	0	0	0	-
Electricity	0	(60)	0	0	0	0	-
Equipment Repair, Maintenance	617,565	10,284	0	7,224	0	0	-
Vehicle Expenses	33	3,153	0	71	0	0	-
Gasoline Fuel	1,142	1,880	0	13	0	0	-
Membership Dues	4,396	4,926	7,800	4,217	5,800	(2,000)	-25.6%
Conferences and Travel	84,325	87,184	95,700	97,662	114,500	18,800	19.6%
Training and Education	14,899	18,314	19,500	19,978	18,000	(1,500)	-7.7%
Advertising and Promotion	1,012,949	985,687	1,279,140	1,261,662	1,273,500	(5,640)	-0.4%
Books, Publications and Data	7,250	6,061	7,000	7,083	53,000	46,000	657.1%
Other Goods and Services	175,805	233,470	168,800	336,772	375,772	206,972	122.6%
Transfer to/from Reserves	0	368,945	0	0	0	0	-
Other Fiscal Charges	758	0	0	103	0	0	-
Interdepartmental - Fleet	7,477	2,702	0	(213)	0	0	-
Total	**$6,120,463**	**$5,349,013**	**$4,769,215**	**$4,829,018**	**$4,750,087**	**($19,128)**	**-0.4%**
Revenues							
Other Fees	(21,640)	(22,822)	(23,000)	(23,760)	(21,000)	2,000	-8.7%
Other Revenues	(6,358)	(9,511)	0	(7,830)	0	0	-
Total	**($27,998)**	**($32,333)**	**($23,000)**	**($31,590)**	**($21,000)**	**$2,000**	**-8.7%**
Net Cost	**$6,092,466**	**$5,316,679**	**$4,746,215**	**$4,797,428**	**$4,729,087**	**($17,128)**	**-0.4%**

General Government

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
E110 CAO Office Administration	$439,018	$471,114	$804,350	$746,196	$641,742	($162,608)	-20.2%
R001 Deputy CAO McLellan	236,410	252,271	132,090	135,870	0	(132,090)	-100.0%
E300 Mayor's Support	492,764	522,546	573,880	564,287	592,485	18,605	3.2%
E200 Councillor's Support	1,532,384	1,667,771	1,580,290	1,718,206	1,684,000	103,710	6.6%
E122 Hfx Regional Dev. Partnershi	200,000	200,000	275,000	275,000	275,000	0	0.0%
E121 Greater Hfx Partnership	700,000	700,000	900,000	900,000	900,000	0	0.0%
E120 Economic Marketing & Prom	6,442	1,845	0	0	0	0	-
C802 Integrated Communications	0	700,000	0	(393)	0	0	-
C052 Smart Communities	0	399,950	0	0	0	0	-
C051 Year 2000 - Y2	2,139,999	(24,477)	0	452	0	0	-
C001 Deputy CAO English	268,291	387,664	295,140	288,557	286,660	(8,480)	-2.9%
C002 Regional Planning	0	0	0	2,683	370,200	370,200	-
A630 Special Projects	105,156	70,329	208,465	198,159	0	(208,465)	-100.0%
Total	**$6,120,463**	**$5,349,013**	**$4,769,215**	**$4,829,018**	**$4,750,087**	**($19,128)**	**-0.4%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
E110 CAO Office Administration	($1,910)	($850)	$0	($1,144)	$0	$0	-
R001 Deputy CAO McLellan	0	(83)	0	100	0	0	-
E300 Mayor's Support	(1,939)	(4,293)	0	(1,750)	0	0	-
E200 Councillor's Support	(23,160)	(27,107)	(23,000)	(26,567)	(21,000)	2,000	-8.7%
C002 Regional Planning	0	0	0	(2,205)	0	0	-
A630 Special Projects	0	0	0	(25)	0	0	-
Total	**($27,998)**	**($32,333)**	**($23,000)**	**($31,590)**	**($21,000)**	**$2,000**	**-8.7%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
E110 CAO Office Administration	$437,108	$470,264	$804,350	$745,052	$641,742	($162,608)	-20.2%
R001 Deputy CAO McLellan	236,410	252,188	132,090	135,970	0	(132,090)	-100.0%
E300 Mayor's Support	490,825	518,252	573,880	562,537	592,485	18,605	3.2%
E200 Councillor's Support	1,509,224	1,640,664	1,557,290	1,691,640	1,663,000	105,710	6.8%
E122 Hfx Regional Dev. Partnershi	200,000	200,000	275,000	275,000	275,000	0	0.0%
E121 Greater Hfx Partnership	700,000	700,000	900,000	900,000	900,000	0	0.0%
E120 Economic Marketing & Prom	6,442	1,845	0	0	0	0	-
C802 Integrated Communications	0	700,000	0	(393)	0	0	-
C052 Smart Communities	0	399,950	0	0	0	0	-
C051 Year 2000 - Y2	2,139,056	(24,477)	0	452	0	0	-
C001 Deputy CAO English	268,246	387,664	295,140	288,557	286,660	(8,480)	-2.9%
C002 Regional Planning	0	0	0	478	370,200	370,200	-
A630 Special Projects	105,156	70,329	208,465	198,134	0	(208,465)	-100.0%
Total	**$6,092,466**	**$5,316,679**	**$4,746,215**	**$4,797,428**	**$4,729,087**	**($17,128)**	**-0.4%**

General Government Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Councillors Funds	920,000	920,000	0	0.00%
Sewers	13,980,000	47,040,000	33,060,000	236.48%
Total Gross Budget	14,900,000	47,960,000	33,060,000	221.88%
Total Funding	(13,980,000)	(47,960,000)	(33,980,000)	243.06%
Total Net	920,000	0	(920,000)	-100.00%

Integrated Communications Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Light	75,000	3,300,000	3,225,000	4300.00%
Total Gross Budget	75,000	3,300,000	3,225,000	4300.00%
Total Funding	0	0	0	n/a
Total Net	75,000	3,300,000	3,225,000	4300.00%

HALIFAX REGIONAL LIBRARY
MISSION STATEMENT

Who?

HRM residents of all ages, communities, organizations, business and government

Why?

To enrich the quality of community life, facilitate life long learning, foster an informed, literate community and provide opportunities for social interaction and recreational activity

What?

Halifax Regional Library provides equitable access to a wide range of print, audio-visual and electronic resources through a network of community facilities and electronic services

To ensure equitable access by HRM residents of all ages and by organizations to a wide variety and range of print, electronic and audio-visual information to enrich the quality of life, facilitate lifelong learning, foster an informed literate community and provide opportunities for social interaction and recreational activity.

Description of Program/Service

The Halifax Regional Library is the life-long learning centre of the community and the place people turn to for the discovery of ideas, the joy of reading and the power of information. Community needs drive Library services which are delivered through 14 branch libraries, collections, programs, digital access, mobile libraries, books by mail and home delivery on an equitable and cost effective basis throughout HRM. Knowledgeable helpful employees bring focus and order to today's overwhelming supply of information and foster personal and community development. The public library serves all residents including pre-schoolers, seniors, teens, families, adults, students and business and industry.

Role of the Board:

The Nova Scotia Libraries Act regulates regional library service in the Province. The Halifax Regional Library Board is a corporation, separate from Halifax Regional Municipality but accountable to the Council through the budget review process. The Board is composed of eleven appointed members. Eight members are appointed by HRM, The Mayor of HRM is a member ex officio, and two members are appointed by the Province of Nova Scotia for a term specified by Cabinet. The Board is empowered to acquire property, borrow, enter into agreements for the provision of regional public library service, provide library facilities and collections, and to perform such other functions as specified in the Libraries Act. The board is the policy-making body for the provision of regional public library service in HRM and is the employer responsible for employee terms and conditions of employment. The Chief Executive Officer is responsible to the Board for carrying out policy decisions, and for the administration of Library operations.

Halifax Regional Library Mission: ***To ensure equitable access by HRM residents of all ages and by organizations to a wide variety and range of print, electronic and audio-visual information to enrich the quality of life, facilitate lifelong learning, foster an informed literate community and provide opportunities for social interaction and recreational activity.***

STRATEGIC OUTCOMES	INDICATORS
Sustainable collections, facilities, programs and services that anticipate and meet community need, demand and expectations	• Age of collection • Benchmark comparison with external standards and comparable library systems • # complaints received regarding quantity and quality of collections, facilities, programs and services • Cost/benefit of infrastructure maintenance • # of volumes. added per year • Per capita rate • Ratings in HRM residents survey • Conveniently located / accessible community branches
Quality public spaces	• Building code standards and compliance • Age and condition of facility and furnishings • Comparison with external standards and benchmarks
Community Diversity recognized, supported and reflected	• Staff composition • Collection, programs and services reflecting demographics
Contributes to Economic Development	• Business community feedback
Contributes to Quality of Life/ Community Development	• Customer satisfaction indicated in HRM residents survey
Effective Partnerships	• $ value of partnerships and sponsorships • Cost avoidance • # of new partnerships formed annually

STRATEGIC OUTCOMES	INDICATORS
Return on Investment for municipal and provincial funding authorities.	• Customer satisfaction indicated in HRM residents survey • Cost per capita comparisons with benchmarks • % of residents registered • # complaints directed to councillors
Service Access	• Comparison with external standards and bench marks. • Ratings in HRM residents survey • Customer feedback
Customer Responsive Service	• Comparison with external standards and bench marks • Ratings in HRM residents survey • Customer feedback
CLIENT BENEFITS	**INDICATORS**
• Access to a wide range of resources and services • Knowledgeable, skilled staff providing assistance • Current and appropriate technologies provided to deliver service	• Fill rate • Waiting time in filling holds and materials • # of complaints • Use stats e.g. - # of visits - circulation • Customer feedback
• Support and assistance in adapting to change • Barrier free universal access to service • Access to culturally relevant collections, programs and services • Cultural understanding within communities	• # of programs / services /collections per demographics • Customer feedback • Standards and benchmarks

CLIENT BENEFITS	INDICATORS
• Support/information for small businesses • Presence in communities sustains business. • Presence in communities encourages development within community • Access to job search information.	• Property market values • Vehicular/pedestrian traffic • # questions • Use stats for collection, programs and services relating to business/job search.
• Public consultation and opportunities for public participation • Opportunities for relaxation and enjoyment • Opportunities for lifelong learning, personal growth and enrichment • Support and assistance in adapting to societal change and mastering new technologies	• Customer feedback • # public consultations and participants • Use statistics e.g. circulation, # programs, in house use
• Service enhancement • Community development	• # of participants • Customer feedback
• Public satisfaction • Public use	• Public use statistics e.g. # of visits, circulation
• Service hours to meet community needs • Alternate service delivery through e-branch	• Use statistics e.g. # visits, circulation, information questions • Customer feedback
• Library service to meet community needs • Welcoming, community environment	• Use statistics • Customer feedback • Rating in HRM residents survey.

FTEs

Library Services had 259.6 FTEs approved in the 2002/2002 budget. The 2002/2003 proposed FTEs is 263.4.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Keshen Goodman Library construction	New 25,000 sf. library replacing Thomas Raddall branch opened July 28, 2001 project completed on budget. Results in first 2 months of operation show dramatic use in services. eg. new borrowers +216.7% circulation + 66.40% visits + 68.9% circ. per hour + 69.40% all trust fund requirements met.
Tantallon Library construction	New 12,000 sf. library opened October 13, 2001.Project completed on time on budget Lease agreement signed with Atlantic Shopping Centres results indicate high public circulation with 2,192 people using service in first weekend of operation.
Launch e-branch Service Web Pac Catalogue On-Line Service On-Line Learning On-Line Book Club Ask a Librarian Kids site	e-branch launched April 5, 2001; kids site launched June 19, 2001, homework help and kid's site enhancement launched October 19, 2001. Project now in maintenance, ongoing development phase. Results to date 226,069 hits on pages, 780 new borrowers registered and 43,905 online holds placed.
Establish and Support CAP Sites	CAP sites opened this year at: Bedford (June 16), Alderney Gate (May 3), Woodlawn (April 26), Keshen Goodman (Nov. 3); Tantallon sites to be installed in 2001/02. On-going CAP site support provided to Musquodoboit Harbour, Sackville, Halifax North and Cole Harbour.

Key Initiative	Status
Alternate Service Delivery Pilot Projects	Self-Check service installed at Keshen Goodman and Tantallon branches; budget proposal for expansion of service to other locations in 2002/03. Pilot project for self-service holds pick-up operational at Cole Harbour, Keshen Goodman and Tantallon libraries; service to be expanded in 2002/03 across the region. One Place to Call project study completed by in-house project team; implementation not currently possible due to lack of money.
Mobile Vehicle Replacement	funded in 2000/01 budget; order delayed due to requirement to rejustify purchase vehicle to be received in November and launched into service November 24, 2001 in Middle Musquodoboit.
Resource Allocation	Allocation plans for both collections and staffing in place. Plans and allocation formulas analysed to reflect changes in demographics, need and demand.
Budget Modifications Keshen Goodman Library $100,000 - collections $100,000 - staffing Tantallon Library $456,400	Funds expended to purchase collections and to operate the branch in this fiscal year. Funds added to the budget for the operation of Tantallon Branch in 2001/02.

Issue # 1

Sustainable Collections

The declining purchasing power of the library and increased use of the library has negatively impacted the quantity and quality of collections

Link to Corporate Priority and/or Program Mission

Improving the Library's collections and collection resource base to better meet customer needs will

support:

- Council's "Community Development" priority to enhance the quality of life within communities and "Infrastructure" priority to provide an infrastructure to maintain approved standards.
- EMT's Corporate Priority to "Support and Encourage Customer Focused Service Delivery" permitting the Library to improve service to residents.
- HRM 20/20 Vision's "Dedication to a Learning Culture" that provides accessibility to all citizens, provides top quality learning opportunities supported by equitable resource distribution and connected through libraries and other information agencies
- Halifax Regional Library's Mission "to ensure equitable access by HRM residents of all ages and by organizations to a wide variety and range of print, electronic and audio-visual information" and Strategic Outcomes "to provide sustainable collections and to provide customer responsive service."
- CAO's goal to "improve customer service".

Goal 2002/2005

HRL collections meet the needs, demands and expectations of residents.

Objectives 2002/2003

- Reallocate $100,000 to collections derived from budget reductions within the operating base budget.
- Secure Fiscal Services support to annually increase the base materials budget by the rate of inflation prior to development of the 2003/04 budget submission.
- Request $400,000 per year for 3 years for the materials budget to restore expenditures to an acceptable standard improving customer service.
- Develop and implement strategies to improve access to best-sellers, popular collections and to improve in-branch access to collections.
- Determine the feasibility of implementing the McNaughton Book Leasing program and additional automatic release programs from distributors by June 30, 2002 to improve book stock and speed access.
- To revise Materials Allocation Plan and implement for 2002/03 budget year.

Analysis of Proposed Changes

Reallocation will address inflation in 2002/03 but will not be sufficient to reverse the downward spiral. Substantial funds are required annually to improve the quantity and quality of collections. Building the inflation rate into mandatory increases in the base budget would help. Leasing programs and ARP's will be explored to improve in-library browsing and speed acquisition of high

demand materials. This issue is serious, urgent and growing in magnitude.

Issue # 2

Access To Service

All Libraries are closed on Mondays. There are inequitable hours of operation at some locations and Sunday service is not provided at some branches.

Link to Corporate Priority and/or Program Mission

Improving Library service delivery through expanded hours of service will support:

- Council's "Community Development" priority.
- EMT's Priority to "Support and Encourage Customer Focused Service Delivery" by improving service and providing citizens with a meaningful sense of results attained with their tax dollars.
- HRM 20/20 Vision priority of "Dedication To A Learning Culture" ensuring that learning is accessible to all citizens.
- Halifax Regional Library's Mission "to ensure equitable access by HRM residents" to service and Strategic Outcomes to provide access, customer responsive service, to enhance the quality of community life and to provide a return on investment for provincial and municipal funding authorities.
- CAO's goal of "fiscal health and sustainability" to provide enhanced service value for residents and goal to "improve customer service".

Goal 2002/2005

The Halifax Regional Library provides equitable access to service throughout HRM.

Objectives 2002/2003

- Add new services to e-branch throughout 2002/03 to provide on-line 24 hr. service access and improve distance access.
- Customize hours of operation for selected branches within the existing budget envelope.
- Review alternate service delivery mechanisms.
- Develop a plan to improve services to disabled persons through an integrated model for homebound services.
- Develop service delivery models in the following areas of: programming, circulation processes and public access to information technology, in order to ensure the equitable distribution of resources.

Analysis of Proposed Changes

There are no funds available within the operating budget envelope to increase hours of operation. Staff positions eliminated in 1997/98 would have to be restored within the base salary budget. If additional funds were made available, Musquodoboit Harbour and Keshen Goodman would be the priority. Further development of e-branch expands electronic access 24 x 7.

Disparities and inconsistencies in hours of service will not be corrected in this fiscal year.

Issue # 3

Information Technology

Replace obsolete system to speed service and manage growth in transaction volume.

Link to Corporate Priority and/or Program Mission

Replacement of the Dynix system, upgrading PC's and information technology resources supports:

- Council's "Infrastructure" priority to maintain technology at approved standards and its "Fiscal Accountability" commitment to providing best value for dollars spent.
- EMT's priority to "Support and Encourage Customer Focused Service Delivery" improving the quality of service, cost reduction and goal advancement.
- HRM 20/20 Vision "Dedication To A Learning Culture" improving accessibility and connectivity through libraries and other information sources.
- Halifax Regional Library's Mission and Strategic Outcome of "contributing to the quality of life" and to achieve the client benefit of providing HRM residents with "support and assistance in adapting to societal change and mastering new technologies".
- CAO's goal to "improve customer service".

Goal 2002/2005

The Halifax Regional Library uses current and appropriate information technology that is sustainable and effectively delivers service to residents.

Objectives 2002/2003

- Reallocate $100,000 in 2001/02, $405,000 in 2002/03 and $380,000 in 2003/04 to self-fund replacement of the Dynix system with Horizon by March 31, 2004.
- Evaluate feasibility of installing automated public computer booking system software to save and redirect staff time by June 2002.
- Install 2 additional 3M self-checkout systems at highest volume circulation branches by September 2002 to maintain staff at current levels and speed service.
- Install filtered Internet workstations in each branch by February 2002.

Analysis of Proposed Changes

The Library's automated system, Dynix, enables HRL to circulate over 3.5 million items annually, to provide full access to a collection of over 1.6 million items and to track the movements of each item in the collection. The present configuration was established at amalgamation. This system was seen as one of the clearest benefits of amalgamation: access to the holdings of all library locations throughout the new municipality. The system runs over a network that links all Library locations with the Central computer site.

HRL will self-fund the installation by reallocation of funds. Cost of self-checkout in 2002/03 is $70,000 (capital request), Personal computer booking

Issue # 4

Facilities

Infrastructure is aging and needs preventative maintenance, repair, refurbishment.

Link to Corporate Priority and/or Program Mission

Improving the quality of library facilities supports:

- Council's "Infrastructure" priority to develop and provide infrastructure to maintain approved standards; and Council's "Public Safety", "Fiscal Accountability" and "Planned Growth" priorities.
- EMT's Priority Projects of Regional Planning and Building Management.
- Halifax Regional Library's Mission and Strategic Outcomes of "quality public spaces", "sustainable facilities" and "return on investment for funding partners".
- ACAO's goal to develop a "comprehensive growth strategy" and "to improve customer service".

Goal 2002/2005

The Halifax Regional Library delivers direct service to residents in high quality, safe, maintained facilities.

Objectives 2002/2003

- Conduct a needs assessment in the Spring Garden Road Library catchment area and implement a public consultation program by September 2002 to evaluate service needs and options.
- Complete phase I of the Facilities Review project in cooperation with Real Property Services by June 30, 2002 to evaluate condition and functionality of all library facilities and make recommendations for infrastructure improvement.
- Replace worn, damaged furniture and carpets and refurbish selected facilities demonstrating most need throughout 2002/03.
- Develop a concept plan and budget for submission to the J.D. Shatford Trust by end of January 2002 for the expansion of the J.D. Shatford Library.

Analysis of Proposed Changes

The condition and safety of Spring Garden Road Library remains a growing concern. Arriving at the best solution requires current documentation of needs and extensive consultation and support. Cost of studies $80,000 (capital) and was not approved.

Maintenance and improvement of facilities to provide comfortable, attractive and safe public spaces requires attention. An annual budget is needed to maintain and improve capital assets.
Annual capital expenditure of $50,000 requested and was not approved.

All objectives are budget dependent.

The J.D. Shatford expansion will be funded by the Shatford Trust.

Issue # 5

Rural Service Delivery

Service levels vary and have been impacted in 2000/01 by vehicle breakdowns and the absence of a back-up driver

Link to Corporate Priority and/or Program Mission

The addition of one FTE delivery driver/back up mobile driver supports:

- EMT's priority to "Support and Encourage Customer Focused Service Delivery"
- HRM Vision 20/20 "Dedication To a Learning Culture" accessible to all citizens.
- HRL's Mission and Strategic Outcome to provide equitable access and remove geographic barriers to service.
- CAO's goal to "improve customer service".

Goal 2002/2005

Stabilize rural service and support branch deliveries.

Objectives 2002/2003

- Add 1 FTE delivery driver/mobile driver to the staff complement by April 1, 2002 funded through internal cost reduction/reallocation.
- Identify the most cost effective means for service delivery to rural areas by August 2002

Analysis of Proposed Changes

$28,000 reallocated to fund the FTE increase through internal cost reduction. Reduces service disruption to rural residents and manages delivery load increases. Covers additional delivery route needed to service Tantallon and substantial volume increases of materials shipped between branches.

Additional service delivery mechanisms will be assessed by staff.

Issue # 6

Keshen Goodman Library Staffing

Current staff is inadequate to meet public service demand.

Link to Corporate Priority and/or Program Mission

Increasing the staff level at the Keshen Goodman Library by 2.8 FTE's supports:

- Council's "Infrastructure" priority to develop and provide infrastructure to maintain approved standards.
- EMT's Corporate Priority to "Support and Encourage Customer Focused Service Delivery".
- Halifax Regional Library's Mission and Strategic Outcome to provide access to service to meet client demand and customer responsive service.
- CAO's goal to "improve customer service".

Goal 2002/2005

Provide adequate staffing to delivery customer focused service which meets demand at the Keshen Goodman Library.

Objective 2002/2003

Increase staff level at the Keshen Goodman Library by 2.8 FTE's to manage circulation volume transaction growth.

Analysis of Proposed Changes

The Keshen Goodman Library is 2x the size of the Thomas Raddall Branch it replaced. Public use is up more than 60% in all service areas but funds were not provided in 2001/02 to support this. Temporary staffing ends Dec. 31/01 and will leave the branch inadequately staffed, $70,000 is being reallocated within the budget from cost savings.

This addition will reduce waiting times for service.

Issue # 7

Partnerships

Several programs including literacy and ESL are grant dependent. Service improvement is often dependent on alternate sources of funding.

Link to Corporate Priority and/or Program Mission

- CAO's goal "intergovernmental relations" with effective partnerships" and "Fiscal health and sustainability".
- Council's "community development priority".

Goal 2002/2005

Work in partnership with our community, government and private sector organizations.

Objectives 2002/2003

- Develop guidelines for the formation and retention of effective community / corporate

partnerships.
- Submit funding proposals for a minimum of two corporate sponsorships in the fiscal year 2002-03
- Develop a regional volunteer recruitment and management strategy.
- Participate in province wide programs and initiatives

Analysis of Proposed Changes

Alternate sources of funding are being sought and action will be taken to retain current corporate and community partnerships.

Some programs could be lost without grants.

Issue # 8

Marketing Services

Branch marketing plans are in place, but a corporate plan needs to be developed to foster a consistent image and build support.

Link to Corporate Priority and/or Program Mission

- CAO's goal to "improve customer service".
- Library Mission
- Council's "community development priority".
- EMT's priority to "support and encourage customer service delivery".

Goal 2002/2005

HRL is recognized, valued and supported by our community

Objectives 2002/2003

- Define Library brand and appropriate relationship marketing messages.
- Develop and implement a library card campaign.
- Develop promotions plans for:
  - e-branch
  - Distance access services
  - Collections

- Service convenience
- IT resources
- Library Guide
- Region wide programs / services

- Develop consistent guidelines for internal and external signage for branches.

Analysis of Proposed Changes

Action will be taken to attract new users and promote service.

The Library hopes that funding will follow support.

Issue # 9

Staff Training and Development

Employee relations and employee development

Create an effective and coordinated approach to employee and training and foster a positive labour management relationship.

Link to Corporate Priority and/or Program Mission

- CAO's goal to "improve customer service".
- EMT priority

Goal 2002/2005

HRL delivers service through skilled knowledgeable customer focused staff.

Objectives 2002/2003

- Negotiate new collective agreement.
- Implement training programs according to training manual.
- Assess training needs and performance gaps in order to develop the first annual training plan.
- Ensure development opportunities increase the pool of internal applicants for higher level positions.

Analysis of Proposed Changes

Internal allocation of training budget to priorities.

Develop internal flexibility and ability to respond to change.

Maintain management rights in order to continue to provide customer focused service.

Budget envelope includes allowance for results of collective bargaining.

Halifax Regional Library
Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$7,349,250	$7,722,409	$8,632,500	$8,550,637	$8,948,500	$316,000	3.7%
Overtime - Salaries and Wages	20,523	17,746	0	29,481	0	0	-
Benefits and Other (Salaries)	989,219	1,063,268	1,294,800	1,224,783	1,320,000	25,200	1.9%
Benefits and Other (Wages)	64,296	43,528	0	46,469	0	0	-
Retirement Allowance & Severance	10,677	12,633	0	16,137	49,000	49,000	-
Clothing Allowance, Stipends, Othe	(640)	0	0	0	1,500	1,500	-
Office Expenses, less Computers	576,265	554,213	574,600	545,301	569,700	(4,900)	-0.9%
Computers Expenses	200,290	213,389	223,700	224,908	285,900	62,200	27.8%
Other Professional Fees	48,741	53,073	79,400	66,370	85,000	5,600	7.1%
Contract Fees	12,891	12,367	17,700	18,502	17,700	0	0.0%
Equipment and Supplies	24,486	33,209	113,600	99,334	114,400	800	0.7%
Materials	0	2,902	0	3,694	0	0	-
Building Repair, Maintenance	179,337	238,284	267,200	206,373	290,600	23,400	8.8%
Heating Fuel	21,751	23,408	25,000	24,257	18,200	(6,800)	-27.2%
Electricity	106,477	107,024	125,200	172,383	125,200	0	0.0%
Equipment Repair, Maintenance	134,524	220,965	166,900	259,059	294,100	127,200	76.2%
Vehicle Expenses	57,151	70,746	75,600	82,460	65,600	(10,000)	-13.2%
Diesel Fuel	57	1,027	0	9,756	0	0	-
Gasoline Fuel	17,731	28,848	25,000	11,442	25,300	300	1.2%
Membership Dues	6,113	6,805	8,000	5,882	8,000	0	0.0%
Conferences and Travel	28,910	27,288	35,000	36,422	33,000	(2,000)	-5.7%
Training and Education	31,059	88,157	70,000	54,442	70,000	0	0.0%
Advertising and Promotion	(13,643)	5,241	33,000	30,527	23,000	(10,000)	-30.3%
Books, Publications and Data	1,181,595	1,238,331	1,344,600	1,475,348	1,445,000	100,400	7.5%
Other Goods and Services	920,482	947,098	922,100	1,030,872	929,000	6,900	0.7%
Transfer to/from Reserves	0	(90,000)	0	0	0	0	-
Other Fiscal Charges	13,407	1,571	0	69,967	1,300	1,300	-
Total	**$11,980,950**	**$12,643,529**	**$14,033,900**	**$14,294,807**	**$14,720,000**	**$686,100**	**4.9%**
Revenues							
Transfers from Governments, Other	(2,859,823)	(2,944,884)	(2,974,700)	(2,974,701)	(3,094,200)	(119,500)	4.0%
Other Licenses, Permits and Fines	(364,273)	(389,471)	(405,700)	(418,120)	(405,700)	0	-0.0%
Parking and Facility Rentals	(48,331)	(14,573)	(23,100)	(10,849)	(9,000)	14,100	-61.0%
Other Sales Revenue	0	(26,006)	(28,300)	(25,840)	(39,300)	(11,000)	38.9%
Other Revenues	(47,392)	(323,042)	(42,700)	(313,208)	(45,800)	(3,100)	7.3%
Total	**($3,319,820)**	**($3,697,976)**	**($3,474,500)**	**($3,742,717)**	**($3,594,000)**	**($119,500)**	**3.4%**
Net Cost	**$8,661,131**	**$8,945,553**	**$10,559,400**	**$10,552,090**	**$11,126,000**	**$566,600**	**5.4%**

Halifax Regional Library

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
B011 Administrative Services	$1,221,371	$1,181,017	$1,365,400	$1,359,587	$1,482,900	$117,500	8.6%
B012 Technical Services & System	1,838,107	1,799,162	1,992,100	2,008,304	2,196,400	204,300	10.3%
B013 Communications & Marketin	184,982	217,746	295,600	308,221	334,900	39,300	13.3%
B014 Information Services	575,999	606,364	612,500	603,950	641,100	28,600	4.7%
B021 Alderney Gate Adult	922,232	960,010	1,044,200	1,005,503	977,100	(67,100)	-6.4%
B022 Alderney Gate Youth	396,331	394,638	412,000	427,196	414,500	2,500	0.6%
B031 Spring Garden Rd. - General	271,991	304,883	289,700	295,647	295,200	5,500	1.9%
B032 Spring Garden Rd. - Adult	603,679	678,610	728,800	705,275	747,400	18,600	2.6%
B033 Spring Garden Rd. - Youth	362,141	353,031	360,300	353,841	375,200	14,900	4.1%
B041 Branch Library Services	579,786	603,077	612,000	601,913	623,300	11,300	1.8%
B042 Cole Harbour Library	599,772	626,350	652,400	665,408	679,100	26,700	4.1%
B043 Dartmouth North Library	187,239	176,831	203,200	197,410	197,800	(5,400)	-2.7%
B044 Sackville Library	511,785	790,538	819,200	832,570	833,000	13,800	1.7%
B045 Woodlawn Library	447,421	459,674	482,000	470,820	492,900	10,900	2.3%
B046 Bedford Library	475,674	503,706	519,500	526,000	527,700	8,200	1.6%
B047 Captain William Spry Library	605,436	608,119	628,500	640,308	641,800	13,300	2.1%
B048 Halifax North Library	440,698	447,288	458,800	451,170	471,300	12,500	2.7%
B049 Keshen Goodman Library	882,624	968,445	1,163,400	1,402,173	1,263,000	99,600	8.6%
B050 Outreach Services	466,736	295,077	320,600	328,220	327,900	7,300	2.3%
B051 Musquodoboit Harbour Libra	184,917	164,127	182,000	179,256	183,800	1,800	1.0%
B052 Shatford Memorial Library	114,821	102,640	111,600	115,724	108,400	(3,200)	-2.9%
B053 Sheet Harbour Library	107,208	141,091	152,700	147,032	156,500	3,800	2.5%
B054 Tantallon Library	0	0	627,400	437,601	748,800	121,400	19.3%
B061 Special Projects	0	261,106	0	231,679	0	0	-
Total	**$11,980,950**	**$12,643,529**	**$14,033,900**	**$14,294,807**	**$14,720,000**	**$686,100**	**4.9%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
B011 Administrative Services	($2,882,027)	($2,982,489)	($2,994,600)	($3,028,390)	($3,114,100)	($119,500)	4.0%
B021 Alderney Gate Adult	(66,132)	(67,028)	(71,100)	(65,126)	(71,100)	0	-0.0%
B032 Spring Garden Rd. - Adult	(102,036)	(108,225)	(105,700)	(110,740)	(105,700)	0	-0.0%
B033 Spring Garden Rd. - Youth	0	80	0	0	0	0	-
B042 Cole Harbour Library	(40,386)	(40,409)	(42,000)	(42,315)	(42,000)	0	-0.0%
B043 Dartmouth North Library	(5,311)	(4,667)	(5,800)	(5,304)	(5,800)	0	-0.0%
B044 Sackville Library	(50,833)	(56,268)	(52,600)	(55,380)	(52,600)	0	-0.0%
B045 Woodlawn Library	(31,535)	(32,800)	(33,900)	(32,713)	(33,900)	0	-0.0%
B046 Bedford Library	(30,505)	(31,348)	(33,100)	(32,704)	(33,100)	0	-0.0%
B047 Captain William Spry Library	(24,693)	(25,727)	(27,600)	(25,608)	(27,600)	0	-0.0%
B048 Halifax North Library	(9,479)	(9,957)	(10,200)	(11,154)	(10,200)	0	-0.0%
B049 Keshen Goodman Library	(54,969)	(54,834)	(58,100)	(64,654)	(58,100)	0	-0.0%
B050 Outreach Services	(2,259)	(964)	(1,500)	0	(1,500)	0	-0.0%
B051 Musquodoboit Harbour Libra	(6,606)	(7,272)	(6,600)	(6,657)	(6,600)	0	-0.0%
B052 Shatford Memorial Library	(9,419)	(10,625)	(7,100)	(8,480)	(7,100)	0	-0.0%
B053 Sheet Harbour Library	(3,628)	(4,360)	(3,600)	(3,525)	(3,600)	0	-0.0%
B054 Tantallon Library	0	0	(21,000)	(18,284)	(21,000)	0	-0.0%
B061 Special Projects	0	(261,084)	0	(231,679)	0	0	-
Total	**($3,319,820)**	**($3,697,976)**	**($3,474,500)**	**($3,742,717)**	**($3,594,000)**	**($119,500)**	**3.4%**

Halifax Regional Library

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
B011 Administrative Services	($1,660,656)	($1,801,472)	($1,629,200)	($1,668,803)	($1,631,200)	($2,000)	0.1%
B012 Technical Services & System	1,838,107	1,799,162	1,992,100	2,008,304	2,196,400	204,300	10.3%
B013 Communications & Marketin	184,982	217,746	295,600	308,221	334,900	39,300	13.3%
B014 Information Services	575,999	606,364	612,500	603,950	641,100	28,600	4.7%
B021 Alderney Gate Adult	856,100	892,981	973,100	940,377	906,000	(67,100)	-6.9%
B022 Alderney Gate Youth	396,331	394,638	412,000	427,196	414,500	2,500	0.6%
B031 Spring Garden Rd. - General	271,991	304,883	289,700	295,647	295,200	5,500	1.9%
B032 Spring Garden Rd. - Adult	501,643	570,385	623,100	594,535	641,700	18,600	3.0%
B033 Spring Garden Rd. - Youth	362,141	353,111	360,300	353,841	375,200	14,900	4.1%
B041 Branch Library Services	579,786	603,077	612,000	601,908	623,300	11,300	1.8%
B042 Cole Harbour Library	559,386	585,941	610,400	623,093	637,100	26,700	4.4%
B043 Dartmouth North Library	181,928	172,164	197,400	192,107	192,000	(5,400)	-2.7%
B044 Sackville Library	460,952	734,271	766,600	777,190	780,400	13,800	1.8%
B045 Woodlawn Library	415,886	426,874	448,100	438,107	459,000	10,900	2.4%
B046 Bedford Library	445,169	472,358	486,400	493,296	494,600	8,200	1.7%
B047 Captain William Spry Library	580,743	582,392	600,900	614,700	614,200	13,300	2.2%
B048 Halifax North Library	431,219	437,331	448,600	440,016	461,100	12,500	2.8%
B049 Keshen Goodman Library	827,654	913,611	1,105,300	1,337,519	1,204,900	99,600	9.0%
B050 Outreach Services	464,477	294,112	319,100	328,220	326,400	7,300	2.3%
B051 Musquodoboit Harbour Libra	178,311	156,855	175,400	172,599	177,200	1,800	1.0%
B052 Shatford Memorial Library	105,402	92,014	104,500	107,244	101,300	(3,200)	-3.1%
B053 Sheet Harbour Library	103,580	136,732	149,100	143,507	152,900	3,800	2.5%
B054 Tantallon Library	0	0	606,400	419,517	727,800	121,400	20.0%
B061 Special Projects	0	22	0	0	0	0	-
Total	**$8,661,131**	**$8,945,553**	**$10,559,400**	**$10,552,090**	**$11,126,000**	**$566,600**	**5.4%**

Library Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Information Technology		70,000	70,000	n/a
Total Gross Budget	0	70,000	70,000	n/a
Total Funding	0	(70,000)	(70,000)	n/a
Total Net	0	0	0	n/a

HUMAN RESOURCES
MISSION STATEMENT

Who?

The leadership, management and employees of HRM,

Why?

To support the creation of a work environment where employee and organizational objectives are balanced and people can contribute to the achievement of Corporate and Business Unit strategic goals, we....

What?

Provide direct and consulting human resource management services.

To support the achievement of Corporate goals and have a work environment where employee and organizational objectives are balanced, we provide human resource services to management and staff.

Description of Program/Service

The mission of Human Resources Services is to improve the organizational performance and the employment environment for all staff, and the provision of services and systems which advance these outcomes. The services are grouped into three themes:

Organizational Development - strategic services designed to enhance current and future performance and capacity of individuals, teams, business units, and the organization;

Client Services - the design and delivery of programs, services, and advice to managers, ranging from job design, through selection, to safety & health services, employee relations, and performance management; and

Compensation Services - the organization, administration and delivery of benefits, payroll, employee information and related services to the organization, to business units and to individual staff members.

HR has been organized around these three themes to achieve both an improved operational (day to day) customer service focus, and a strategic (long-term) focus.

The major activities and systems of human resources have been redesigned around a competency framework, and all programs, services and policies have been realigned tod to focus on directional, value-added outcomes for our corporate and business unit clients, and HRM employees.

SAP/HR - To implement a system that will support and provide accurate, efficient, and integrated business processes related to payroll and human resources data. This system (module) will integrate tightly with Halifax Regional Municipality's existing corporate solution of SAP and eliminate the need for and maintenance of two system interfaces that currently exist between Stargarden HRIS and SAP. The SAP HR module should increase the value of employee data by making it more accessible to end users thereby facilitating the system's use as a tool for improved corporate and individual performance and planning.

Human Resource Services Mission: ***To support the achievement of Corporate goals and have a work environment where employee and organizational objectives are balanced, we provide human resource services to management and staff***	
Strategic Outcomes	**Indicators**
Productivity and effectiveness of HRM programs supported	• Absenteeism rates • Training budget as % of Corporation's budget
Improved HRM management/staff relations	• Number of issues addressed at joint committee level or informal level
HRM's work environment fosters achievement of organizational and individual goals	• Employee Survey
Competence, morale and health of workforce enhanced	• Ratio internal vs external hires • Absenteeism rates
Development of an Inclusive Corporate Culture in HRM.	• Complaints (internal and external) to Workplace Rights and Human Rights
Client Benefits	**Indicators**
Timely and effective staffing	• Staffing cycle times - time between Staffing Action Form to job offer
Accurate and accessible HR database	• Accuracy of HR data (as determined by an audit)
Career and employee development services	• # hours training per employee • % of employees receiving training • Client feedback - % employees indicating they used training on job 6 months after training completed
Fair and effective compensation, benefits and payroll programs	• % paycheques on time • % paycheques error free
Proactive employee health and safety management	• Employee Survey

Client Benefits	Indicators
Advocacy on behalf of employees and / or the organization	• % total Duty to assist accomodated • % total Priority Placement accomodated
Corporate / Strategic Organizational Planning	• # of business units assisted • Satisfaction level of service provided to SMT /EMT
Labour relations support and guidance	• Client satisfaction (individual business unit and corporation)

FTEs

Human Resources had 39 FTEs approved for the 2001/02 budget. The 2002/2003 proposed FTEs is 39.5. Nine (9) project staff, seconded from within HRM.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
HR has a clear understanding of client needs and expectations and can provide clarity regarding the means and roles necessary to meet these; HR maintains focus on value-added deliverables. • Provide consulting skills workshop for HR Services staff. • Develop pilot client service expectations with business unit management teams. • Create team training plan and assignments to meet client priorities.	• Consulting Skills Workshop provided to Client Service staff. • Service agreements to be developed. • Team training plans under development. This effort is ongoing; all items are being addressed and are either complete or in progress. Those in progress are multi-year initiatives that will require ongoing and progressive efforts, measurement and adjustment of programs and services.

Key Initiative	Status
HR's role as a strategic business partner is highly valued by business units and corporate management teams and HR's strategy is integrated with that of business units. • Provide effective support and advice to ongoing restructuring initiatives. • Further develop HR Service teams' skills to contribute at strategic level. • Effective attendance management initiatives, tailored to specific business units or employee groups, in place and adequately resourced. • HR performance measures to be identified in consultation with clients and corporate leaders. • Partner with business units in increasing the effectiveness of human resource competencies in their staff. • Identify resources or means to ensure that the goals of Alignment 2000 (matrix organization) and succession planning are fully realized.	• Engineering approvals restructuring complete. • Attendance Management Program implemented at Metro Transit and development process being introduced to other business units. • Ongoing training and workshops provided by business unit to increase HR competencies. • Providing assistance to Financial Services, Fire & Emergency Service, Transit, Council/CAO (restructuring, performance measurement). • Review of Competencies. • Recruitment/Hiring/Orientation Rollout. • HR Performance Measures - per Program & Service Review. • Human Resource Management for Non-HR Managers - first program March 2002 • Succession planning roll-out in progress and on-going.

Key Initiative	Status
Productivity and performance are promoted through an effective alignment of HRM practices relating to compensation, reward and recognition, professional development opportunities. • Ensure diversity, innovation and safety are included in consideration of recognition and rewards program.	Reward & Recognition Program developed and rolled out • Subcommittees for business units in progress. • Compensation issues with broadbanding and competencies/performance. • Annual Professional Development Calendar.
HRM continues to provide a safe work environment and has further developed the recognition of safety as an asset; HRM continues to develop a 'learning organization' to support its capacity to meet or exceed its legislated obligations with regard to workplace safety. • Integrate Occupational Safety, Health & Wellness. • Shift appropriate safety accountability to business units. • Support and assist business unit initiatives to ensure compliance with new provincial safety regulations. • Ensure initial safety audits are underway.	• Corporate Safety Coordinator and Wellness Coordinator relocated to City Hall to assist Occupational Health, Safety and Wellness Team; joint staff meetings initiated. • Two business unit safety officers hired; safety officers council established. • Safety audit process underway.

Key Initiative	Status
Employee health and wellness are recognized as high priorities in support of a positive work environment, improved productivity and the overall health of the organization. • Integrate Occupational Safety, Health & Wellness. • Bring Health Services staffing levels up to meet required service demands. • Further develop service delivery model for Wellness.	• (As above #1). • Occupational Health Safety & Wellness Coordinator. • Wellness model being further developed. • Balanced Worklife Initiatives: - Meeting free Fridays, etc. (work in progress). - Other initiatives. • Wellness initiatives ongoing or completed (Phase I) .
HR is recognized as providing effective support for performance benchmarking and change management initiatives, and uses this information to enhance productivity improvements. • Requires team effort and input from business units. • Promotion of and continually encouraging education of top management and front line managers on the complexities and importance of effective human resource management and providing them with timely, constructive feedback on their performance. • Develop a framework for municipal accountability and performance measures for HRM management.	This initiative has been supported and is integrated into business/service planning for 2002. Training and ongoing support for business units in place. • Local Government Leadership Competencies being developed. • Support for business units in developing performance measures/change management .

Key Initiative	Status
HRM has demonstrably increased its level of competency in relation to diversity issues and attitudes, and HR's role is more outcome focused. Community partnerships assist HRM deliver on diversity goals. •Requires that business units come up with a plan to address diversity issues in the workplace. HR will partner and provide guidance and assistance.	•Increased partnership with community organizations for recruitment from diversity communities.
HRM has clearly articulated the competencies expected for corporate and business unit leadership; training programs and individual development plans are targeted to support staff in developing these competencies. •Requires ongoing collaboration by HR and business unit leaders.	Ongoing. Current status includes a Competency Dictionary. •Local Government Leadership Competencies. •Business Unit - Competency Framework.
The HR Services business unit is structured and staffed to provide for effective delivery of client focused services. •Human Resource staff is adequately resourced to meet service delivery requirements. •HR professional development objectives are defined and progress is being measured.	HR structure and staffing reflects client (and corporate) objectives. •Key positions and skill sets identified and staffed •Customer needs linked to staff assignments.

Key Initiative	Status
HRM has an environment of positive employee relations as reflected in the increasing use of interest-based bargaining and alternative dispute resolution mechanisms, as well as improved day-to-day communication at the business unit level. Unions and external service providers have partnerships with HR/ HRM. • Thorough preparations for NSUPE collective bargaining are undertaken; collective bargaining complete without a work stoppage. • Develop or source appropriate training to introduce concept of interest-based collective bargaining. • Introduce use of Alternative Dispute Resolution (ADR) mechanisms to supplement current methods.	• Preparation for NSUPE collective bargaining underway. • 108 Collective Bargaining and Implementation. • Police agreement resolved. • Advisory groups established to create coordination on key labour issues.
A succession planning model has been adopted and linked to developing competencies across the organization and to providing opportunities for individual career development and creates a pool of potential candidates for future organizational needs. • Competency-based job descriptions and postings further developed.	• Competency Dictionary under revision. • Job descriptions being reviewed to reflect competencies. • Meetings with Directors/Managers/NUMEA presently underway.

Key Initiative	Status
Corporate survey results are used to drive action to promote and develop a positive work environment for HR and business units. • HR-related responses to issues raised in survey are initiated in a timely manner.	Corporate survey deliverables for HR and for Directors on people issues are integrated into HR business plan and services. • Survey responses on target timelines.
HR has effectively used available technology to support improved client service and the shift to strategic partnerships; through training and strategic partnerships HR enhances the ability of HRM to apply technology in people management. • Adopt a use of - and provide appropriate training for - collective agreement interpretation databases. • Identify and adopt appropriate technology to support faster processing of staffing requests with reduction in double entry of data; provide training as required. • Identify and adopt appropriate technology to support introduction of web-based employment application processing; provide training as required.	• Collective agreement information being developed in formal management guidelines and grievance database. • Investigating on-line application processes. • Intranet Policy Group in place to implement Intranet.

Issue # 1

Customer Service Plan for HR

The delivery of HR services across the organization continues to evolve to meet changing demands, both corporately and at the business unit level. This evolution requires a more clearly defined customer service focus in order to build a genuine business partnership role.

The changes required are in part internal to the HR group, but also include changes to the way services are delivered and the types of services provided in support of both corporate and business unit objectives.

Links to Corporate Priorities and/or Program Mission

- Implement Council Policies and Priorities: Fiscal Accountability through improved productivity and stronger employee relations, HRM reduces unproductive effort and provides best value for dollars spent.
- Support and Encourage Customer Focussed Service Delivery through clear articulation of expectations (role clarity) coupled with effective performance management, customer focussed service delivery is enhanced.
- Create a Workplace Environment That Encourages Employees to Strive for Service Excellence through increasing clarity in roles and expectations of HR staff and a stronger link to client management teams and employee groups, a stronger customer focus in HR contributes directly to creating an environment that encourages employees to strive for service excellence.
- Implement and Integrate Performance Measurement into Corporate Decision Making, Business Planning and Budgeting - Implementing the tools and culture of performance measurement in HR contributes to integrating performance measurement into corporate decision making.
- Development of improved customer service is a critical element in attaining the strategic outcomes which flow from the mission of Human Resources Services.

Goal (1a) 2002/2005

HR Service requirements are documented with client business units in the form of Service Level Agreements (SLA's).

Objectives 2002/2003

- Establish pilot Service Level Agreements with major business unit clients.

- Establish review mechanism to identify improvements to SLA's and develop standard template for use with other business unit clients.

Analysis of Proposed Changes

Service Levels: The use of SLA's will provide clarity around service requirements and provide opportunities to avoid conflicting expectations; this provides for better overall service.
Financial / Budget: No impact.
Processes: SLA's may set out processes specific to business unit clients which differ from other units.
Internal Service Providers: No impact.
FTE's: No impact.
2002/2003 Budget: No impact.

Goal (1b) 2002/2005

Increased employee and operational focus in provision of HR services to business unit staff; simplified access to HR services and staff.

Objectives 2002/2003

- Increased integration of day to day operations within HR sections and with operational units.
- Improved role clarification so employees and business unit management can more easily connect to HR services.

Analysis of Proposed Changes

Service Levels: Improved service levels by eliminating gaps between operating sections and providing simpler access to HR services for clients and public; staff will perceive and experience improved connection with key HR processes.
Financial / Budget: No impact.
Processes: HR business processes will be examined for role clarity and staff accessibility; streamlined to eliminate duplication and overlap. The use of technology to access common information will be highlighted.
Internal Service Providers: No impact.
FTE's: No impact.
2002/2003 Budget: No impact.

Goal (1c) 2002/2005

Human resource management processes are well defined, appropriate skills transfer to business unit staff is complete, technology is used to minimize administrative tasks, the required training or information is provided to those involved in the process.

Objectives 2002/2003

- Internal HR business processes are streamlined; individual and team roles are understood
- Recruiting, Hiring & Orientation (RHO) process modified to meet corporate and business unit objectives.
- Appropriate software identified and acquired to reduce load of administrative tasks associated with human resources processes.
- HR service teams are integrated with management teams of client business units.

Analysis of Proposed Changes

Service Levels: Closer integration of HR staff with client business units will provide for HR staff to have greater knowledge of the operational requirements of their clients and business unit employees, and to offer a higher level of partnership in addressing business issues.
In conjunction with the development of an integrated competency model, the revised RHO process offers an improved level of service at the business partner level, assisting hiring managers and supervisors to have more control over the hiring, while supporting them through the process as required.
Financial / Budget: No impact.
Processes: Implementation of any revised processes will be done in conjunction with business unit staff.
Internal Service Providers: No impact.
FTE's: No impact.
2002/2003 Budget: No impact.

Issue # 2

Human Resource Management System

There is a need for a new Human Resources Management System as the technical support of the current HRIS Stargarden system is expiring (the database is non-relational). In addition to the technological needs, there is a need for continuous improvement in HR client services methods and practices in support of improved people management.

Staff will be encouraged to accept greater responsibility for quality of their own work and use technology, where appropriate, to enhance service delivery.

Personal development opportunities particularly in relation to skills and competency enhancement will be encouraged.

Links to Corporate Priorities and/or Program Mission

- Increase the value of employee data by using it as a tool for improved corporate and individual performance and planning.
- Fiscal Accountability by providing increased data accessibility, managers and supervisors will be able to generate reports and base decisions on accurate data, HRM reduces unproductive effort and provides best value for dollars spent.
- Sustain Fiscal Health to Meet Corporate Challenges and Address Citizen Needs through a more accurate, efficient, and integrated Human Resources system and information, HRM is better able to plan and strategize based on accurate information. More time can be devoted to meeting challenges and citizen needs if less time is taken with administrative activities. Integrating HR into SAP will also provide more detailed and timely payroll data on financial reports.
- Support and Encourage Customer Focussed Service Delivery through a system that provides more information with enhanced accuracy about our Human Resources, customer focussed service delivery is enhanced.
- SAP HR is a comprehensive information system that will be a critical tool both for Human Resources Services and for the entire organization. Specifically for Human Resources Services, SAP HR offers technological tools to assist with the following strategic outcomes:
    - Effective Management - by providing more timely, accurate, and accessible information.
    - Timely, effective and strategic recruitment and staffing - by providing new and enhanced Recruitment functionality that is part of SAP HR.
    - Accurate and accessible HR database information - by providing a system that can be more readily accessed by management. By ensuring data clean-up is performed to move data from the legacy system into SAP. By acting as the catalyst for creating procedures and/or policies on data integrity in the new system.
    - Strategic career and employee development services - by providing technical tools within SAP HR to assist in these areas.
    - Timely HR payroll Service.
    - Effective organizational planning - by providing accurate and timely HR information to enable management and staff to plan effectively.
    - Well-developed competencies and practices - by providing technical tools to capture

and report on HRM-defined competencies and other skills.
- Strategic Business Partnerships - external business partnerships will introduce best practices and experiences to HRM initiatives.

Goals 2002/2005

- To implement the SAP HR module to meet the present and future human resources business requirements of HRM while achieving the benefits of integration with the existing SAP system. The implementation will be conducted in phases over approximately 2 years with our current Payroll & Benefits functionality implemented in Phase One.
- To increase the value of employee data by using it as a tool for improved corporate individual performance and planning.

Objectives 2002/2003

- To convert and implement the existing functionality of HRIS Stargarden to the SAP HR module.
- Through the above implementation, improve data integrity and accuracy through clean up and through procedures & training for go-forward operations and cleanup of current systems and process.
- To scope, plan, and begin to implement additional functionality offered by the SAP HR module. This includes functionality not currently available as well as functionality not currently being used (ie Recruitment, Succession Planning, career development, competency tools, employee self service, training management, etc.). The intent is to provide HRM with the technological tools to manage, analyse, and report on our human resources information and data.
- Communication and consultation with users, integrating business unit and human resources requirements.
- To provide the required training and transition management to enable management and staff to make use of the new technology and new functionality available within SAP HR.
- Process Alignment - HR data collection and data management process aligned.

Analysis of Proposed Changes

Service Levels: An improved level of service is expected and a decrease in response time for access to HR information when the project is complete. (During the project, however, due to resource requirements from HR, some HR service levels could be reduced.)
There may also be implications to other business units as time may be required from staff for training, consultation and participation on the project team for extended team members.
Financial/Budget: Because it has benefits and impacts through HRM, the project will be funded

through corporate financial resources, $105,000 capital and $405,000 operating. HR and IS, as project partners, are providing significant further resources through realignment of existing business unit envelopes.

Processes:
Payroll
Simplifying and will have a better tool for managers' usage with a result of increasing demands and responsibility, providing less duplication and decreasing errors.

Internal Service Providers :
Financial Services - currently Financial Consultant provides budget/financial advice to the Project as well as the HR business unit. This is expected to continue for 02/03 as per regular operations. Some consultation and testing is anticipated for integration points between the FI and HR modules but is not presently estimated to be a heavy requirement.

IS - Technology Requirement: PC's for project team; resources requirements include ABAP support, Basis support, FI/CO support and consultations, PC Tech support for SAP GUI rollout and desktop capacity, Helpdesk work is anticipated to increase short term for post go-live end user support. IS has already allocated one full time resource to the project team which will carry over into 02/03.

Police - has currently allocated one resource for the Core Project Team. This requirement will carry over into 02/03. Ongoing consultation with end users will be required. There may be a resource requirement for periodic testing which is still to be determined.

Fire - has currently allocated one resource for the Core Project Team. This requirement will carry over into 02/03. Ongoing consultation with end users will be required. There may be a resource requirement for periodic testing which is still to be determined.

Shared Services - has currently allocated one resource to the project team which will carry over into 02/03. Training of staff will impact on some operations, in particular the training (and the learning curve after go-live) of HRIS Admin Support staff from Shared Services; possibly a part time or backup trainer to assist in the training roll out if feasible. Data clean up for conversion purposes may require an estimated two FTE's for an estimated 3 week period. Testing will impact heavily especially during parallel runs prior to go-live. There also will be a requirement for consultation with key end users and supervisors for business requirements.

FTE's: SAP/HR Team will consist of nine (9) employees seconded from various business units.
2002/2003 Budget:

Issue # 3

Employee & Leadership Development

There is a need to further develop skill sets, processes and tools primarily for front line leaders (which includes Team Leaders, Supervisors and Managers); in particular, development needs to be focussed on "relationship" skills.

Improving the quality of overall front line leadership and HR customer services will contribute to better employee relations, teamwork and productivity.

Links to Corporate Priorities and/or Program Mission

- Implement Council Policies and Priorities: Fiscal Accountability through improved productivity, reduced absenteeism, better management of WCB, disability case management and stronger employee relations, HRM reduces unproductive effort and provides best value for dollars spent.
- Support and Encourage Customer Focussed Service Delivery through clear articulation of expectations (role clarity of HR and Business and Corporate clients) coupled with effective performance management, customer focussed service delivery is enhanced.
- Create a Workplace Environment That Encourages Employees to Strive for Service Excellence through increasing clarity in roles and expectations of front line leaders, the use of a competency framework for employee development, recruiting and selection, performance management and other people-related initiatives including succession planning, contributes directly to creating an environment that encourages employees to strive for excellence.
- Sustain Fiscal Health to Meet Corporate Challenges and Address Citizen Needs through improved management of the organization and growing productivity gains, resulting from better performance management as well as attendance and disability management initiatives, the fiscal health of the organization is improved and sustained.
- Implement and Integrate Performance Measurement into Corporate Decision Making, Business Planning and Budgeting by developing the tools and culture of performance measurement into front line operations is critical to integrating performance measurement into corporate decision making.
- Development of front line leadership skills is a critical element in attaining the strategic outcomes which flow from the mission of Human Resources Services:
- To provide human resource services to management and staff to support the achievement of Corporate goals and to have a work environment where employee and organizational

objectives are balanced.

Goals (3a) 2002/2005

- The design and delivery of improved people management processes (including recruitment & selection, performance management, employee development, succession planning) within a competency framework providing "skill sets, processes and tools" to managers.
- Increased clarity of roles for Directors, EMT, SMT, employees and front line leaders; roles, responsibilities and performance expectations better understood by front line leaders and those staff they supervise.

Objectives 2002/2003

- Identify and validate competencies required for job families within HRM, as well as for specific positions. These will include competencies around local government themes.
- Establish a competency dictionary reflecting the broad spectrum of competencies required across the organization.
- Develop a complete set of job descriptions which reflect required competencies.
- Integrate competencies into:
  - recruitment & selection
  - succession planning
  - employee development (PDP's and training plans)
  - performance management (PDP's)
- Clearly communicate and support Front Line Leaders' role in recruitment and selection.
- Human resource management and employee relations policies and procedures will be reviewed to ensure they support the achievement of Council's goals and objectives and that they meet Council's policy requirement.

Analysis of Proposed Changes

Service Levels: This is a major initiative and will temporarily draw HR staff resources away from services which are of less priority.
Through the provision of improved process and tools, HR will support the transfer of skills to business unit staff and simplify the people management tasks in the day to day operations.
Financial / Budget: Temporary clerical support will be required for portions of this project; to be managed within current budget. Some specialist consulting work required.
Processes: These changes address how we manage people, thus concurrent effort is required by other business units' staff to apply the competency framework to their business processes.
Business unit staff will be supported in people management processes to achieve accountability for their business purposes.
Internal Service Providers: This work will link with Phase 2 of the SAP HR implementation and require coordination with the Project Team; no specific resource allocations or assignments are

anticipated.
FTE's: No impact.
2002/2003 Budget: within current envelope.

Goal (3b) 2002/2005

Increased productivity from improved business processes relating to conflict/dispute resolution, attendance management and disability case management, adapted to, and adopted by, HRM business units. Reduced unproductive effort as a result of fewer workplace disputes, faster resolution by front line leaders of disputes which do arise, and an increased recognition of the value of positive employee relations will support customer service training initiative.

Objectives 2002/2003

- Attendance management programs developed in conjunction with business unit and, where appropriate, bargaining unit leaders.
- Data reporting and management tools available to front line leaders to support attendance management initiatives, grievance handing and management decision making in relation to people issues.
- A disability case management framework developed to serve the needs of the differing business units; staffing levels and roles within HR's Occupations Health, Safety and Wellness section established to reflect the requirement for effective case management support.
- Appropriate training and tools developed and made available to front line leaders to support increased skills in attendance and case management, as well as dispute resolution.
- Opportunities identified for joint union-management initiatives to reduce workplace disputes.

Analysis of Proposed Changes

Service Levels: These are major initiatives and will temporarily draw HR staff resources away from services which are of less priority.
Effective attendance and disability management programs provide a higher level of service to business units, but also require business units to manage them effectively in partnership with HR. Improved service through better access to data by front line leaders; and through more effective collection and analysis of grievance and related data.
Financial/Budget: Required training will be funded by both corporate and business unit training budgets; as well as provided directly by HR staff.
Shift of some HR services to Intranet (internal job postings for example) will require some staff training and software purchases (total $2,500).

Processes: Attendance and disability management initiatives rely in part on effective data collection and recording at the business unit level; data collection processes will be refined and streamlined and process improvements related to SAP will assist.
Internal Service Providers: IS support is needed to ensure desktop access to reporting tools is available. Intranet requires ongoing IS support.
FTE's: No impact.

2002/2003 Budget: Within current budget envelope.

Goal (3c) 2002/2005

Improved productivity and morale reflect a record of success in occupational health, safety and wellness.

Objectives 2002/2003

- Appropriate responsibility and accountability for workplace safety identified at business unit level.
- Increase in effectiveness of Joint Occupational Health & Safety Committees, adapted to reflect evolving organizational structure; safety efforts integrated with front line leadership objectives.
- Front line leaders involved in wider integration of wellness initiatives.
- Heart Health initiatives expanded to other business units.

Analysis of Proposed Changes

Service Levels: Business unit engagement in safety matters should increase as responsibility and accountability further entrenched at front line leadership level.
Financial/Budget: No impact.
Internal Service Providers: No impact.
FTE's: No impact.
2002/2003 Budget: Within current envelope.

Issue # 4

Corporate Human Resource Planning & Development

There is a need to improve the business unit and corporate outcomes in human resource planning and skills development and a need to create strategic human resource management direction and systems.

Links to Corporate Priorities and/or Program Mission

- Implement Council Priorities: Fiscal Accountability through improved resource sharing and human resource planning, HR in partnership with business units, will maximize the use of talent within HRM.
- Support and Encourage Customer Focused Service Delivery - Competencies will be designed and structured specifically around local government themes for adoption in HRM. Other initiatives include greater use of technology and coaching employees to accept greater responsibility for quality of their own work.
- Create a workplace environment that encourages employees to strive for excellence and success in customer focussed service delivery through increasing clarity in roles and expectations of front line leaders, the use of a competency framework for employee development, recruiting and selection, performance management and other people-related initiatives including succession planning, contributes directly to creating an environment that encourages employees to strive for excellence.
- Work with other levels of government to better meet the needs of HRM - Partnerships with the Province and other municipalities (CBRM) is one way we will achieve savings for the organization. SAP HR technology implementation is one example where partnerships are being developed.
- Sustain fiscal health to meet corporate challenges and address citizen needs through better understanding of the "matrix organization" and the resource rich municipality we are, we can partner with business units in enabling human resource sharing between business units. This has the added benefit of preparing employees for other future roles in the organization.
- Human Resource Planning and Development is a necessary function particularly as the demand on HRM resources continues to grow. Decisions that are made will help administration to allocate and manage our resources in meeting council's policies and will be in alignment with the organization's future strategic and succession planning needs.

Goal 2002/2005

The goal in three years is to address the emerging succession planning challenges and manage what has to be done to prepare for these demands. The realignment of HR policies, processes and behaviours to achieving the Corporate Priorities, Council's Business strategies, and business unit goals and objectives will be a necessary component in collaboration with business unit support. The objectives below will (in part) address these challenges:

Objectives 2002/2003

Implementing the Succession Planning model -

A comprehensive plan to collect data and analyse our future needs is underway. The skills inventory, knowledge management and key positions, technical or leadership, are vital to its success and business units will partner with HR in providing the information. Additionally, competencies for each leadership / management level and other non-union positions will be developed. HR will assist each business unit with the tools to plan for this roll-out.
Deliverables:

- Pools of talent are identified and /or being developed to fill key positions in HRM.
- Human resource profile of the organization is determined.
- Present workforce profiles are analysed Human resource strategies to meet future workforce requirements are developed and documented.
- Human resource policies and procedures are changed to address new strategies.

Implementing Diversity model -
The objectives of this program are to implement a more proactive recruitment strategy, implement and support initiatives that support a more inclusive culture and develop action plans to address this. Additionally, a greater effort will be made to promote the relationship of diversity and good customer service / community relations. Business units will develop a plan to address these issues with support from HR.
Deliverables:

- Our diverse communities will be better represented in our workforce .
- HRM is seen as a good corporate citizen and provides leadership for other large corporations.

Recognizing Service and Excellence in HRM -
HR will partner with all business units to ensure support for programs (which may be unique to the business unit) that recognize excellence in the workplace. The aim this year is that more employees and teams are recognized by management, peers and subordinates.
Deliverables:

- Every business unit will recognize excellence in their units.
- Every business unit will have a committee representative that will monitor the Recognizing Excellence Program annually.
- Employees will feel valued.

Improving Labour and Employee Relations-
HR will provide the tools to support a more effective and proactive approach to labour / management relations and increase and improve management's labour relations skills.
Deliverables:

- Development of better communications process between managers, supervisors, employees and union representatives.
- Increased use of alternate dispute resolution (ADR) to resolve issues.

Health & Safety and Wellness-
HR will be proactive in increasing the awareness of work related health and wellness practices and programs. These tools will help managers to address and plan for a healthier workforce.
Deliverables:

- That employees will understand the options available towards a well balanced work life.
- Improved productivity and morale reflect a record of success in occupational heath, safety and wellness.

Facilitating and Promoting Organizational Performance

- That the organization will maximize the exchange and sharing of resources, human and other, in matrix etc.

Creating a workplace culture that encourages employees to strive for service excellence.
HR will partner with business units in exploring opportunities where innovation in the workplace is encouraged and supported.

Analysis of Proposed Changes

Service Levels: HR business outputs related to these proposals may be slightly lower given that a number of corporate projects are underway concurrently and will require resource sharing. Nevertheless, the learning that will be achieved through such resource sharing will bode well for succession planning, employee growth and satisfaction, PDP, and organizational performance overall.
Financial / Budget: HR will operate within its budget envelope. Again, due to corporate initiatives, resources will be assigned in accord.
Processes: The changes proposed will enhance organizational effectiveness, improve local government leadership.
Internal Service Providers: Support required from Information Services for Microsoft products such as Access and PowerPoint presentations. Our training programs are almost universally done on Microsoft products. This creates a serious problem for us if Microsoft products are not supported. Continued support from Business Solutions (IS) for training and process changes on SAP technology.
There is a need to improve our presentations to the public and HR is under pressure to provide tools, meeting rooms, microphones, loud speakers, laptops with PowerPoint, projectors etc. If this is the expectation, a budget needs to be established for corporate use.
FTE's: No change.
2002/2003 Budget Within current envelope.

Human Resources Services
Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$1,574,322	$1,757,131	$1,814,655	$2,033,961	$1,854,029	$39,374	2.2%
Wages	22,264	19,413	74,000	7,725	44,000	(30,000)	-40.5%
Overtime - Salaries and Wages	56,991	6,206	0	2,934	0	0	-
Benefits and Other (Salaries)	217,862	249,618	277,606	291,724	287,549	9,943	3.6%
Benefits and Other (Wages)	16,048	26,998	24,634	35,909	33,805	9,171	37.2%
Retirement Allowance & Severance	25,014	8,377	10,200	8,742	20,017	9,817	96.2%
Clothing Allowance, Stipends, Othe	372	256	200	10	200	0	0.0%
Office Expenses, less Computers	111,427	94,024	83,300	96,491	81,300	(2,000)	-2.4%
Computers Expenses	300	300	0	3,908	0	0	-
Consulting Fees (should also includ	115,732	62,500	80,500	130,762	80,500	0	0.0%
Other Professional Fees	142,095	174,373	90,000	106,398	110,000	20,000	22.2%
Contract Fees	0	15,018	0	11,319	0	0	-
Equipment and Supplies	170	536	3,500	1,165	1,500	(2,000)	-57.1%
Building Repair, Maintenance	0	72	0	0	0	0	-
Equipment Repair, Maintenance	1,489	3,565	5,000	6,129	5,000	0	0.0%
Vehicle Expenses	53	216	0	0	0	0	-
Membership Dues	5,541	4,666	8,350	6,906	8,000	(350)	-4.2%
Conferences and Travel	391,650	355,529	26,300	49,563	27,650	1,350	5.1%
Training and Education (should also	32,154	33,328	343,750	309,094	354,000	10,250	3.0%
Advertising and Promotion	0	373	0	584	0	0	-
Books, Publications and Data	31,814	11,919	5,800	6,618	5,800	0	0.0%
Other Goods and Services (moved 6	8,070	10,545	90,955	81,853	93,650	2,695	3.0%
Other Fiscal Charges	147,396	0	0	(2,817)	0	0	-
Interdepartmental - Other	0	0	0	(323,971)	0	0	-
Total	**$2,900,765**	**$2,834,964**	**$2,938,750**	**$2,865,008**	**$3,007,000**	**$68,250**	**2.3%**
Revenues							
Other Revenues	(157,079)	(22,864)	(42,000)	(68,540)	(53,000)	(11,000)	26.2%
Total	**($157,079)**	**($22,864)**	**($42,000)**	**($68,540)**	**($53,000)**	**($11,000)**	**26.2%**
Net Cost	**$2,743,686**	**$2,812,100**	**$2,896,750**	**$2,796,468**	**$2,954,000**	**$57,250**	**2.0%**

Human Resources Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A205 Administration	$171,777	$200,728	$195,680	$201,828	$196,962	$1,282	0.7%
A210 Organizational Development	1,393,872	784,482	745,030	639,303	753,662	8,632	1.2%
A220 Client Service	570,294	1,210,942	1,343,720	1,342,409	1,402,251	58,531	4.4%
A221 Temporary Employee Pool	0	0	0	(3,216)	0	0	-
A230 Core Services	764,821	638,812	654,320	684,117	654,125	(195)	-0.0%
A235 HR SAP Project	0	0	0	567	0	0	-
Total	**$2,900,765**	**$2,834,964**	**$2,938,750**	**$2,865,008**	**$3,007,000**	**$68,250**	**2.3%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A205 Administration	$0	$350	$0	$0	$0	$0	-
A210 Organizational Development	(32)	1,043	0	(1,677)	0	0	-
A220 Client Service	(304)	(2,620)	0	(5,099)	0	0	-
A230 Core Services	(156,743)	(21,638)	(42,000)	(61,763)	(53,000)	(11,000)	26.2%
Total	**($157,079)**	**($22,864)**	**($42,000)**	**($68,540)**	**($53,000)**	**($11,000)**	**26.2%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A205 Administration	$171,777	$201,078	$195,680	$201,828	$196,962	$1,282	0.7%
A210 Organizational Development	1,393,840	785,525	745,030	637,626	753,662	8,632	1.2%
A220 Client Service	569,991	1,208,323	1,343,720	1,337,310	1,402,251	58,531	4.4%
A221 Temporary Employee Pool	0	0	0	(3,216)	0	0	-
A230 Core Services	608,078	617,174	612,320	622,354	601,125	(11,195)	-1.8%
A235 HR SAP Project	0	0	0	567	0	0	-
Total	**$2,743,686**	**$2,812,100**	**$2,896,750**	**$2,796,468**	**$2,954,000**	**$57,250**	**2.0%**

Human Resources Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Information Technology		50,000	50,000	n/a
Total Gross Budget	0	50,000	50,000	n/a
Total Funding	0	(50,000)	(50,000)	n/a
Total Net	0	0	0	n/a

INFORMATION SERVICES
MISSION STATEMENT

Who?

Halifax Regional Municipality Council, Business Units, Employees and Agencies, Boards and Commissions

Why?

The integration of people, process, and technology to allow our clients to better serve their clients

What?

Provide access to tools, training, information and advice on the appropriate use of technology

To provide access to information technology and assist Halifax Regional Municipality Council, Business Units, Employees and ABC's with the integration of people, process, and technology to allow them to better serve their clients.

Description of Program/Service

The Information Services Business Unit exists to assist all Halifax Regional Municipality's business units leverage and take advantage of information technology. Information Services is solely responsible for the creation, review, monitoring, and maintenance of all technical standards, servers, and infrastructure. Information Services provides access to technology based on the priorities set within the Business Plan review.

Information Services is responsible for the processes of evaluating, implementing, developing, and maintaining information systems to be used by the appropriate business units.

Allocation of resources and the creation of those systems is administered through the Business Plan review.

Information Services Mission: ***To provide access to information technology and assist Halifax Regional Municipality Council, Business Units, Employees and ABC's with the integration of people, process, and technology to allow them to better serve their clients.***

STRATEGIC OUTCOMES	**INDICATORS**
Technically proficient workforce	• Employee and manager feedback
Streamlined processes	• Processes integrated and streamlined
Maximize economies of scale	• Comparison to outside organizations
Corporate wide access to information	• Availability of network and application servers • number of access paths into information
Right technical tools	• Client Feedback
CLIENT BENEFITS	**INDICATORS**
Access to current technology	• Access to desktop resources
Technology availability	• Availability of network and application servers

CLIENT BENEFITS	INDICATORS
Enhanced skill sets for employees	• Employee and manager feedback
Delivery of business applications	• % downtime of business applications
Support for business applications	• Helpdesk and BMG statistics
Expert advice on technology	• Client Feedback

FTEs

Information Services had 40 FTEs approved for the 2001/02 budget. The proposed 2002/2003 FTEs is 43.

Summary of Achievements of Last Years Business Plan

Key Initiative	Status
Labour market survey for Information Services positions	Market survey to be done by November 15, 2001 and used in contract negotiations with NSUPE. On time.
E-commerce and e-business committee	Completed. RFP released and closed for external services provider with technical expertise. Aliant chosen as the service provider Pilot project started as proof of concept
Create an Intranet	Working group created to develop initial design First modules to be implement by March 2002
Implementation of SAP HR/Payroll	Staff trained in the SAP HR modules summer of 2001 Project team assembled September 2001
Develop policies and procedures for use appropriate of technology	First policy being presented to SMT shortly - Internet and Email
Investigate cooperation with the Province of Nova Scotia in the use of SAP	Approached the province to setup a common support mechanism using combined work force on a common platform. Unable to reach an agreement.
Upgrade SAP to v4.6c	Completed September 2001. One of the fastest and most cost-effective implementation on record.

Key Initiative	Status
Implemented Class For Windows with Recreation	Completed September 2001
Implement a Land Information System	RFP released and closed for possible solution providers. Solution chosen - Hansen Planning module to be implemented by February 2002
Implement a combined Police, Fire, and E911 Computer Aided Dispatch and Records Management System	RFP issued and closed by September 28, 2001 Solution to be chosen by end of the year
Re-evaluate desktop leasing program	To be completed by January 31, 2002
Partition wide area network to provide Police Services with enhanced security measures	To be completed by November 30, 2001
Re-evaluate cell phone service provider	Create and release rfp by November 15, 2001 Solution to be chosen by December 2001
Re-evaluate local phone service provider	Extended MT&T's contract until March 2001 Annual savings of $300,000 Creation of an RFP for service beyond April 2002 Solution to be chosen by February 1, 2002
Re-evaluate desktop leasing program	RFP to be issued by December 31, 2001 Vendor to be selected by March 1, 2002

Issue # 1

Succession Planning

Link to Corporate Priority and/or Program Mission

EMT's Priorities of Fiscal Health And Sustainability, Staff Relations, and Customer Service

Goal 2002/2005

Information Services has the properly trained personnel available to assist all stakeholders in accessing and using technology in a timely and cost efficient manner.

Objectives 2002/2003

- Develop and implement an I/S salary range as part of NSUPE union negotiations based on the pertinent labour market.
- Develop cross training program to limit HRM's vulnerability to losing key personnel and increasing support costs.
- Changes in job descriptions to allow for cross over between positions.
- Develop reward and recognition for employees.

Analysis of Proposed Changes

Service Levels: Slight decrease at the offset as staff are being trained in other skills. Increased later when more people are available to provide skill.
Financial/Budget: Within envelope.
Processes: Not applicable
Internal Service Providers: HR
FTE's: None

Issue # 2

System integration

Link to Corporate Priority and/or Program Mission

- EMT's Priority of Consolidated Data Management Plan
- Information Services' Mission to provide access to information technology and the integration of people, process, and technology.

Goals 2002/2005

- Consolidation of systems based on similar themes - SAP for finance, Hansen for land, and TBD for protective services Computer Aided Dispatch and Records Management Systems.
- Implementation of requested systems within Capital Budget based on integrated corporate solutions.

Objectives 2002/2003

- Support implementation of Permitting, Workflow Call Center, and Infrastructure portion of the Land Information System within Hansen. Provide Project Management, NetworkSupport, Programming conversion, and Database Administration Support.
- Support implementation of HR / Payroll within SAP. Providing Technical Project Management, System Configuration, and Programming conversion Support.
- Support implementation of the Computer Aided Dispatch System for Police Services, Fire Services and the 911 Center. Providing Project Management, Network Support, Programming conversion, and Database Administration Support

Analysis of Proposed Changes

Service Levels: Will decrease for maintenance of implemented systems while I/S resources implementing new systems & modules of existing systems.
Financial/Budget: Two FTEs for Oracle support found within envelope through savings in turning off old systems.
Processes: Need to interface Hansen to protective services solution for Computer Aided Dispatch and Hansen to SAP for revenue streams.
Internal Service Providers: N/A
FTE's: Additional Data Base Administrator position and Oracle support position needed to support new applications.

Issue # 3

Overall Information Services Performance

Link to Corporate Priority and/or Program Mission

EMT's Priority of Fiscal Health And Sustainability and Improve Customer Service

Goal 2002/2005

Every IT organization needs to know where it stands. In relation to peers. To justify investment.

Objectives 2002/2003

- Move to within 85% of the industry standard for Help Desk resolution on first contact.
- Build up knowledge base within Help Desk software to provide detailed descriptions of previous resolutions - number of hits on first contact.
- Ability to control remote desktop from centralized site - number of times used on first contact.

- Network availability 99.9% for protective service links.

Analysis of Proposed Changes

Service Levels: Will increase.
Financial/Budget: No increase anticipated
Processes: Internal processes will change to increase the service levels.
Internal Service Providers: N/A
FTE's: None

Information Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$1,593,667	$2,041,725	$2,114,648	$2,273,585	$2,310,044	$195,396	9.2%
Wages	0	(8,608)	0	0	0	0	-
Overtime - Salaries and Wages	44,257	29,073	51,445	41,869	50,330	(1,115)	-2.2%
Benefits and Other (Salaries)	229,074	290,219	318,562	316,804	354,176	35,614	11.2%
Benefits and Other (Wages)	18,986	30,585	24,284	38,586	32,342	8,058	33.2%
Retirement Allowance & Severance	11,776	9,088	0	8,435	0	0	-
Clothing Allowance, Stipends, Othe	10	245	400	685	400	0	0.0%
Office Expenses, less Computers	118,152	80,961	88,318	100,816	52,180	(36,138)	-40.9%
Computers Expenses	2,905,585	3,112,674	3,711,161	3,468,630	3,679,395	(31,766)	-0.9%
Consulting Fees	319,180	124,261	245,000	175,320	245,000	0	0.0%
Contract Fees	0	422	0	3,936	0	0	-
Equipment and Supplies	47	75	0	0	0	0	-
Equipment Repair, Maintenance	578,087	517,333	363,957	462,998	384,948	20,991	5.8%
Membership Dues	418	685	1,000	768	1,000	0	0.0%
Conferences and Travel	22,399	41,538	32,500	42,191	34,100	1,600	4.9%
Training and Education	116,276	163,935	169,350	160,884	169,350	0	0.0%
Advertising and Promotion	3,662	2,315	4,000	571	4,000	0	0.0%
Books, Publications and Data	2,651	25,624	23,650	(6,205)	22,150	(1,500)	-6.3%
Other Goods and Services	3,721	168	0	4,334	(315)	(315)	-
Other Fiscal Charges	312,578	0	0	3,790	0	0	-
Interdepartmental - Other	(80,790)	0	0	0	0	0	-
Total	**$6,199,735**	**$6,462,350**	**$7,148,275**	**$7,097,995**	**$7,339,100**	**$190,825**	**2.7%**
Revenues							
Environmental Protection/Waste Wa	0	0	(710)	0	0	710	-100.0%
Other Revenues	(12,347)	(4,431)	0	(17,368)	(8,000)	(8,000)	-
Total	**($12,347)**	**($4,431)**	**($710)**	**($17,368)**	**($8,000)**	**($7,290)**	**1026.8%**
Net Cost	**$6,187,388**	**$6,457,919**	**$7,147,565**	**$7,080,627**	**$7,331,100**	**$183,535**	**2.6%**

Information Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A410 Administration	$2,173,079	$2,095,374	$2,327,445	$2,329,359	$2,243,960	($83,485)	-3.6%
A420 Customer Care	287,025	437,675	387,330	380,758	398,542	11,212	2.9%
A441 Helpdesk	0	136,366	269,200	281,353	277,821	8,621	3.2%
A442 PC Support	0	98,386	207,600	172,861	208,676	1,076	0.5%
A440 Technology Infrastructure	2,292,825	2,206,525	2,550,900	2,103,096	2,698,530	147,630	5.8%
A444 Systems & Networks	0	108,781	0	320,835	0	0	-
A430 Business Solutions	1,446,806	1,379,243	1,405,800	1,509,734	1,511,571	105,771	7.5%
Total	**$6,199,735**	**$6,462,350**	**$7,148,275**	**$7,097,995**	**$7,339,100**	**$190,825**	**2.7%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A410 Administration	$0	($1,385)	($710)	$694	$0	$710	-100.0%
A420 Customer Care	0	(688)	0	0	0	0	-
A440 Technology Infrastructure	(10,256)	(1,849)	0	(16,901)	(8,000)	(8,000)	-
A444 Systems & Networks	0	0	0	(386)	0	0	-
A430 Business Solutions	(2,090)	(509)	0	(775)	0	0	-
Total	**($12,347)**	**($4,431)**	**($710)**	**($17,368)**	**($8,000)**	**($7,290)**	**1026.8%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A410 Administration	$2,173,079	$2,093,989	$2,326,735	$2,330,053	$2,243,960	($82,775)	-3.6%
A420 Customer Care	287,025	436,987	387,330	380,758	398,542	11,212	2.9%
A441 Helpdesk	0	136,366	269,200	281,353	277,821	8,621	3.2%
A442 PC Support	0	98,386	207,600	172,861	208,676	1,076	0.5%
A440 Technology Infrastructure	2,282,569	2,204,676	2,550,900	2,086,194	2,690,530	139,630	5.5%
A444 Systems & Networks	0	108,781	0	320,449	0	0	-
A430 Business Solutions	1,444,716	1,378,734	1,405,800	1,508,959	1,511,571	105,771	7.5%
Total	**$6,187,388**	**$6,457,919**	**$7,147,565**	**$7,080,627**	**$7,331,100**	**$183,535**	**2.6%**

Information Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Information Technology	675,000	995,000	320,000	47.41%
Total Gross Budget	675,000	995,000	320,000	47.41%
Total Funding	0	(995,000)	(995,000)	n/a
Total Net	675,000	0	(675,000)	-100.00%

TRANSIT SERVICES
MISSION STATEMENT

Who?

Residents, businesses and visitors within the transit service area regardless of age, income or physical ability

Why?

To ensure personal mobility and provide an alternative mode of transportation to the single occupant vehicle

What?

Sustainable, equitable, affordable public transportation

To ensure personal mobility and provide an alternative mode of transportation to the single occupant vehicle, HRM Transit Services provides sustainable, equitable, affordable public transportation to residents, businesses and visitors within the transit service area regardless of age, income or physical ability.

Description of Program/Service

Metro Transit provides public passenger transportation in Halifax Regional Municipality through:

Conventional Transit - operating 175 buses on 47 fixed routes totaling 8.6 million kilometres;

Community Transit - transporting residents in rural areas that do not have the population density to support conventional transit service;

Ferry Service - operating three ferry vessels on two routes between Dartmouth and Halifax;

Access-a-Bus - providing transportation services - through a fleet of seventeen vehicles and contracted taxis - to individuals whose reduced mobility restricts their use of the conventional transit service.

In delivering public transportation in HRM Metro Transit fulfills three key roles:

Economic
Public transit is more economical for the individual and the Municipality than travel by private automobile. High quality public transit encourages fewer people to buy cars and thereby results in fewer vehicles on the roads that Municipality is responsible for building and maintaining. Those using public transit avoid car operating expenses, bridge tolls, and parking costs.

Environmental
Metro Transit promotes environmental sustainability by providing an alternative to the private automobile. Fewer private cars mean cleaner air and reduced traffic congestion.

Social
Public Transit provides HRM the necessary infrastructure to help support and strengthen the local economy and contributes to social equity by providing safe reliable, affordable transportation to residents regardless of age, income or disability.

Charter Service - using conventional buses, Access-A-Buses and ferries to transport public and private groups, school board students, cruise ship visitors, sight-seeing tours, conference and convention attendees

Transit Services Mission: ***To ensure personal mobility and provide an alternative mode of transportation to the single occupant vehicle, HRM Transit Services provides sustainable, equitable, affordable public transportation to residents, businesses and visitors within the transit service area regardless of age, income or physical ability.***

STRATEGIC OUTCOMES	INDICATORS

Enhanced quality of life	• % of regular system clients surveyed who report that transit system contributes;
	  • substantially
	  • somewhat
	  • not at all to their ability to function effectively

Traffic congestion and air pollution mitigated	• estimated # car trips avoided (based on average length of passenger trips) • estimated reduction in air pollutants as result of fewer car trips
Access to employment locations	• # and % of HRM population who use transit for transportation to work
CLIENT BENEFITS	**INDICATORS**
Regular bus and ferry transportation that is on-time, safe, convenient, affordable, courteous and appealing	• breakdowns per 1,000 kms • # of customer complaints about courtesy • # of customer complaints about the appearance of vehicles and operators • % of bus and ferry routes on schedule (working on being able to have reliable report of this information)
Accessible public transportation	• % of Access a bus requests responded to • % clients surveyed who report that have ready access to the transportation mode required for their needs
Charter Bus Service	• Ridership to special events • # of special events served

FTEs

Transit Services had 378 FTEs approved for 2001/2002 budget. There s no proposed change for 2002/2003.

Summary of Achievements of Last Year's Business Plan

Key Initiatives	Status
Strategic Transit Study	Study underway and the draft final report should be completed by mid December 2001.
Expand Transit Service	Additional off peak service introduced Aug 2001: - 2 Wedgewood & 4 Rosedale increased frequency Saturdays - 17 Universities increased frequency midday, evenings and Saturdays - 87 Downsview off peak connection between Sackville & Dartmouth (weekdays & Saturdays) Additional off peak service introduced Nov 2001: - 61 Forest Hills extended to North Preston
Host Canadian Urban Transit Conference	Conference took place June 2001
Additional Weekend Access-A-Bus Service	Additional hours operated August 2001.
Operate Ferries year round on Sundays	Funding found and ferries are now operating on Sundays March to December
Expand Park & Ride Capacity at Cobequid	Land Purchased and an additional 55 spaces created. This additional parking is currently fully used by commuters.
Additional Passenger Shelters	11 passenger shelters were installed throughout Transit service area
Improve bus stop accessibility	Route 54 Montebello operating as low floor service, new shelters order.

Issue # 1

Clear Mandate

In the absences of comprehensive service standards, Metro Transit's focus has been on cost recovery rather than broader Council approved service standards

Link to Corporate Priority and/or Program Mission

Council Priority: HRM's Transportation System supports the desired development patterns and alternative forms of transportation. HRM 20/20: Protecting our natural environment - Have a diverse Public Transit strategy to encourage environmental sustainability.

Goal 2002/2005

Adopt and implement Service Standards based on the Strategic Transit study to define the quantity and quality of public transit service HRM residents should expect to receive.

Objective 2002/2003

Seek Council adoption of Strategic Transit Study service standards based on the equitable provision of transit service that consider both quantity and quality.

Analysis of Proposed Changes

Service Levels: Over time Service Standards and the Strategic Transit Study will likely lead to increased service. There have been no significant change in service levels proposed for 2002/03. To prepare for some of the anticipated service recommendations from the Strategic Transit Study, capital funding is proposed to begin a multi-year fleet replacement plan and enhance Transit Terminals including Park & Ride facilities in the Cole Harbour area. This capital spending is based on preliminary information from the Strategic Transit Study to cost effectively maintain the existing transit infrastructure and enhance future service. Because of the delivery time, particularly for fleet replacement and expansion, Metro Transit has to begin the infrastructure plan before major service changes can be made particularly during peak hours.
Financial/ Budget: Increased budgets over time to address service deficiencies identified by the service standards.
Processes: N/A
Internal Service Providers: HR, IS, Finance, BMS, Shared Services
Increased transit services would impact on Shared Services and BMS's budgets.
FTE's: Increased in future years.
2002/03 Budget: No Change

Issue # 2

Infrastructure

Aging Fleet
To meet the 15 year useful bus life that most Canadian Transit Properties try to maintain, 14 new replacement buses should be purchased each year. 6 additional buses per year are recommended in the Interim Regional Transportation Strategy report to meet ongoing growth in transit demand. Estimated annual cost for 20 buses: 8.5 million. The 2002/03 Capital Budget begins this process by

identifying funding for 15 conventional transit buses and 4 buses for the Access-A-Bus service.

Park & Ride
In 2002/03 Metro Transit plans to purchase land to develop a new park and ride facility in Cole Harbour as identified in the interim Strategic Transit Study report. This would reduce the demand for the Penhorn site and help focus local service within Cole Harbour.

Scheduling Software
Scheduling software is out dated and no longer supported for maintenance by the vendor. Transit Services plans to coordinate with IS to replace the existing software.

Fareboxes
Transit's fareboxes are old and difficult to operate and maintain, resulting in bus operator complaints, increased dwell times for buses returning to the garage, increased maintenance, and limited ability to monitor fare payment and revenue. There are no funds in the Capital Budget to support this aspect of the Strategic Transit Study infrastructure replacement plan, however, staff will be reviewing potential features and technology that might be considered. A Business Case will be developed based on these features and will look at possible cost savings and opportunities to increase revenues to help offset future capital costs.

Link to Corporate Priority and/or Program Mission

- HRM 20/20 Vision Statement: Economic Prosperity - Best Value for Tax dollars.
- EMT Priority : Sustain fiscal health to meet corporate challenges and address citizens needs.
- Council Priority: HRM develops and provides infrastructure to maintain approved standards.

Goals 2002/2005

Adopt and begin a multi-year infrastructure plan based on the Strategic Transit Study to address the cost effective replacement of infrastructure and planned service growth while considering capital debt servicing and operating costs. This plan will:

- Develop a multi year plan to expand Park & Ride capacity to meet future commuter demand.
- Develop multi-year strategy to reduce the average fleet age while maintaining the percentage of fleet to total operating cost and use the surplus to increase capital funding from operating sources.
- Replace fare collection technology.

Objectives 2002/2003

- Complete the Strategic Transit study and create Transit Principles for Council Approval that address:
  - Multi-year infrastructure replacement to minimize combined operating and debt servicing costs,
  - Park & Ride growth,
  - Service Standards that consider service quantity and quality,
  - Using these standards, review the existing transit service to see where changes could be made to address service deficiencies,
- Determine the desired technology and develop a Business Case to replace the existing fareboxes.
- Budget and purchase new scheduling software

Analysis of Proposed Changes

Service Levels: Replacing aging infrastructure will improve service reliability and assist future service expansion
Financial/ Budget: Replacing Aging and inadequate infrastructure will help control fleet costs, but will have a significant impact on debt servicing or lease payment costs.
Processes: n/a
Internal Service Providers: HR, IS, Finance, BMS, Shared Service
Reducing the fleet age would help Shared Service control fleet costs. Increasing Park & Ride capacity will require additional expenditures by BMS to maintain the new or larger parking areas.
FTE's: Possibly increased in future years.
2002/03 Budget: Capital budget includes funds for new terminal & Park & Ride ($700,000) in Cole Harbour, scheduling software ($250,000), and replacement buses ($6.5 million)

Issue # 3

Increased Demand

Frequency
Transit ridership has increased by almost 6% during 2000/01 and is up slightly more over the first six months of the 2001/02 fiscal year. Three of every four passengers surveyed last winter identified more frequent service as a factor that would encourage them to use public transit more often.

Passenger Travel Times
After service frequency, the next most common request (every second passenger) is faster travel times.

Coverage (Equity)

On of the issues that the Strategic Transit Study will consider is equity of service. Equity of coverage refers to how equitable transit service is in areas where it is provided. For example some areas like Astral Drive in Cole Harbour receive peak hour service while other similar suburban developments have all day service. As well Sunday/Holiday service is not equally provided through the entire transit service area.

Link to Corporate Priority and/or Program Mission

- Corporate Priority: Protecting our natural environment - Have Diverse Public Transit strategy to encourage environmental sustainability.
- EMT Priority: Support & encourage customer focused service delivery.

Goal 2002/2005

Develop and adopt a multi-year service plan based on the Strategic Transit Study that responds to issues raised by HRM's regional planning initiative and feed back through customer survey.

Objectives 2002/2003

- Review existing service and using the service standards developed from the Strategic Transit Study determine if any existing service can be rationalized to address service issues raised in the Strategic Transit Study.
- Implement short term route changes to address service deficiencies.

Analysis of Proposed Changes

Service Levels: Focus service to better meet customer demands.
Financial/ Budget: No change in 2002/03 budget.
Processes: N/A
Internal Service Providers: No affect
FTE's: No change 2002/03
2002/03 Budget: Covered in 2002/03 budget

Issue # 4

Development Patterns

The trend of residential development occurring further away from employment centres has had a negative impact on transit ridership and operating costs. Both the more dispersed development pattern and longer trip lengths increase operating costs and the demand for peak buses. Serving this

dispersed development usually increases both walking and travel times, making transit less attractive.

Because a larger portion of the trips from these subdivision are made by private vehicles, traffic congestion is increasing, which in turn increases the travel time and costs of operating public transit.

Schedule Adherence

As discussed above traffic congestion has increased requiring Transit Services to add running time to many of the transit roues. Because many streets are approaching their design capacity even a minor accident or break down create significant traffic delays that affect transit schedule reliability. Growing traffic congestion is affecting transit schedule adherence on busy travel corridors like the Bedford Highway, the Magazine Hill and Portland Street.

Link to Corporate Priority and/or Program Mission

Corporate Priority: HRM's transportation system should support desired development patterns & planned growth that is sustainable and affordable.

Goal 2002/2005

Work with Traffic & Transportation and Planning & Development staff and participate in the Regional Planning exercise to seek ways to incorporate Transit issues in future road and land development planning.

Objectives 2002/2003

- Seek opportunities to work with Traffic & Transportation and Planning and Development to address transit deficiencies on existing roads and new development.
- Transit representation and participation in the regional planning process to ensure there is adequate consideration of transit issues.
- Work with CCC (Capital Cost Contribution) Committee to ensure there is adequate consideration of Transit Issues.

Analysis of Proposed Changes

Service Levels: No change 2002/03
Financial/ Budget: No change 2002/03
Processes: N/A
Internal Service Providers: N/A
FTE's: No change 2002/03
2002/03 Budget: No Change 2002/03. The Transit Services budget does not include any on-street

service increases arising from the Regional Planning recommendations.

Issue # 5

Staffing

Succession Planning
Approximately one hundred fifty (half) of Metro Transit's Operators will be eligible to retire within the next ten (10) years. This coupled with other forms of attrition will require almost continuous hiring and training of new operators.

Absenteeism
Absenteeism rates is a concern for Transit Services

Link to Corporate Priority and/or Program Mission

- EMT Priority: Sustain fiscal health to meet corporate challenges and address citizen needs.
- EMT Priority: Create a work environment that encourages employees to strive for excellence & success.

Goals 2002/2005

- Budget sufficient resources to ensure the efficient training of new operators while meeting the needs for ongoing training
- Seek opportunities to keep employees informed about Transit Services activities and opportunities.
- Continue to enhance ongoing internal communications for all Transit Services employees.
- Address employee attendance.

Objectives 2002/2003

- Develop a hiring and training plan that estimates future man power attrition and transit growth to ensure operator complement is maintained.
- Continue to provide regular information to employees through the forums developed in 2001/02 to keep employees informed on opportunities and special projects to encourage staff development.

- Continue to work at improving employee attendance.
- Introduce a new attendance management system to reduce employee absenteeism.

Analysis of Proposed Changes

Service Levels: Continue to replace operators as required and carry forward attendance management program.
Financial/ Budget: The Transit Service budget includes the saving of approximately $22,000 resulting from the attendance management program.
Processes : N/A

Internal Service Providers: No affect
FTE's: Reduce operator FTEs by 1.
2002/03 Budget: As discussed above.

Issue # 6

Communications

Staff anticipate a need to enhance both internal communications with staff and external communications as a result of the employee survey, the Strategic Transit Study and the Regional Planning exercise.

Link to Corporate Priority and/or Program Mission

- Corporate Priority: HRM's transportation system should support desired development patterns & planned growth that is sustainable and affordable.
- HRM 20/20 Vision: Have open, honest and effective communication

Goal 2002/2005

Redeploy resources to provide coordinated internal and external transit communications.

Objective 2002/2003

Re-assign budget resources to address transit communication issues.

Analysis of Proposed Changes

Service Levels: Respond to communication issues.
Financial/ Budget: Transit Services has made this change within its budget envelope.
Processes: N/A

Internal Service Providers: No affect
FTE's: 1 FTE. This position would help respond to the internal communication issue, issues arising from the Transit Study and allow the redeployment of existing staff to work with the regional planning initiative.
2002/03 Budget: As discussed above.

Metro Transit Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$10,838,445	$11,507,133	$1,877,700	$12,158,683	$1,867,900	($9,800)	-0.5%
Wages	763,299	831,276	11,291,100	815,411	11,707,600	416,500	3.7%
Overtime - Salaries and Wages	1,400,704	1,855,349	1,455,400	1,758,810	1,837,200	381,800	26.2%
Benefits and Other (Salaries)	1,946,170	2,061,861	299,400	2,310,630	338,300	38,900	13.0%
Benefits and Other (Wages)	624,120	651,959	2,397,500	686,430	2,517,700	120,200	5.0%
Retirement Allowance & Severance	147,882	105,290	0	84,990	128,100	128,100	-
Clothing Allowance, Stipends, Othe	4,379	(8,368)	29,300	(12,532)	(41,200)	(70,500)	-240.6%
Office Expenses, less Computers	255,371	305,423	258,600	270,914	256,200	(2,400)	-0.9%
Computers Expenses	33,475	23,706	58,850	47,068	46,100	(12,750)	-21.7%
Other Professional Fees	61,821	248,023	300,000	281,596	300,000	0	0.0%
Contract Fees	380,938	192,036	202,300	216,407	207,200	4,900	2.4%
Equipment and Supplies	446,757	499,950	307,000	295,178	492,200	185,200	60.3%
Materials	2,944	578	0	0	0	0	-
Building Repair, Maintenance	(344)	2,459	0	0	0	0	-
Equipment Repair, Maintenance	32,273	10,180	0	2,234	0	0	-
Vehicle Expenses	17,875	45,711	0	30,321	0	0	-
Diesel Fuel	37,084	46,618	0	0	0	0	-
Membership Dues	10,129	9,623	10,700	10,422	10,800	100	0.9%
Conferences and Travel	8,092	8,556	8,800	7,369	13,800	5,000	56.8%
Training and Education	20,286	28,435	31,700	25,590	44,700	13,000	41.0%
Advertising and Promotion	3,837	37,966	33,600	33,274	34,100	500	1.5%
Books, Publications and Data	4,782	12,458	30,600	17,266	30,600	0	0.0%
Other Goods and Services	253,764	343,535	339,200	414,748	309,900	(29,300)	-8.6%
Transfer to/from Reserves	10,427	0	0	0	0	0	-
Principal and Interest Charges	2,304,000	2,465,057	2,328,600	2,328,572	2,549,400	220,800	9.5%
Other Fiscal Charges	37,763	566	4,700	47,662	2,000	(2,700)	-57.4%
Interdepartmental - Fleet	0	0	11,041,328	10,366,849	9,889,600	(1,151,728)	-10.4%
Interdepartmental - Other	0	0	0	15,000	0	0	-
Total	**$19,646,272**	**$21,285,381**	**$32,306,378**	**$32,212,891**	**$32,542,200**	**$235,822**	**0.7%**
Revenues							
Area Tax Rates and Transfers	(232,011)	(257,966)	(378,900)	(259,785)	(260,400)	118,500	-31.3%
Parking and Facility Rentals	(127,703)	(105,591)	(98,000)	(126,419)	(98,000)	0	-0.0%
Transit Fare Revenue	(16,682,295)	(17,379,390)	(17,586,200)	(17,789,273)	(18,043,300)	(457,100)	2.6%
Charter Revenue	(277,057)	(279,598)	(275,000)	(277,734)	(275,000)	0	-0.0%
Other Fees	57	0	0	0	0	0	-
Access A Bus Fare Revenue	(63,351)	(100,068)	(131,600)	(110,662)	(129,300)	2,300	-1.7%
Communtiy Transit Fare Revenue	(58,713)	(84,929)	(95,000)	(65,968)	(99,600)	(4,600)	4.8%
Ferry Fare Revenue	(1,854,811)	(1,905,027)	(1,746,700)	(1,742,161)	(1,750,000)	(3,300)	0.2%
Other Revenues	(671,211)	(660,575)	(726,200)	(612,998)	(588,300)	137,900	-19.0%
Total	**($19,967,094)**	**($20,773,125)**	**($21,037,600)**	**($20,984,999)**	**($21,243,900)**	**($206,300)**	**1.0%**
Net Cost	**($320,823)**	**$512,256**	**$11,268,778**	**$11,227,891**	**$11,298,300**	**$29,522**	**0.3%**

Metro Transit Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R622 Public Relations	$94,674	$113,988	$113,100	$113,244	$113,100	$0	0.0%
R631 General Transit Administrati	738,981	847,910	816,000	926,295	547,200	(268,800)	-32.9%
R635 Operator's Expense	11,898,275	12,936,729	22,731,630	22,820,432	22,528,100	(203,530)	-0.9%
R636 Support Services	597,763	635,408	687,800	665,513	1,385,300	697,500	101.4%
R637 Scheduling	150,330	143,911	157,800	101,349	387,400	229,600	145.5%
R638 General Operation Expense	960,794	1,092,723	1,163,100	1,095,295	702,600	(460,500)	-39.6%
R641 Community Transit	230,969	241,221	318,400	229,529	325,800	7,400	2.3%
R651 AAB-General Expense	501	28	0	0	0	0	-
R652 AAB-Scheduling	217,751	241,021	244,450	258,463	246,700	2,250	0.9%
R653 Contracted Access-A-Bus	287,637	259,516	300,000	281,596	300,000	0	0.0%
R654 AAB Operations	871,325	928,789	1,348,548	1,457,236	1,407,900	59,352	4.4%
R661 General Ferry Expense	465,572	461,317	445,100	473,677	566,700	121,600	27.3%
R668 Ferry Crew Expense	1,042,202	1,128,514	1,790,150	1,599,941	1,732,300	(57,850)	-3.2%
R671 Metro Transit Debt Charges	2,089,500	2,254,305	2,190,300	2,190,322	2,299,100	108,800	5.0%
Total	**$19,646,272**	**$21,285,381**	**$32,306,378**	**$32,212,891**	**$32,542,200**	**$235,822**	**0.7%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R622 Public Relations	($248,551)	($312,777)	($280,000)	($282,781)	($285,000)	($5,000)	1.8%
R631 General Transit Administrati	(17,481,720)	(18,101,883)	(18,526,900)	(18,517,434)	(18,713,800)	(186,900)	1.0%
R635 Operator's Expense	(60,070)	(81,241)	0	(38,767)	(40,000)	(40,000)	-
R638 General Operation Expense	1,260	0	0	(180)	0	0	-
R641 Community Transit	(230,813)	(270,949)	(318,400)	(290,029)	(325,800)	(7,400)	2.3%
R652 AAB-Scheduling	(91,173)	(100,072)	(131,600)	(110,662)	(129,300)	2,300	-1.7%
R654 AAB Operations	80	(919)	0	(2,385)	0	0	-
R661 General Ferry Expense	(1,854,811)	(1,905,027)	(1,746,700)	(1,742,161)	(1,750,000)	(3,300)	0.2%
R668 Ferry Crew Expense	(1,296)	(257)	(34,000)	(600)	0	34,000	-100.0%
Total	**($19,967,094)**	**($20,773,125)**	**($21,037,600)**	**($20,984,999)**	**($21,243,900)**	**($206,300)**	**1.0%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R622 Public Relations	($153,877)	($198,789)	($166,900)	($169,538)	($171,900)	($5,000)	3.0%
R631 General Transit Administrati	(16,742,739)	(17,253,974)	(17,710,900)	(17,591,139)	(18,166,600)	(455,700)	2.6%
R635 Operator's Expense	11,838,204	12,855,489	22,731,630	22,781,665	22,488,100	(243,530)	-1.1%
R636 Support Services	597,763	635,408	687,800	665,513	1,385,300	697,500	101.4%
R637 Scheduling	150,330	143,911	157,800	101,349	387,400	229,600	145.5%
R638 General Operation Expense	962,054	1,092,723	1,163,100	1,095,115	702,600	(460,500)	-39.6%
R641 Community Transit	156	(29,728)	0	(60,500)	0	0	-
R651 AAB-General Expense	501	28	0	0	0	0	-
R652 AAB-Scheduling	126,578	140,949	112,850	147,801	117,400	4,550	4.0%
R653 Contracted Access-A-Bus	287,637	259,516	300,000	281,596	300,000	0	0.0%
R654 AAB Operations	871,405	927,871	1,348,548	1,454,850	1,407,900	59,352	4.4%
R661 General Ferry Expense	(1,389,239)	(1,443,710)	(1,301,600)	(1,268,484)	(1,183,300)	118,300	-9.1%
R668 Ferry Crew Expense	1,040,906	1,128,257	1,756,150	1,599,341	1,732,300	(23,850)	-1.4%
R671 Metro Transit Debt Charges	2,089,500	2,254,305	2,190,300	2,190,322	2,299,100	108,800	5.0%
Total	**($320,823)**	**$512,256**	**$11,268,778**	**$11,227,891**	**$11,298,300**	**$29,522**	**0.3%**

Metro Transit Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Buildings	300,000		(300,000)	-100.00%
Information Technology		250,000	250,000	n/a
Total Gross Budget	300,000	250,000	(50,000)	-16.67%
Total Funding	(100,000)	(250,000)	n/a	n/a
Total Net	200,000	0	(200,000)	-100.00%

PARKS AND RECREATION
MISSION STATEMENT

Who?

HRM residents and communities

What?

Facilitating and/or providing inclusive leisure services, facilities and programs

Why?

To enrich the lives of residents and communities

Parks and Recreation enriches the lives of HRM residents and communities by facilitating and/or providing inclusive leisure services, facilities and programs.

Description of Program/Service

Parks and Recreation provides all citizens of HRM with a variety of leisure opportunities that are accessible, safe, physically attractive and well maintained. It is one of the largest business units in HRM employing 261 full time staff, approximately 1000 part time staff and several hundred volunteers. Parks and Recreation consists of:

Recreation Programming - Offering over 5,000 direct programs (fitness, aquatics, beaches, crafts, art, culture, camps, music, dance, drama, etc.) as well as facilitated, membership, and drop-in services and an Outdoor Recreation and Environmental Education section.

Community Development - Supporting over 180 community groups and not-for-profit agencies annually through assistance with marketing and promotions, financial management, board development, facility management, business and strategic planning, and leadership and volunteer training.

Parkland Planning - Acquiring, administering and planning of public park lands, open space and trails.

Parkland Design and Development - Providing specialized detailed landscape design for over 125 capital and operating budget projects annually.

Park Access Maintenance and Operations - Operating and maintaining over 634 active and passive parks and park related facilities across HRM. Includes Park Patrol.

Playground, Sport and Play Court Access and Maintenance - Developing, maintaining, repairing and life cycle planning for 480 playgrounds and 105 sport courts.

Athletic Fields and Diamonds Access and Maintenance - Developing, maintaining, repairing and life cycle planning for 330 athletic fields and diamonds.

Urban forestry - Maintaining and managing the municipal urban forest, including cemetery and street trees.

Horticulture - Operating 2 full greenhouse operations, including 8 houses, with over 250,000 bedding plants grown and distributed throughout the municipal parks system each year. Includes management of the Public Gardens.

Trails - Providing coordination of a region-wide system of integrated multi-use trails including 50 km of park pathways and the development of partnerships for the further development of over 300

km of regional trails.

Cemetery management and maintenance - Operating 7 HRM owned cemeteries.

Client Services - Booking and scheduling of all outdoor facilities and arenas.

Strategic and Sustainable Resource Management - Addressing environmentally sustainable natural resource management practices and other environmental issues.

Snow and Ice - Providing supervision, staffing and other resources to the Corporate Snow and Ice Control program.

Parks and Recreation Mission: ***Parks and Recreation enriches the lives of HRM residents and communities by facilitating and/or providing inclusive leisure services, facilities, programs and environmental stewardship.***

STRATEGIC OUTCOMES	INDICATORS
Strong, diverse and productive communities that reflect citizen involvement	• Number of successful community partnerships maintained and developed • Number / percentage of citizens volunteering in community development activities • Profile of participants in business unit activities
Sustainable environment and natural assets	• Number/percentage of parks, forests and open spaces whose environmental quality is rated as satisfactory by a trained observer • Number / percentage of citizens rating the environmental quality of parks, forests and open spaces as satisfactory • Number / percentage of citizens rating HRM environmental programs and initiatives as satisfactory
Safe communities	• Crime rates for HRM • Number of injuries occurring at Parks and Recreation facilities and programs • Percentage of facilities and equipment whose safety is rated as satisfactory by a trained observer

STRATEGIC OUTCOMES	INDICATORS
Child and youth development	• Number of child and youth participants • Number / percentage of child and youth participants exhibiting improved life skills, self esteem, and self confidence
CLIENT BENEFITS	**INDICATORS**
Awareness of the benefits of recreation, leisure and natural areas	• Number / percentage of citizens aware of the benefits of recreation, leisure and natural areas
Access to parks, playgrounds, facilities and natural areas that are clean, safe, reliable, and sustainable.	• Number / percentage of citizens using parks, playgrounds and facilities • Number / percentage of users rating parks, playgrounds and facilities as satisfactory • Number / percentage of users rating the accessibility of parks, playgrounds and facilities as satisfactory • Percentage of facilities and equipment whose cleanliness and condition is rated as satisfactory by a trained observer
Appropriate, accessible and affordable recreation, leisure and fitness programs	• Number / percentage of citizens using recreation programs • Number / percentage of citizens rating fees and programs offered as satisfactory • Participant profiles compared to citizen profiles • Number / percentage of citizens aware of Parks and Recreation programs and services
Skills development, personal development, and life long learning opportunities (i.e. teamwork/partnership, social and life skills)	• Number / percentage of users demonstrating enhanced self esteem, self confidence, and life skills • Number of repeat participants in programs • Number of participants progressing through skill levels
Leadership development opportunities	• Number / percentage of users demonstrating enhanced leadership skills

CLIENT BENEFITS	INDICATORS
Opportunities for enjoyment, relaxation, social interaction, and stress reduction	• Number / percentage of users indicating they have experienced enjoyment, relaxation, social interaction, and/or stress reduction as a direct result of participating in a program or service
Desirable and attractive places to play and live	• Number / percentage of citizens rating their community and its amenities as satisfactory
Individual wellness	• Number/percentage of citizens participating in fitness, health and exercise programs • Number/percentage of citizens exhibiting increased levels of health and/or fitness

FTE's

Parks and Recreation Services had 261 FTEs (full-time staff complement) approved for the 2001/2002 budget. The business unit will maintain the same 261 FTE complement for 2002/2003.

Summary of Achievements Against Last Year's Business Plan

Key Initiative	Status
Service Delivery Level and Standards	- Preliminary analysis (Phase 1) complete on program areas and numbers - Baseline statistical/ demographic information gathered for most areas
Lack of Policy Development on Service Delivery Options and Approaches	- Several policies developed for specific operational aspects of service delivery in recreation. - 100% of former policies rationalized in programming area
Access to Schools	- Letter received from Deputy Minister of Education in response to our concern re fees and access to P3 schools. The Province has deferred the matter with Scotia Learning to arbitration. - Staff awaiting signing of Reciprocal Agreement by School Board

Key Initiative	Status
Facilities	- Regular meetings are being held between Parks and Recreation and Real Property Services to deal with maintenance standards - Protocol/ feasibility analysis for facility development ready for Council/Program and Service review
Technology Needs	- Class for Windows upgrade completed
Community Development Volunteers	- The first annual volunteer conference to bring together representatives from volunteer agencies throughout HRM was very successful and attended by over 200 delegates
Community Development - Community Capacity Building	- Meetings held with community agencies to foster cooperation and joint projects (i.e. Bedford Youth Centre, Dartmouth Woodside Harbour Clean-up) - Ongoing participation by Recreation Community Development staff in the EMT Priority Community Development pilots in North Preston and Dartmouth North
Disadvantaged Children and Youth	- New HRM Kids program implemented and longer term funding is being developed with partners
Arenas	- An Arena Capacity Study was completed in November. The report analyses the state of arenas in HRM and gives recommendations for future activity
Productivity/Attendance Management	- An attendance management program for Parks and Recreation is currently being implemented

Key Initiative	Status
Management Labour Relations	- The Manager of Parks and Open Spaces is Co-chairing the Labour Management Relations Committee and terms of reference have been developed for the committee - Staff trained in grievance handling - Staff trained in roll out of new 108 contract - Number of outstanding grievances reduced
Increase Staff Morale	- An Employee Reward and Recognition committee has been established - Diversity initiatives and sensitivity training has been instituted with sessions being held at specific work sites - Increased training opportunities
Administrative Support	- The budget for administrative supports for Cowie Hill, Dartmouth East, and Alderney Gate were realigned to cover basic service and reception requirements
Urban Forestry	- As a result of the direction by Council to resolve the urban forest power utility conflict there have been successful negotiations with Nova Scotia Power Inc to date working toward joint development of a tree inventory.
Athletic Fields	- A servicing strategy was adopted by Council in February 2001 that outlines operating improvements and a capital plan for sports fields for the next five years
Playgrounds	- A conditions and compliance study on the present condition of HRM playgrounds was completed and is in the process of being validated
Park Security	- This issue involves ongoing negotiations with MAPP

Key Initiative	Status
Cemeteries	- Cemetery protocol and guidelines have been established - Seasonal staff hired to improve service and 300 new lots developed in Fairview Lawn and Mount Herman Cemeteries, 100 of which are for War Veterans
Park and Open Space Structure	- A new organizational structure, including new responsibility areas, was implemented on April 1, 2001
Fence Repairs and Overseeding	- Funding for these areas was operationalized from the capital budget
Strategic and Sustainable Resource Management	- A Pesticide By-law has been implemented and is the first of its kind for a major North American municipality - A public awareness program on sustainable gardening and landscape maintenance has been established - A multi-government Task Force was established to manage the Brown Spruce Longhorn Beetle threat and showcased nationally as a case study - A Train the Trainer Program was instituted and over 100 have been volunteers trained - HRM received the 4 Bloom Communities National Award in the national Communities in Bloom competition

Issue #1

Service Levels and Standards

With several varied sections and a complex delivery system spread throughout the municipality, Parks and Recreation is one of the largest business units in HRM. As a result of this functional and geographic diversity, it is somewhat difficult to establish and assess service levels and standards within the business unit. Progress has been made in the areas of playgrounds, sport fields and diamonds, and recreation programming. However, the lack of clarity and consistency in other functional areas of the business unit makes it difficult to compare different services, establish equity among services, respond to customer demands, assess gaps, measure performance, and establish benchmarks.

Continued research, consultation, and evaluation is required for the development of standards in the other functional areas of the business unit. Focusing on the development of service levels, standards and associated performance indicators will promote an even greater emphasis on decision-making that is based on strategic thinking and sound assessment of program and service level comparisons and requirements.

Link to Corporate Priority and/or Program Mission

Defining, assessing and improving service levels in Parks and Recreation Services will support:

- The EMT Priority to Implement and integrate performance measures into corporate decision making, business planning and budgeting by developing indicators and standards for use in evaluating levels of service and guiding decision-making for each area of service in Parks and Recreation.
- The EMT priority to Sustain fiscal health to meet corporate challenges and address citizen needs by implementing a new approach to allocating and utilizing existing resources based on equity and potentially identifying services where efficiencies could be achieved.
- The EMT Priority to Implement Council policies and priorities by establishing service level targets and standards to help provide a process for Council to re-validate long term priorities.
- Parks and Recreation's Guiding Principle to encourage alternative, creative, and effective methods of service delivery by providing the analysis required to assess service delivery and alternatives.

Goal 2002/2005

A process is in place to assess and establish service levels throughout all functional areas of the Parks and Recreation business unit.

Objectives 2002/03

- Identify the key indicators (i.e. customer satisfaction with sports fields) and related data sources (internal and other jurisdictions) for use in evaluating levels of service for each area of service within the business unit.
- Using the key indicators chosen, determine the current level of service and standards in selected service areas within the business unit (potentially recreation programming, sports fields and diamonds, cemeteries, and urban forestry).
- Determine the desired service level for selected service areas and establish a process to identify and address gaps between current and desired service levels for the areas chosen.
- Implement a comprehensive position paper and action plan addressing youth access to Parks and Recreation programs and services.
- Explore opportunities to increase service levels by enhancing support for volunteers and strengthening communication with volunteer groups.

Analysis of Proposed Changes

Service Levels: Until desired service levels are clearly identified and an action plan developed for all functional areas of the business unit, changes to service levels will be minimal. In the longer term, improved levels of service are expected to occur throughout Parks and Recreation as standards are developed and implemented. Until the comprehensive service level review for all service areas has been completed, some degree of flexibility will be required on a temporary basis to address high demand areas and safety concerns. This flexibility will be attained by restructuring or realigning existing programs and/or redistributing existing resources.

Financial/Budget: Currently, there are no additional funds allocated for the youth action plan. A maximum of $125,000 is required for full implementation of the plan but staff will implement as many of the recommendations as possible by realigning existing resources. A decrease in revenue will occur in future years as adult programming, which is a primary source of revenue, will be decreased to compensate for the increased focus on youth.

Funding is required to develop an Urban Forest Master Plan. The 2002-2003 Parks and Recreation capital budget includes $50,000 to supplement $50,000 identified for this initiative in last year's capital budget. The Urban Forest Master Plan is intended to outline a coordinated long term approach to urban forestry throughout HRM including the establishment of a vision and policy for the short- and long-term management of HRM's urban forest and the implementation of required service levels. The current urban forestry budget for all of HRM has remained at the same level as the pre-amalgamation urban forestry budget for the City of Halifax. The Master Plan is required to assess the impact of this budget on current service levels and make recommendations for future

levels of service in urban forestry.

Parks and Recreation will contribute approximately 34 FTEs (including eight staff during peak season) to the Capital District Task Force. Any additional budget or service level increases with respect to the business unit's contribution to the Task Force will result in increased costs but these costs are difficult to predict at this time.

Due to the possibility of changes in service levels based on the analysis completed in 2002/03, additional financial/budget impacts could occur in 2003/04 onward, especially in the areas of youth, outdoor facilities, and trails.

Processes: In the long-term, changes in processes will occur as the result of recommendations from service level assessment and the implementation of new delivery options. However, it is difficult to ascertain the nature and degree of these changes until the comprehensive assessment of service levels is completed.

Internal Service Providers: Several other business units (i.e. Police Services, Planning and Development, Community Projects) will be actively consulted on the youth position paper and action plan.
There will be a linkage with Tourism in their role coordinating the Capital District Task Force.

FTE: No changes for 2002-03.

Issue #2

Customer Service

In conjunction with the issue of establishing service levels and standards, there is a need to ensure that the practice of quality customer service is implemented throughout the business unit. Because customer service is the primary value statement listed for Parks and Recreation, it is important to identify this issue separately from the issue of service levels and to ensure that customer feedback is part of the ongoing service level assessment.

To ensure quality customer service is successfully integrated into the establishment of service levels and standards, there is a need to accurately define the Parks and Recreation customer base, establish mechanisms to evaluate and improve customer service, and develop procedures to integrate customer feedback into service delivery planning. When the baseline work is completed, staff will have the capability to more thoroughly and accurately assess the quality of customer service in Parks and Recreation and ensure that customer-focused values and principles are positively influencing service

levels throughout the business unit.

Link to Corporate Priority and/or Program Mission

Ensuring a focus on quality customer service in Parks and Recreation will support:

- The EMT Priority to Support and encourage "customer focused" service delivery by developing customer feedback mechanisms and establishing standards, measures, and principles to assess and improve customer service throughout the Parks and Recreation Services business unit and integrate customer feedback into service delivery plans.
- The EMT Priority to Create a workplace environment that encourages employees to strive for service excellence by helping staff provide a high level of customer service and contribute to a positive image of HRM.
- The EMT Priority to Implement and integrate performance measures into corporate decision making, business planning and budgeting by beginning to develop performance measures for use in evaluating customer service and guiding decision-making in Parks and Recreation.
- The HRM Guiding Principle to Foster an atmosphere of quality service to internal and external customers with an open and responsive manner by working to ensure that all staff are customer-focused.
- The Parks and Recreation value of Customer service as the number one priority by nurturing ongoing relationships with customers and continually striving to exceed their expectations.

Goal 2002/2005

A process is in place to continually assess and enhance the quality of customer service within the Parks and Recreation Business Unit.

Objectives for 2002/2003

- Analyze the Parks and Recreation customer base by completing demographic profiles, identifying relevant trends, and defining customer target groups.
- Review existing customer feedback tools and methods of evaluating customer service for recreation programming, sports fields and diamonds, and cemeteries.
- Develop standard customer feedback tools and customer evaluation framework for recreation programming, sports fields and diamonds, and cemeteries.
- Based on the review and development of tools and evaluation methodologies, deliver customer service training to staff as required.
- As part of the corporate e-business initiative, develop a business case for the integration

of on-line and touch tone registration for recreation programs which explores alternatives for implementation, including partnerships and funding sources.

- As part of the Corporate Data and Information Management initiative, work toward improving internal and external customer service (productivity and response time to customer enquiries) by supporting the implementation of the Land Information System (LIS).

Analysis of Proposed Changes

Similar to the Service Level issue listed previously in this business plan, it will be difficult to propose specific changes and/or accurately analyze the impact of these changes until the assessment of customer service is completed (Objectives 1 to 3 above). The following analysis is a best estimate of the changes that may occur in 2002-2003 and beyond.

Service Levels: In 2002/03, noticeable changes in service levels and delivery will be minimal. In the longer term, improvements in the ability to respond to the needs of customers will result in overall improvement in service levels.

Financial/Budget: If the decision to implement on-line registration and touch tone registration is initiated, a business case will be developed. In addition to the costs for implementing this new technology, the business unit's training budget could be impacted significantly if training is required to support the initiation of on-line / touch tone registration and/or to assist staff requiring support in other areas of customer service. Depending on partnership and funding arrangements, there may be additional funding requirements identified in this area.

Approximately 900 hours of Parks and Recreation staff time is expected to be committed to the Land Information System (LIS) project.

Processes: Changes to the program registration process will occur in the longer term as a result of consultation with customers on the most appropriate and convenient registration tools and the potential implementation of on-line and/or touch tone registration;

Internal Service Providers:
Human Resources will be approached for assistance in developing and delivering Customer Service training.
Shared Services (Communications Services section) will be approached for assistance in assessing and developing customer based communications tools, survey tools, and other feedback mechanisms. Shared Services will also be involved through their coordination of the LIS project through the Corporate Data and Information Management Initiative;
Information Services may be involved in developing a business case for the integration of on-line

registration and touch tone registration as part of the corporate e-business initiative.

FTE: No changes for 2002-03

Issue #3

Capital Analysis

In order to respond to the many and varied demands for capital projects received annually from Council and communities, Parks and Recreation has made some progress toward evaluating and prioritizing capital deficiencies. Currently, staff ensure that a rationalization based on research and community need is put forth for potential capital projects. In addition, staff have been analyzing the best approaches to funding and prioritizing capital projects, assessing how the volume of capital projects is processed, and making process improvements. Therefore, a process is now in place to ensure that capital budget decisions are more strategic, more reflective of needs, and clearly identify future operational costs to maintain capital projects at the outset of project development.

For 2002-03, the original listing of capital projects for Parks and Recreation, including almost all requests and outstanding projects, totaled over $22 million. Last year's capital budget for the Park Planning and Development unit totaled just under $2.2 million (net), only 6 percent of HRM's total net capital budget. The 2002-2003 capital budget for Parks and Recreation currently stands at approximately $2.5 million.

In addition to the 180 - 200 capital projects staff process annually, there are 225 as of right subdivision applications, over sixty development agreements, and thirty real estate related requests addressed each year. Staff are currently reviewing volume and work load.

Parks and Recreation issues are becoming more paramount in the eyes of Council, which has expressed concern with the relatively low priority placement of Parks and Recreation capital projects in HRM capital priorities. The demands of HRM constituents for what they consider basic recreation and park services are increasing. There is an opportunity to capitalize on the momentum created by Council and constituents to address some of the capital deficits in the business unit and to continue the comprehensive business case development that is already underway.

Link to Corporate Priority and/or Program Mission

Undergoing a capital needs analysis for the business unit will support:

- The EMT Priority of to Sustain fiscal health to meet corporate challenges and address citizen needs by exploring staffing levels, alternate methods of resourcing, and alternate service delivery for capital projects to identify potential efficiencies.

- The EMT Priority to Implement Council policies and priorities by helping to provide a process for Council to re-validate long term priorities by establishing a system to prioritize and fund capital projects.
- Council's Priority of Planned Growth by developing a framework to help marry the needs of the region and its communities with the infrastructure resources available to Parks and Recreation.
- Council's Priority of Infrastructure by helping to ensure that Parks and Recreation provides the infrastructure required to maintain approved standards.
- EMT's Priority Projects of the Capital District Task Force and Regional Planning by providing the information required to allow the business unit to contribute accurately and appropriately to these initiatives.
- The corporate Long Term Capital initiative by positioning Parks and Recreation to provide accurate assessments of needs and deficiencies as required throughout the process.

Goals 2002/2005

- Capital projects in Parks and Recreation will be funded and prioritized using recognized criteria on a regional basis, based on community needs, and in keeping with the HRM Long Term Capital Plan and Regional Planning requirements.
- The level of funding will address the priority deficiencies within the Parks and Recreation capital budget.

Objectives for 2002/2003

- Examine methods to address the volume of capital requests facing the Parkland Planning unit by exploring staffing levels, process improvements, alternate methods of resourcing, and alternate service delivery options.
- Compile existing standards and criteria for both park development and park planning in HRM and other jurisdictions.
- Continue to develop a process to provide accurate and thorough assessments of capital needs and deficiencies as required for the corporate Long Term Capital initiative.

Analysis of Proposed Changes

Service Levels: Estimates for the 2002-2003 capital budget indicate that the Parks and Recreation total will slightly exceed the 2001-2002 figure.

Any reduction in the Real Property Services capital budget for maintenance/upgrades will influence that business unit's ability to sustain and develop indoor facilities throughout HRM. This will have

an impact on service levels for recreation programs delivered at indoor facilities.

Staff have recommended funds towards our commitment to the Capital District Program to increase the level of service in the urban core.

For the first year since amalgamation, staff have submitted funding in the new playground category of the capital budget. If approved, this will result in 3 new playground sites.

Staff have recommended funds for sportfield upgrades and new sportfield development (artificial turf field and ballfield on the Mainland Common) in keeping with the sportfield servicing strategy presented to Council this past year. This will result in an increased level of service in this area.

Financial/Budget: There will be an in-kind financial/budget impact in 2002-2003 due to Parks and Recreation's commitment to provide four staff to the Regional Planning initiative for one day per week over a period of several months. This commitment equates to approximately 115-120 hours of staff time per month.

An increase in funding may be required to address staffing levels in the Parkland Planning unit. This issue will be addressed in response to a request from Council for a report in January.

Parks and Recreation's contribution to the corporate Long Term Capital Planning initiative will include staff time commitments that should be a minimum of 10 hours per month.

In the longer term, financial impacts will occur if alternative funding mechanisms are identified and implemented for some capital projects.

Processes: Changes to internal processes in 2002-03 will be minimal, however there is potential for longer term impact on internal processes as alternative means of delivering capital projects are identified and implemented.

In terms of processes external to the business unit, the proposed Capital Cost Contribution legislation does not include parks and recreation facilities. It would be beneficial to examine similar policies in other provinces to determine how expansive they are and develop a new policy for HRM based on the results of this scan.

Internal Service Providers:
Identification of capital needs and delivery options will provide information required to link to the corporate Regional Planning initiative.
Information gathered as a result of the analysis of capital needs and delivery will link to the corporate Long Term Capital Initiative and the business units involved in that process.

Due to their role in development, staff from Planning and Development will be involved in any Parks- related capital process.
Due to their role in facility management, Real Property Services are involved in the capital process.

FTE: There are no changes expected in 2002-03.

Issue #4

Quality of the Workplace Environment.

In the summer of 2000, HRM undertook an Employee Survey to assess how employees felt about their work environment and how satisfied they were with HRM as an employer. In addition to collecting information on trends in HRM as a whole, the survey results were broken down by business unit. In Parks and Recreation services, only 29 percent of staff responding to the survey stated that they would recommend HRM to others as a good place to work and three-quarters disagreed that employee morale at HRM is generally positive. An action plan has been developed that addresses these and other staff concerns and supports the ongoing implementation of issues arising from the Employee Survey. Many initiatives have been implemented to date including sensitivity and diversity training, increased communication opportunities, development of a common vision, networking opportunities, and a rewards and recognition program.

A draft action plan has been developed to identify the major issues that still exist and outline a process to address each of these issues. The plan consists of five issues - internal communications, labour relations, supervision and management, training and development, and occupational health and safety. A series of goals and related action, accountability, and performance measures for each goal has been assigned to each of the five issues. Some of the specific topics addressed within the action plan include an attendance management plan, a succession plan, and an internal communications plan. The content of the plan was developed using the Employee Survey results for Parks and Recreation, a facilitated session with non-union staff, and facilitated sessions with the Parks and Recreation Management Team. Each action item in the plan has a time line attached and the implementation of the plan will be monitored and evaluated at regular intervals.

Link to Corporate Priority and/or Program Mission

Working to improve the quality of the workplace environment will support:

- EMT's Priority to Create a workplace environment that encourages employees to strive for service excellence by encouraging staff to accept greater responsibility for the quality of their work; addressing the training and development needs of staff; improving labour relations; and creating mechanisms to recognize, reward, and acknowledge staff

achievements.

- EMT's Employee Survey Priority Project by working to address the Parks and Recreation staff results from the survey.
- The Corporate Guiding Principle to Promote respect, learning, cooperation and sharing of knowledge and resources throughout HRM by helping to create an environment within Parks and Recreation that promotes these values.
- The Parks and Recreation value to respect open dialogue, teamwork and cooperation, and recognize the collective efforts of staff.

Goal 2002/2005

Staff morale is improved because mutual respect is fostered in the business unit.

Objectives for 2002/2003

- Finalize and implement the Employee Survey Action Plan based on the seventeen goals recommended by Parks and Recreation staff.
- Finalize and implement a Parks and Recreation Internal Communications Action Plan.

Analysis of Proposed Changes

Service Levels: In the longer term (beyond 2002-2003), improvements in levels of service, staff morale, and productivity will result from implementation of the Employee Survey Action Plan (including the attendance management plan, succession planning, internal communications plan, etc.).

Financial/Budget: The Parks and Recreation operating budget, particularly the training budget, will be impacted as staff identify training as one of the primary issues in the Action Plan and recommend a focus on training in several areas (including communications, labour relations, SAP/HR, performance management, and occupational health and safety).

Expenses for an employee rewards and recognition program and required training will be achieved by re-aligning services.

Expenses for the implementation of SAP/HR will be achieved by re-aligning services.

Processes: There is some possibility of minor changes to internal processes as a system to improve internal communication, encourage staff input and increase networking among staff is formalized. In addition, with the onset of SAP/HR, there will be significant process improvements.

Internal Service Providers:
Human Resources may be approached for assistance in developing and delivering staff training, instituting an employee rewards and recognition program, implementing an attendance management plan, and developing a succession plan for the business unit.
Shared Services (Communications Services section) will be approached for assistance in implementing some aspects of the Parks and Recreation communications plan.

FTE: No impact on FTE level is expected in 2002-03.

Issue #5

Access to Appropriate Recreation Space

Parks and Recreation must maintain and, where necessary, improve the level of access to parks, facilities, and programs for its customer base. Increased rental fees at schools and School Board facilities have created uncertainty regarding access to these facilities for community groups and the Community Recreation Services section of the business unit. As well, fees have become increasingly prohibitive in most of the P3 schools throughout HRM, especially those operated by Scotia Learning. These trends toward increased fees for facility usage creates difficulties in recreation program planning and intensifies public pressure for Parks and Recreation to subsidize users. In addition, a rising emphasis on revenue generation within the business unit to compensate for losses incurred by these increasing fees has resulted in difficulties ensuring that adequate recreational opportunities are available for those most in need. The fee issue and other factors, such as the constant demand to ensure that parks meet accessibility standards for persons with disabilities, have placed significant pressure on the principle of providing universal access to recreation and park services for residents of HRM.

Link to Corporate Priority and/or Program Mission

Maintaining and improving access to appropriate recreation space will support:

- Council's Priority of Planned Growth by ensuring that available recreation space is reflective of growth in HRM.
- The EMT Priority to Work with other levels of government to better meet the needs of HRM citizens by working with the Department of Education and the School Board to finalize a reciprocal agreement on access to recreation space in schools.
- The EMT Priority to Implement Council policies and priorities by developing policy regarding refurbishment of parks to address access and public safety concerns.
- The EMT Priority to Support and encourage "customer focused" service delivery by allowing for an accurate assessment of the resources and processes required to support universal access to recreational facilities and opportunities.

- Parks and Recreation's value which states We believe in universal access to recreation and park services with measures in place to address barriers by working to ensure that appropriate facilities are available for all Parks and Recreation customers.

Goals 2002/2005

- Parks and recreational programs, facilities and parks are appropriate and accessible to the Parks and Recreation customer base.
- Access to appropriate recreation space and facilities is provided in the most cost effective way for the business unit and its customers.

Objectives for 2002/2003

- Develop a policy to ensure that resource allocation within the business unit is consistent with the program and facility accessibility needs of customers throughout HRM.
- Work with the Halifax Regional School Board to finalize the reciprocal agreement on access to recreation space in schools.
- Continue efforts to influence the prohibitive fee schedules being implemented at P3 school facilities throughout HRM.
- Examine facility usage, facility agreements and rental fees internally and in other jurisdictions to ensure facility management and access to recreation space is as effective and efficient as possible.

Analysis of Proposed Changes

Service Levels: Minimal impact on service levels expected in 2002/03. Longer term impacts may occur as a result of reviewing the current resource allocation model and making adjustments to address access issues, i.e. compensate for increased rental costs at school facilities.
Financial/Budget: Longer term capital budget implications caused by the requirement to ensure that parks and facilities meet accessibility standards.
A budget impact will occur as a result of assessing current resource allocation models, possibly increasing subsidization levels for recreation users to compensate for increasing rental fees at school facilities, and realigning services to respond to changes in revenue levels caused by increased rental fees. This budget impact could be as much as $100,000.
Processes: Minimal impact on processes expected in 2002/03.
Internal Service Providers: Real Property Services will be consulted regarding access issues at indoor facilities.
FTE: No impact expected in 2002/03.

Issue #6

Environmental Sustainability

In 2002-03, Parks and Recreation will continue to foster and enhance its leadership role in the area of environmental management. The sustainability, preservation and protection of parks, forests, natural areas and related resources is a fundamental cornerstone of the Parks and Recreation mission and guiding principles. In an attempt to be proactive in managing environmental issues, Parks and Recreation established a Strategic and Sustainable Resource Management Unit last year. The aim of this unit is to help focus and assist with the strategic management and coordination of both external and internal resources to address the environmental sustainability of our parks, forests, natural areas and related resources. In addition, this unit is taking the lead for Parks and Recreation on the corporate by-law harmonization initiative by helping to ensure that the remaining parks, natural resource and recreation related by-laws from the predecessor municipalities are reviewed, updated, and harmonized.

Link to Corporate Priority and/or Program Mission

Continuing to promote the issue of environmental sustainability will support:

- The Vision 20/20 belief in Protecting our natural environment by recognizing and promoting the importance of protection and conservation.
- Council's Priorities of Community Development, Maintaining Infrastructure (natural assets), and Public Health and Safety by developing the role environmental stewardship plays in these issues.
- EMT's Regional Planning Priority Project by helping to ensure that the planning framework is developed with environmental sustainability as a key theme.
- Parks and Recreation Strategic Outcomes of Sustainable programs, facilities, parks and forests and Environmental stewardship (preservation and conservation) of HRM parks, forests, and open spaces and Value that states We are committed to environmental stewardship.
- The corporate By-Law Rationalization initiative.

Goals 2002/2005

- Resources related to environmental sustainability are coordinated and partnership opportunities are increased.
- Protocols and procedures for sustainable practices are developed, resulting in healthier and sustainable parks, forests and natural areas.
- The community is aware of issues and effective sustainable practices they can employ as part of a sustainable community approach.

- The business unit operates using updated, responsive and effective parks, natural resource and recreation related by-laws.

Objectives for 2002/2003

- Determine available internal and external resources on issues such as sustainable practices, natural resource protection, preservation policies, and education.
- Continue to initiate, implement and evaluate specific research projects (i.e. MSW compost top-dressing trials).
- Establish protocols for addressing threats to parks and forests.
- Develop additional partnership and stewardship opportunities with community, business, and schools through pubic workshops and education sessions.
- Rationalize all existing parks and recreation related by-laws and begin the process of harmonizing any outstanding predecessor municipal by-laws not yet reviewed and updated.

Analysis of Proposed Changes

Service Levels: Potential for increased coordination of internal and external resources may create a more organized and coordinated approach corporately towards the strategic and sustainable management of environmental and natural resource issues.

A focus on this issue will help to make recreation facilities more resilient, help reduce lost usage because of poor conditions, and reduce overall life cycle costs and environmental impacts.

The by-law rationalization initiative will establish more up to date, effective and responsive parks and recreation related legislation.

Financial/Budget: $50,000 in capital funding will be required to provide seed money towards research partnerships and opportunities (i.e. to carry out MSW compost top-dressing research trial).

Approximately 10-14 hours of staff time per month will be contributed to the corporate By-law Rationalization Initiative.

Processes: Parks and Recreation will provide advice and guidance to help ensure that the Regional Planning framework is developed with environmental sustainability as a key theme.
Parks and Recreation will assume enhanced involvement with the Corporate Environmental Initiatives Committee on environmental sustainability.
Direct involvement with Corporate By-law Rationalization Project.

Internal Service Providers:
Solid Waste Resources is a key partner in MSW compost research trials on athletic fields.
Shared Services is a partner on information sharing with the public, industry, schools, etc.
Library Services is a partner in the public education process.
The Harbour Solutions Group, Environmental Engineering Group, etc. will engage with Parks and Recreation on information sharing regarding environmental sustainability.
Working with ten other Business Units (led by Community Projects) on the By-law Rationalization Initiative.

FTE: No changes expected in 2002/03.

Parks & Recreational Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$3,183,098	$3,776,235	$4,079,403	$3,882,814	$4,378,429	$299,026	7.3%
Wages	7,518,488	5,558,444	6,328,398	6,482,139	6,418,060	89,662	1.4%
Overtime - Salaries and Wages	296,174	537,836	144,473	103,973	147,269	2,796	1.9%
Benefits and Other (Salaries)	457,301	620,472	643,819	697,351	683,725	39,906	6.2%
Benefits and Other (Wages)	961,804	868,699	1,088,289	918,756	1,072,968	(15,321)	-1.4%
Retirement Allowance & Severance	26,764	24,394	68,582	36,658	86,852	18,270	26.6%
Clothing Allowance, Stipends, Othe	9,782	(14,687)	37,100	(796)	9,068	(28,032)	-75.6%
Office Expenses, less Computers	390,777	385,851	570,131	493,459	581,782	11,651	2.0%
Computers Expenses	1,467	2,079	5,600	5,704	4,600	(1,000)	-17.9%
Consulting Fees	443	0	0	532	0	0	-
Other Professional Fees	58,428	48,373	55,600	49,471	56,100	500	0.9%
Contract Fees	1,705,934	1,577,473	1,253,280	1,477,370	1,232,980	(20,300)	-1.6%
Equipment and Supplies	340,367	396,870	244,204	453,936	281,045	36,841	15.1%
Materials	344,302	328,508	782,299	430,902	784,580	2,281	0.3%
Building Repair, Maintenance	461,824	209,130	200,372	252,130	218,372	18,000	9.0%
Heating Fuel	240,212	87,695	60,700	67,875	46,700	(14,000)	-23.1%
Electricity	575,396	154,320	115,181	149,219	117,121	1,940	1.7%
Equipment Repair, Maintenance	262,804	274,330	666,305	337,446	549,531	(116,774)	-17.5%
Vehicle Expenses	4,640	4,908	13,700	8,321	9,465	(4,235)	-30.9%
Diesel Fuel	352	0	9,501	19	7,200	(2,301)	-24.2%
Gasoline Fuel	976	329	26,299	5,341	23,300	(2,999)	-11.4%
Membership Dues	5,007	1,813	4,000	6,254	3,400	(600)	-15.0%
Conferences and Travel	154,883	121,550	213,040	143,464	200,764	(12,276)	-5.8%
Training and Education	13,798	27,579	51,800	32,055	41,400	(10,400)	-20.1%
Site Preparation	415	1,357	0	1,068	0	0	-
Advertising and Promotion	27,771	54,366	55,500	126,586	60,050	4,550	8.2%
Books, Publications and Data	26,579	40,339	51,586	81,586	82,456	30,870	59.8%
Other Goods and Services	420,100	390,987	487,046	874,867	524,901	37,855	7.8%
Transfers Outside Agencies	195,012	449,246	345,850	330,000	338,280	(7,570)	-2.2%
Insurance Costs	0	3,113	3,200	2,875	3,200	0	0.0%
Grants and Tax Concessions	10,250	27,828	23,700	11,408	23,700	0	0.0%
Transfer to/from Reserves	3,016	(48,033)	1,395	0	109,481	108,086	7748.1%
Principal and Interest Charges	75,125	29,591	144,749	0	144,749	0	0.0%
Other Loan and Interest Charges	35,193	109,974	35,600	166,017	35,600	0	0.0%
Other Fiscal Charges	(51,086)	(279,873)	(921)	35,050	2,000	2,921	-317.2%
Interdepartmental - Fleet	820,155	1,341,206	731,691	1,197,596	809,800	78,109	10.7%
Interdepartmental - Buildings	0	2,671,150	2,723,803	2,723,803	2,723,638	(165)	-0.0%
Interdepartmental - Other	0	118,538	(1)	30,968	5,000	5,001	-500100.0%
Total	**$18,577,551**	**$19,901,988**	**$21,265,274**	**$21,616,217**	**$21,817,566**	**$552,292**	**2.6%**
Revenues							
Other Taxes	0	489	0	2,216	0	0	-
Area Tax Rates and Transfers	(400,173)	(426,367)	(462,025)	(469,743)	(642,762)	(180,737)	39.1%
Parking and Facility Rentals	(783,292)	(751,748)	(944,500)	(621,957)	(1,013,100)	(68,600)	7.3%
Recreation and Leisure Revenues	(2,286,328)	(2,234,042)	(44,000)	(2,371,431)	(519,200)	(475,200)	1080.0%
Other Sales Revenue	(285,883)	(336,984)	(296,000)	(359,910)	(302,000)	(6,000)	2.0%
Other Revenues	(1,190,312)	(1,499,182)	(3,173,374)	(1,445,116)	(2,712,257)	461,117	-14.5%
Total	**($4,945,815)**	**($5,247,792)**	**($4,919,899)**	**($5,265,941)**	**($5,189,319)**	**($269,420)**	**5.5%**
Net Cost	**$13,631,736**	**$14,654,196**	**$16,345,375**	**$16,350,276**	**$16,628,247**	**$282,872**	**1.7%**

Parks & Recreational Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
D101 Recreation Program Admin.	$384,971	$515,458	$1,183,205	$936,662	$1,100,792	($82,413)	-7.0%
D102 Customer Database	0	0	0	0	64,930	64,930	-
D155 Mainland South Program	341,081	368,307	367,300	380,836	381,996	14,696	4.0%
D160 St. Mary's Boat Club	151,914	137,827	150,565	125,630	145,636	(4,929)	-3.3%
D165 Chocolate Lake Comm. Ctr.	90,694	104,800	104,800	104,800	104,800	0	0.0%
D180 Herring Cove Area Program	11,824	36,581	85,500	115,557	102,229	16,729	19.6%
D210 Mainland Nth. - Lakeside/Ti	494,988	497,242	518,434	508,713	524,831	6,397	1.2%
D230 Northcliffe Pool	210,639	246,494	246,425	246,425	246,425	0	0.0%
D270 Lakeside Recreational Ctr.	69,063	83,428	80,510	87,587	80,510	0	0.0%
D310 Bdfrd., Sack., Fall Rvr. Prog.	845,341	880,075	890,980	1,047,590	904,197	13,217	1.5%
D320 Bed. Lions Pool	61,648	51,326	57,775	56,509	58,375	600	1.0%
D330 Middle Musqdoboit Program	32,313	35,820	53,500	33,445	53,100	(400)	-0.7%
D340 Fall River Recreational Ctr.	22,482	35,633	29,310	34,002	29,310	0	0.0%
D975 Bedford Leisure Club	7,374	11,800	11,800	17,231	11,800	0	0.0%
D410 Musqdoboit Hbr. Programmi	341,174	279,122	317,450	259,815	300,387	(17,063)	-5.4%
D420 Musqdoboit Hbr. Fitness Ctr.	103,143	62,996	66,900	76,014	62,900	(4,000)	-6.0%
D430 Sheet Harbour Program	125,439	93,671	94,000	99,709	92,100	(1,900)	-2.0%
D630 Cole Hbr ,Preston, Lake Echo	349,961	391,056	435,706	474,516	442,875	7,169	1.6%
D510 Peninsula Nrth & Sth. Progra	604,160	634,134	526,212	556,131	553,569	27,357	5.2%
D520 George Dixon Centre Mainte	69,534	81,336	81,937	81,337	81,937	0	0.0%
D560 Needham Ctr. Maintenance	138,302	154,214	154,300	154,300	154,300	0	0.0%
D580 St Andrews Ctr.	214,546	313,182	307,500	309,116	319,485	11,985	3.9%
D460 Central Region Comm. Event	150	150	3,800	0	3,800	0	0.0%
D755 Outdoor Rec & Env Service	121,800	155,942	161,000	187,045	162,329	1,329	0.8%
D760 HRM Outdoor Rec & Env. Se	60,399	55,131	64,400	54,736	65,547	1,147	1.8%
D810 Dartmouth & Talllahassee Pr	642,068	769,516	709,170	847,955	716,778	7,608	1.1%
D820 Findley Centre Maintenance	78,004	106,433	92,900	97,475	92,900	0	0.0%
D830 NS Hospital Aquatics	0	0	7,950	2,516	7,950	0	0.0%
D960 Devonshire Arena	198,393	142,599	150,300	157,765	150,300	0	0.0%
D970 Le Brun Centre	358,052	331,987	342,486	381,521	342,486	0	0.0%
D980 Gray Arena	254,766	210,002	223,600	225,586	223,600	0	0.0%
D985 Bowles Arena	265,270	241,454	281,800	306,850	281,800	0	0.0%
D170 Captain William Spry Ctr.	554,466	575,553	512,290	527,899	512,103	(187)	-0.0%
D171 CWSC Board of Directors	0	0	61,700	49,294	61,966	266	0.4%
D176 CWSC Fitness Centre	0	0	0	40,273	0	0	-
D175 CWSC Pool	378,350	388,038	376,405	348,719	328,006	(48,399)	-12.9%
D220 Northcliffe Aquatics	233,482	288,508	205,260	285,648	292,761	87,501	42.6%
D540 Kearney etc Beaches	166,227	238,239	255,315	239,199	223,000	(32,315)	-12.7%
D570 Needham Aquatics	89,296	87,580	53,852	67,464	56,014	2,162	4.0%
D710 Community Developers	198,724	357,545	580,400	532,035	596,528	16,128	2.8%
D999 Clearing Account	(1,145)	(2,510)	0	56,778	0	0	-
D935 Administration	0	0	95,320	96,301	95,320	0	0.0%
D940 Programs	0	100	200	35	200	0	0.0%
D945 Projects	0	0	125,500	116,691	125,500	0	0.0%
D955 Administration - Parkland Pla	510,711	779,938	720,233	814,570	793,370	73,137	10.2%
D990 Booking & Rentals	141,325	261,981	443,297	402,196	488,694	45,397	10.2%
D995 Shubie Campground	21,683	38,094	9,500	26,364	19,900	10,400	109.5%
R860 Parks West 1	485,875	449,910	799,905	675,022	827,326	27,421	3.4%
R862 Parks West 2	0	0	831,647	671,039	838,870	7,223	0.9%
R863 Parks West 3	0	0	605,464	607,229	681,760	76,296	12.6%
R864 Parks West 4	0	0	789,595	669,742	712,557	(77,038)	-9.8%
R850 Public Gardens	409,255	422,207	9,476	99,172	501,320	491,844	5190.6%
R851 Parks Tech Service Horticultu	0	0	883,932	1,142,240	533,144	(350,788)	-39.7%
R865 Greenhouse/Nursury	309,006	310,590	20,120	156,097	375,980	355,860	1768.7%
R845 Parks Tech. Urban Forestry	444,125	525,336	615,020	722,295	666,876	51,856	8.4%
R855 Parks Tech. Cemeteries	524,336	445,174	667,544	572,842	724,033	56,489	8.5%
D997 Clearing Acct	0	147,150	0	290,332	0	0	-
R831 Administration - Parks	901,655	1,375,302	417,355	764,001	485,539	68,184	16.3%

Parks & Recreational Services

Summary by Gross Expenditures

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R835	Sportsfield	1,412,346	1,159,509	184,613	234	0	(184,613)	-100.0%
R836	Playgrounds	702,692	671,610	79,490	225	0	(79,490)	-100.0%
R840	Parks	3,453,233	3,139,534	315,252	1,120	0	(315,252)	-100.0%
R870	Main Depot	222,684	211,906	150,700	167,654	150,700	0	0.0%
R872	Parks East 2	0	0	933,690	1,200,232	1,212,565	278,875	29.9%
R874	Parks East 4	0	0	1,027,243	581,393	723,279	(303,964)	-29.6%
R875	Parks East 5	0	0	838,266	760,339	892,069	53,803	6.4%
D530	Centennial Pool CC Maintena	134,960	0	0	0	0	0	-
C910	Transfers To Other Groups	124,172	449,347	330,000	330,000	330,000	0	0.0%
C210	LWF Recreation	3,502	87,385	80,900	89,379	84,350	3,450	4.3%
C220	Riverlake Community Ctr.	1,332	3,895	5,700	1,284	4,800	(900)	-15.8%
C230	Waverly Community Ctr.	25,250	26,881	24,000	24,819	23,600	(400)	-1.7%
C250	BLT Recreation Advisory Co	7,500	7,630	7,700	7,700	7,700	0	0.0%
C260	Lockview Ratepayers	5,788	7,476	7,300	7,300	7,300	0	0.0%
C270	Lucasville Community Ctr.	6,675	6,451	5,000	6,338	4,600	(400)	-8.0%
C280	Cole Harbour Pool	1,602	0	10,000	0	10,000	0	0.0%
C290	Upper Sackville Comm. Ctr.	98,217	106,995	0	166,141	0	0	-
C110	East Preston Recreation Ctr.	13,850	16,182	14,000	14,570	14,500	500	3.6%
C115	Mineville Community Ctr.	0	0	0	0	8,280	8,280	-
C120	Haliburton Hills	6,037	5,831	22,932	19,955	22,932	0	0.0%
C125	Beaver Bank Recreation Ctr.	0	0	0	0	102,000	102,000	-
C130	Highland Park	0	9,862	4,000	3,396	4,000	0	0.0%
C135	Kingswood Ratepayers	0	0	0	0	52,400	52,400	-
C140	Prospect	80,098	75,012	77,500	125,778	80,200	2,700	3.5%
C150	Upper Hammonds Plains	11,909	13,665	10,197	17,923	11,300	1,103	10.8%
C155	Harrietsfield Recreation Ctr.	30,787	32,091	34,900	37,943	34,900	0	0.0%
C160	Musquodoboit Harbour	1,900	7,252	4,500	4,623	4,600	100	2.2%
C165	Dutch Settlement	5,128	5,877	8,000	(2,033)	8,000	0	0.0%
C170	Hammonds Plains	7,530	35,285	22,500	2,074	25,300	2,800	12.4%
C175	Hubbards Recreation Ctr.	10,084	4,616	19,200	17,921	20,600	1,400	7.3%
C180	Grand Lake Comm. Ctr.	440	81	8,200	(7,223)	8,200	0	0.0%
C185	District 3 Capital Fund	75,125	99,149	142,796	96,281	148,800	6,004	4.2%
C190	Maplewood Subdivision	26,596	2,014	15,850	0	15,850	0	0.0%
C195	BLT Education	22,705	0	0	0	0	0	-
C197	LWF Rate Payer	68,544	0	0	0	0	0	-
	Total	**$18,577,551**	**$19,901,988**	**$21,265,274**	**$21,616,217**	**$21,817,566**	**$552,292**	**2.6%**

Parks & Recreational Services

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
D101 Recreation Program Admin.	($4,406)	($38,276)	$0	($3,557)	$0	$0	-
D155 Mainland South Program	(156,422)	(183,318)	(170,000)	(199,949)	(177,000)	(7,000)	4.1%
D160 St. Mary's Boat Club	(104,423)	(68,497)	(79,000)	(83,350)	(79,000)	0	-0.0%
D180 Herring Cove Area Program	(8,466)	(21,368)	(44,500)	(90,391)	(34,500)	10,000	-22.5%
D210 Mainland Nth. - Lakeside/Ti	(190,845)	(199,631)	(195,000)	(179,986)	(195,000)	0	-0.0%
D270 Lakeside Recreational Ctr.	(17,124)	(35,705)	(35,000)	(26,107)	(35,000)	0	-0.0%
D310 Bdfrd., Sack., Fall Rvr. Prog.	(502,498)	(354,144)	(400,600)	(398,761)	(400,600)	0	-0.0%
D320 Bed. Lions Pool	(29,780)	(50,222)	(39,000)	(52,009)	(47,500)	(8,500)	21.8%
D330 Middle Musqdoboit Program	(18,179)	(11,488)	(12,000)	(12,548)	(12,000)	0	-0.0%
D410 Musqdoboit Hbr. Programmi	(171,226)	(86,027)	(113,000)	(73,596)	(94,700)	18,300	-16.2%
D420 Musqdoboit Hbr. Fitness Ctr.	(22,997)	(17,899)	(24,000)	(22,279)	(20,000)	4,000	-16.7%
D430 Sheet Harbour Program	(5,943)	(14,840)	(16,900)	(32,419)	(15,000)	1,900	-11.2%
D630 Cole Hbr ,Preston, Lake Echo	(173,781)	(193,643)	(131,000)	(213,158)	(137,000)	(6,000)	4.6%
D510 Peninsula Nrth & Sth. Progra	(248,062)	(231,729)	(202,478)	(202,425)	(202,882)	(404)	0.2%
D560 Needham Ctr. Maintenance	(557)	(339)	0	(858)	0	0	-
D580 St Andrews Ctr.	(75,109)	(131,325)	(125,608)	(116,667)	(130,000)	(4,392)	3.5%
D460 Central Region Comm. Event	0	0	3,500	0	3,500	0	0.0%
D755 Outdoor Rec & Env Service	(66,705)	(92,975)	(83,000)	(85,503)	(83,000)	0	-0.0%
D760 HRM Outdoor Rec & Env. Se	0	(4,000)	(25,000)	(16,950)	(25,000)	0	-0.0%
D810 Dartmouth & Talllahassee Pr	(227,248)	(274,243)	(220,000)	(323,824)	(220,000)	0	-0.0%
D830 NS Hospital Aquatics	0	0	(7,665)	0	(7,665)	0	-0.0%
D960 Devonshire Arena	(150,520)	(155,038)	(170,000)	(159,989)	(177,800)	(7,800)	4.6%
D970 Le Brun Centre	(312,027)	(294,529)	(343,000)	(305,068)	(354,200)	(11,200)	3.3%
D980 Gray Arena	(214,093)	(233,560)	(240,000)	(240,991)	(248,700)	(8,700)	3.6%
D985 Bowles Arena	(243,019)	(241,901)	(269,500)	(248,068)	(278,900)	(9,400)	3.5%
D170 Captain William Spry Ctr.	(334,352)	(334,374)	(266,600)	(235,001)	(256,000)	10,600	-4.0%
D171 CWSC Board of Directors	0	0	0	255	0	0	-
D175 CWSC Pool	(274,558)	(253,537)	(285,000)	(274,057)	(270,000)	15,000	-5.3%
D220 Northcliffe Aquatics	(311,722)	(354,999)	(288,000)	(365,884)	(340,000)	(52,000)	18.1%
D540 Kearney etc Beaches	(18,099)	(35,172)	(21,300)	(56,504)	(42,500)	(21,200)	99.5%
D570 Needham Aquatics	(54,759)	(26,056)	(40,000)	(45,803)	(40,000)	0	-0.0%
D710 Community Developers	(6,928)	(4,576)	(20,000)	(11,599)	(20,000)	0	-0.0%
D999 Clearing Account	0	10,891	0	0	0	0	-
D955 Administration - Parkland Pla	(2,799)	(4,029)	0	(7,045)	0	0	-
D990 Booking & Rentals	(35,411)	(159,499)	(265,123)	(253,571)	(270,600)	(5,477)	2.1%
D995 Shubie Campground	(11,595)	(19,287)	(9,100)	(1,833)	(9,100)	0	-0.0%
R860 Parks West 1	0	(64,571)	(1,695)	(650)	(1,730)	(35)	2.1%
R862 Parks West 2	0	0	(4,068)	(31)	(4,151)	(83)	2.0%
R863 Parks West 3	0	0	(1,695)	(33)	(1,730)	(35)	2.1%
R864 Parks West 4	0	0	(3,797)	(31)	(3,875)	(78)	2.1%
R850 Public Gardens	0	0	0	(9,519)	0	0	-
R851 Parks Tech Service Horticultu	0	0	0	422	0	0	-
R865 Greenhouse/Nursury	0	(285)	0	(136)	0	0	-
R845 Parks Tech. Urban Forestry	0	(2)	0	(638)	0	0	-
R855 Parks Tech. Cemeteries	(235,655)	(273,727)	(290,000)	(215,931)	(296,000)	(6,000)	2.1%

Parks & Recreational Services

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R831 Administration - Parks	624	(28,174)	0	0	0	0	-
R835 Sportsfield	(230,729)	(217,686)	0	(120)	0	0	-
R836 Playgrounds	183	(5,273)	0	2,216	0	0	-
R840 Parks	(14,325)	(8,668)	0	173	0	0	-
R872 Parks East 2	0	0	(2,508)	8	(2,559)	(51)	2.0%
R874 Parks East 4	0	0	(3,797)	(31)	(3,875)	(78)	2.1%
R875 Parks East 5	0	0	(2,440)	(4,038)	(2,490)	(50)	2.0%
D530 Centennial Pool CC Maintena	29,040	208	0	0	0	0	-
C210 LWF Recreation	0	(76,385)	(77,450)	(82,822)	(80,900)	(3,450)	4.5%
C280 Cole Harbour Pool	(2,091)	0	(10,000)	0	(10,000)	0	-0.0%
C290 Upper Sackville Comm. Ctr.	(98,217)	(106,996)	0	(166,141)	0	0	-
C110 East Preston Recreation Ctr.	(13,701)	(13,905)	(14,000)	(14,100)	(14,500)	(500)	3.6%
C115 Mineville Community Ctr.	0	0	0	0	(8,280)	(8,280)	-
C120 Haliburton Hills	(10,549)	(12,323)	(22,932)	(22,949)	(22,932)	0	-0.0%
C125 Beaver Bank Recreation Ctr.	0	0	0	0	(102,000)	(102,000)	-
C130 Highland Park	(3,646)	(3,998)	(4,000)	(4,239)	(4,000)	0	-0.0%
C135 Kingswood Ratepayers	0	0	0	0	(52,400)	(52,400)	-
C140 Prospect	(63,707)	(75,833)	(77,500)	(127,656)	(80,200)	(2,700)	3.5%
C150 Upper Hammonds Plains	(9,618)	(9,312)	(10,197)	(16,473)	(11,300)	(1,103)	10.8%
C155 Harrietsfield Recreation Ctr.	(33,483)	(34,631)	(34,900)	(41,437)	(34,900)	0	-0.0%
C160 Musquodoboit Harbour	(4,429)	(4,597)	(4,500)	(4,924)	(4,600)	(100)	2.2%
C165 Dutch Settlement	(9,660)	(7,931)	(8,000)	(7,841)	(8,000)	0	-0.0%
C170 Hammonds Plains	(17,683)	(21,118)	(22,500)	(24,912)	(25,300)	(2,800)	12.4%
C175 Hubbards Recreation Ctr.	(14,690)	(15,789)	(19,200)	(19,241)	(20,600)	(1,400)	7.3%
C180 Grand Lake Comm. Ctr.	(7,868)	(8,004)	(8,200)	(8,044)	(8,200)	0	-0.0%
C185 District 3 Capital Fund	(127,661)	(128,256)	(142,796)	(141,703)	(148,800)	(6,004)	4.2%
C190 Maplewood Subdivision	(14,250)	(15,121)	(15,850)	(15,586)	(15,850)	0	-0.0%
C195 BLT Education	(19,490)	0	0	0	0	0	-
C197 LWF Rate Payer	(50,557)	0	0	0	0	0	-
Total	**($4,945,815)**	**($5,247,792)**	**($4,919,899)**	**($5,265,941)**	**($5,189,319)**	**($269,420)**	5.5%

Parks & Recreational Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
D101 Recreation Program Admin.	$380,564	$477,182	$1,183,205	$933,106	$1,100,792	($82,413)	-7.0%
D102 Customer Database	0	0	0	0	64,930	64,930	-
D155 Mainland South Program	184,659	184,990	197,300	180,888	204,996	7,696	3.9%
D160 St. Mary's Boat Club	47,490	69,330	71,565	42,280	66,636	(4,929)	-6.9%
D165 Chocolate Lake Comm. Ctr.	90,694	104,800	104,800	104,800	104,800	0	0.0%
D180 Herring Cove Area Program	3,358	15,213	41,000	25,166	67,729	26,729	65.2%
D210 Mainland Nth. - Lakeside/Ti	304,143	297,611	323,434	328,727	329,831	6,397	2.0%
D230 Northcliffe Pool	210,639	246,494	246,425	246,425	246,425	0	0.0%
D270 Lakeside Recreational Ctr.	51,939	47,723	45,510	61,480	45,510	0	0.0%
D310 Bdfrd., Sack., Fall Rvr. Prog.	342,844	525,931	490,380	648,829	503,597	13,217	2.7%
D320 Bed. Lions Pool	31,868	1,104	18,775	4,501	10,875	(7,900)	-42.1%
D330 Middle Musqdoboit Program	14,134	24,332	41,500	20,897	41,100	(400)	-1.0%
D340 Fall River Recreational Ctr.	22,482	35,633	29,310	34,002	29,310	0	0.0%
D975 Bedford Leisure Club	7,374	11,800	11,800	17,231	11,800	0	0.0%
D410 Musqdoboit Hbr. Programmi	169,948	193,095	204,450	186,219	205,687	1,237	0.6%
D420 Musqdoboit Hbr. Fitness Ctr.	80,146	45,097	42,900	53,735	42,900	0	0.0%
D430 Sheet Harbour Program	119,496	78,831	77,100	67,290	77,100	0	0.0%
D630 Cole Hbr ,Preston, Lake Echo	176,180	197,413	304,706	261,358	305,875	1,169	0.4%
D510 Peninsula Nrth & Sth. Progra	356,099	402,405	323,734	353,706	350,687	26,953	8.3%
D520 George Dixon Centre Mainte	69,534	81,336	81,937	81,337	81,937	0	0.0%
D560 Needham Ctr. Maintenance	137,746	153,875	154,300	153,442	154,300	0	0.0%
D580 St Andrews Ctr.	139,437	181,857	181,892	192,449	189,485	7,593	4.2%
D460 Central Region Comm. Event	150	150	7,300	0	7,300	0	0.0%
D755 Outdoor Rec & Env Service	55,095	62,968	78,000	101,542	79,329	1,329	1.7%
D760 HRM Outdoor Rec & Env. Se	60,399	51,131	39,400	37,786	40,547	1,147	2.9%
D810 Dartmouth & Talllahassee Pr	414,820	495,273	489,170	524,131	496,778	7,608	1.6%
D820 Findley Centre Maintenance	78,004	106,433	92,900	97,475	92,900	0	0.0%
D830 NS Hospital Aquatics	0	0	285	2,516	285	0	0.0%
D960 Devonshire Arena	47,873	(12,440)	(19,700)	(2,224)	(27,500)	(7,800)	39.6%
D970 Le Brun Centre	46,025	37,458	(514)	76,453	(11,714)	(11,200)	2179.0%
D980 Gray Arena	40,673	(23,558)	(16,400)	(15,405)	(25,100)	(8,700)	53.0%
D985 Bowles Arena	22,251	(448)	12,300	58,781	2,900	(9,400)	-76.4%
D170 Captain William Spry Ctr.	220,113	241,179	245,690	292,899	256,103	10,413	4.2%
D171 CWSC Board of Directors	0	0	61,700	49,549	61,966	266	0.4%
D176 CWSC Fitness Centre	0	0	0	40,273	0	0	-
D175 CWSC Pool	103,793	134,501	91,405	74,663	58,006	(33,399)	-36.5%
D220 Northcliffe Aquatics	(78,240)	(66,491)	(82,740)	(80,237)	(47,239)	35,501	-42.9%
D540 Kearney etc Beaches	148,128	203,067	234,015	182,695	180,500	(53,515)	-22.9%
D570 Needham Aquatics	34,537	61,524	13,852	21,660	16,014	2,162	15.6%
D710 Community Developers	191,796	352,968	560,400	520,435	576,528	16,128	2.9%
D999 Clearing Account	(1,145)	8,381	0	56,778	0	0	-
D935 Administration	0	0	95,320	96,301	95,320	0	0.0%
D940 Programs	0	100	200	35	200	0	0.0%
D945 Projects	0	0	125,500	116,691	125,500	0	0.0%
D955 Administration - Parkland Pla	507,912	775,909	720,233	807,525	793,370	73,137	10.2%
D990 Booking & Rentals	105,914	102,481	178,174	148,625	218,094	39,920	22.4%
D995 Shubie Campground	10,088	18,807	400	24,531	10,800	10,400	2600.0%
R860 Parks West 1	485,875	385,339	798,210	674,372	825,596	27,386	3.4%
R862 Parks West 2	0	0	827,579	671,007	834,719	7,140	0.9%
R863 Parks West 3	0	0	603,769	607,196	680,030	76,261	12.6%
R864 Parks West 4	0	0	785,798	669,711	708,682	(77,116)	-9.8%
R850 Public Gardens	409,255	422,207	9,476	89,654	501,320	491,844	5190.6%
R851 Parks Tech Service Horticultu	0	0	883,932	1,142,661	533,144	(350,788)	-39.7%
R865 Greenhouse/Nursury	309,006	310,305	20,120	155,962	375,980	355,860	1768.7%
R845 Parks Tech. Urban Forestry	444,125	525,334	615,020	721,657	666,876	51,856	8.4%
R855 Parks Tech. Cemeteries	288,680	171,447	377,544	356,911	428,033	50,489	13.4%
D997 Clearing Acct	0	147,150	0	290,332	0	0	-

Parks & Recreational Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R831 Administration - Parks	902,279	1,347,128	417,355	764,001	485,539	68,184	16.3%
R835 Sportsfield	1,181,617	941,823	184,613	114	0	(184,613)	-100.0%
R836 Playgrounds	702,875	666,338	79,490	2,441	0	(79,490)	-100.0%
R840 Parks	3,438,907	3,130,866	315,252	1,293	0	(315,252)	-100.0%
R870 Main Depot	222,684	211,906	150,700	167,654	150,700	0	0.0%
R872 Parks East 2	0	0	931,182	1,200,240	1,210,006	278,824	29.9%
R874 Parks East 4	0	0	1,023,446	581,362	719,404	(304,042)	-29.7%
R875 Parks East 5	0	0	835,826	756,301	889,579	53,753	6.4%
D530 Centennial Pool CC Maintena	164,000	208	0	0	0	0	-
C910 Transfers To Other Groups	124,172	449,347	330,000	330,000	330,000	0	0.0%
C210 LWF Recreation	3,502	11,000	3,450	6,556	3,450	0	0.0%
C220 Riverlake Community Ctr.	1,332	3,815	5,700	1,245	4,800	(900)	-15.8%
C230 Waverly Community Ctr.	25,250	26,881	24,000	24,819	23,600	(400)	-1.7%
C250 BLT Recreation Advisory Co	7,500	7,630	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	5,788	7,476	7,300	7,300	7,300	0	0.0%
C270 Lucasville Community Ctr.	6,675	6,451	5,000	6,338	4,600	(400)	-8.0%
C110 East Preston Recreation Ctr.	148	2,277	0	471	0	0	-
C120 Haliburton Hills	(4,512)	(6,491)	0	(2,994)	0	0	-
C130 Highland Park	(3,646)	5,865	0	(843)	0	0	-
C140 Prospect	16,391	(821)	0	(1,879)	0	0	-
C150 Upper Hammonds Plains	2,292	4,353	0	1,451	0	0	-
C155 Harrietsfield Recreation Ctr.	(2,696)	(2,540)	0	(3,494)	0	0	-
C160 Musquodoboit Harbour	(2,529)	2,655	0	(301)	0	0	-
C165 Dutch Settlement	(4,532)	(2,054)	0	(9,874)	0	0	-
C170 Hammonds Plains	(10,152)	14,167	0	(22,837)	0	0	-
C175 Hubbards Recreation Ctr.	(4,606)	(11,173)	0	(1,320)	0	0	-
C180 Grand Lake Comm. Ctr.	(7,428)	(7,923)	0	(15,267)	0	0	-
C185 District 3 Capital Fund	(52,536)	(29,107)	0	(45,422)	0	0	-
C190 Maplewood Subdivision	12,346	(13,107)	0	(15,586)	0	0	-
C195 BLT Education	3,215	0	0	0	0	0	-
C197 LWF Rate Payer	17,986	0	0	0	0	0	-
Total	**$13,631,736**	**$14,654,196**	**$16,345,375**	**$16,350,276**	**$16,628,247**	**$282,872**	**1.7%**

Parks & Recreation Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Light	50,000	0	(50,000)	-100.00%
Information Technology	225,000		(225,000)	-100.00%
Parks & Playgrounds	2,400,000	5,366,000	2,966,000	123.58%
Total Gross Budget	2,675,000	5,366,000	2,691,000	100.60%
Total Funding	(205,000)	(3,457,000)	(3,252,000)	1586.34%
Total Net	2,470,000	1,909,000	(561,000)	-22.71%

Major Facilities (Metro Centre) Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Heavy	225,000	780,000	555,000	246.67%
Total Gross Budget	225,000	780,000	555,000	246.67%
Total Funding	0	0	0	n/a
Total Net	225,000	780,000	555,000	246.67%

PLANNING & DEVELOPMENT SERVICES
MISSION STATEMENT

Who?

Council(s), General Public, Development Industry

Why?

To direct land development and building construction so that it enhances the quality of life in HRM by creating liveable communities which are consistent with HRM's vision and priorities

What?

Develop and implement policies, regulations and procedures which are required for planning the region's settlement pattern, establishing/maintaining community character and constructing safe/accessible buildings and infrastructure. This is done through consultative processes with stakeholders and in a manner which is consistent with federal, provincial and municipal mandates.

For the benefit of HRM Council(s), general public and development industry, Planning and Development Services produces and administers land development and building/infrastructure construction policies/regulations which support the creation of liveable communities.

Description of Program/Service

The mission of Planning and Development Services is to provide leadership in enhancing the quality of life in Halifax Regional Municipality by working together for the betterment of communities and a safe, liveable environment. This mission will be achieved by:

- Providing quality service to communities and customers
- Anticipating and planning for change
- Developing creative and effective compliance community standards planning and building legislation
- Helping residents and communities participate effectively in planning and building processes
- Making things happen through innovative partnerships
- Providing a supportive work environment which encourages diversity, mutual respect, recognition, critical thinking and continuous learning

Alignment 2000 brought Planning Services and Development Services together under one business unit. Development approval functions related to infrastructure, which formerly resided in Public Works Transportation Services, were also incorporated into the new business unit in the third quarter of the fiscal year. This merger brings together all aspects of municipal land use planning, construction approvals, implementation and by-law enforcement.

The range of services provided by this business unit includes:

- the *development of policy* relative to where, how and when development shall occur throughout the region;
- developing appropriate methods of *implementing these policies* (e.g. writing bylaws and development agreements etc.) Issue approx.1,200 subdivision applications/year, 10,000 building & development permits/year etc.;
- *administration of policies and bylaws* by reviewing the design of all development proposals for compliance;
- *inspection and enforcement* of all development to ensure proper construction and maintenance - 20,000 inspections/year (e.g. appearance, life safety, land use etc.); and
- *acceptance of new HRM infrastructure and parkland* during subdivision of land.

In addition, the Department is responsible for the administration and enforcement of approximately 50 Municipal bylaws/licences (e.g. animal control, vending, snow & ice, taxis etc)

Planning and Development Mission: ***For the benefit of HRM Council(s), general public and development industry, Planning and Development Services produces and administers land development and building/infrastructure construction policies/regulations which support the creation of liveable communities.***

STRATEGIC OUTCOMES	INDICATORS
HRM Vision and Priorities for Planned Growth, Transportation, Infrastructure, Heritage, Citizen Participation and Public Safety are implemented	• the Project Manager of Regional Planning accepts work as being accurate, informative, and useful
Development is environmentally and financially sustainable	• % of streets accepted during the subdivision process which meet the life cycle expectations established
Buildings are safe, healthy and accessible	• % of successful insurance claims compared to total # of permits issued
CLIENT BENEFITS	**INDICATORS**
Timely, accurate and useful information which is presented concisely and in plain language to citizens, development industry and decision makers	• % of supplementary reports compared to the number of original reports, where corrections or missing information was required from the original report
Consultative processes which ensure effective stakeholder participation in the development and decision making processes for policies and regulations	• % of Council, PAC, WAB, HAC & ad hoc committee members surveyed, who report that the policy development process, recommendations & advice significantly contribute to decision making
Timely, accurate, consistent and fair implementation of policies and regulations	• time elapsed between when the application was received and the response to the client for low density residential applications

FTEs

Planning and Development Services had 121(13 Bylaw Enforcement positions were transferred to Community Projects & 16 Engineering Approvals were transferred from Public Works to P&D, 1 transfer from CAO's office) approved FTEs for 2002/2002 budget The 2002/2003 proposed FTEs is 122.

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

Key Initiatives	Status
Establish a process for creating a Regional Growth Strategy	• Project Manager hired • an organizational model has been adopted • a project plan is being developed, a business plan is being carried out for this project
Adopt a Regional Subdivision Bylaw	• Bylaw drafted and first phase of consultation with stakeholders complete • undergoing 2nd phase of internal review and then roll out to stakeholders for consultation & implementation
Restoration of 4-6 month average processing time for Planning Applications	• 1st phase of consultation with stakeholders complete • draft process developed • additional staff review required • staff vacancies to be filled
Adoption of a Water Resource Management Policy	• study commenced • project completion will be delayed approximately 1 year due to the consultant adopting a new project strategy

Key Initiatives	Status
Decreased time to resolve bylaw infractions	• draft process prepared • Pilot Project underway • schedule consultation with internal stakeholders • realigning resources and posting a new position
Complete Corporate review of the drafting, adoption, implementation and enforcement of bylaws and implement procedural and organizational improvements	• lead Business Unit is now Community Projects as a result of the Bylaw Enforcement function being transferred
Implement service improvements to building permit and subdivision processes to put in place performance standards and decrease average processing time	<u>Low density residential projects</u> • carried out a project to improve time frames for low-density residential projects • changes to business processes were implemented • processing time frames were reduced from 2 to 3 weeks to maximum 5 days <u>Multi-unit residential, institutional, commercial & industrial projects</u> • process improvement project initiated in conjunction with an ACT grant • stakeholder consultation phase complete • draft process prepared • scheduling information sessions with staff and industry groups <u>Subdivision process</u> • work on the subdivision process is linked to the adoption of the harmonized Subdivision Bylaw

Key Initiatives	Status
Completion of three community Master Plans (i.e. Hemlock North, Govenor's Lake, Morris-Russell Lake)	• Morris-Russell Lake - master plan has been completed. Next phase to undertake a capital cost contributions analysis and set a charge area • Hemlock North - completed Municipal Planning Strategy & Land Use Bylaw, however land ownership changed and new client submitted a revised concept requiring the MPS and LUB to be re-written • Govenor's Lake -on hold pending an environmental impact assessment of Nine Mile River sewage treatment plant expansion
Completion of Year One projects in the Community Planning Work Plan	• Downtown Dartmouth - Council adopted new MPS strategy, project complete • Halifax Waterfront - completion deferred in order to co-ordinate with Capital District Initiative; plan, policy and land use bylaw regulations are being drafted. Public Participation program and Council adoption expected in Spring 2002 • Herring Cove - Council adopted new MPS strategy, project complete
Install a new property information system	• Vendor selected and approved by Council • contract currently under negotiation • project structure being developed • departmental and corporate teams established to assist with the design and implementation • mapping of existing business processes complete

Issue # 1

Regional Planning

Link to Corporate Priority and/or Program Mission

- Regional Planning is linked to Council's Priorities for:
  - Planned Growth
  - Infrastructure
  - Transportation
  - Public Safety
- Planning & Development's mission related to planned regional settlement patterns and enhancing the quality of life by supporting liveable communities.

Goals 2002/2005

- Develop a "Growth Management Strategy Plan" that reflects the goals of Regional Planning
- Develop community design guidelines and standards that support "The Vibrant City and Healthy Community Strategy"

Objectives 2002/2003

- Provide administrative, technical and professional support to the Regional Planning visioning process
- Create and quantify growth models (growth management scenarios) re: - demographics
  - housing & commercial growth
  - land use constraints
  - regulatory analysis
  - synthesize above information, and information provided by other business units, through GIS as part of the GO Forward Plan
- Identify interim actions & short term measures to support the Growth Management Study
- Complete case studies & background information

Analysis of Proposed Changes

Service Levels: Will not be initiating any new community Municipal Planning Strategy reviews. New Planning & Development projects may be slowed down
Financial/Budget: N/A
Processes: N/A

Internal Service Providers: Impacts on internal service providers described in the Business Plans for the respective business units.
FTE's: shift in responsibility and focus for life of the project
2002/2003 Budget: funds were reallocated in 2001/2002. No further change expected in 2002/2003

Issue # 2

Capital Cost Contributions

Link to Corporate Priority and/or Program Mission

Capital Cost Contributions are linked to EMT Priority Projects, and linked to Council Priorities: Planned Growth, Transportation, Infrastructure and Regional Planning

Goal 2002/2005

Create a simple, predictable and equitable policy to identify and aportion oversized Infrastructure system cost's necessary to provide service to new development areas.

Objectives 2002/2003

- Undertake 2 to 4 master plans & complete master plan studies of large vacant land in and around current development boundary areas
- Integrate work on CCC with Regional Planning in conjunction with Regional Planning Project Manager
- Prioritize and integrate CCC projects, revenues, and expenditures with the capital budget program
- To implement business & financial processes to collect, track and disburse capital monies

Analysis of Proposed Changes

Service Levels:
- provision of adequate infrastructure at time required in levels of service
- avoiding deterioration in capacity during life of development phases
- avoiding correcting problems after the fact (reducing costs to the public)

Financial/Budget:
- significant long term capital cost savings
- study costs recoverable
- HRM will be funding Over sizing costs related to new development

Processes: Need to integrate CCC with Planning Applications, Subdivision Bylaw, Capital Budget Process, and Financial Administration (new)
Internal Service Providers:
Shared Services - collection of fees/charges
PWT - co-ordination with Capital Budget program (expenditures & tenders)
Finance - development & administration of new financial processes
FTE's: No changes to business unit's FTE's
- preparation of master plans will be done by consultants funded from Capital Budget
- implementation & administration of approved CCC will be done by existing staff
2002/2003 Budget: Capital - 1.5 million, SEED money for sharing infrastructure costs

Issue # 3

Enforcement

Timeliness of response and resolution not meeting intent of bylaws (e.g. land use agreements, zoning and residential minimum standards)

Link to Corporate Priority and/or Program Mission

- Enforcement services are linked to Council's priorities for Public Safety and linked to EMT Priorities for Customer Focus and Service Delivery. Also linked to EMT's Priority Projects for Community Development Model (North Preston & District 9)
- Planning & Development's Mission relates to maintaining community character, safe buildings & infrastructure.

Goal 2002/2005

Develop and implement a program of effective enforcement of our regulations

Objectives 2002/2003

- Develop criteria to identify areas for program change & improvement
- Develop prioritized list of regulatory issues that need to be addressed
- Approved by Council
- Develop service standards
- Selection & implementation of new & improved business processes:
  - tracking
  - legal
  - response

- inter-business responsibility
- time frames
- resource allocations

- Participate in the working group lead by Community Projects to review the roles & responsibilities with respect to development, administration, investigation & enforcement of HRM's bylaws.

Analysis of Proposed Changes

Service Levels:
- gradual improvements to processes will be undertaken
- continuing dissatisfaction relative to Council & public expectations for time to respond to complaint and resolve alleged violation's is expected

Financial/Budget: N/A
Processes: -Process improvements will be implemented (e.g. tracking, time frames, protocol, etc.)
Internal Service Providers: Legal, Fire, Police, Finance & Community Projects
FTE's: No additional FTE's
2002/2003 Budget: N/A

Issue # 4

Corporate Land Information System

Current system is unable to meet business operation requirements and is incompatible with other technology such as InterNet and Interactive Voice Response (IVR).

Current permitting system is subject to crashes and loss of data. There is a need to have a corporate data and information management system.

Link to Corporate Priority and/or Program Mission

The LIS project is an EMT Priority, it also supports customer focus and service delivery.

Goals 2002/2005

- To operate, and monitor effectiveness, accuracy and staff skills
- Explore new technology such as IVR and web applications

Objectives 2002/2003

- No service distributions
- To develop multi year priority, benefits and costs plan for enhanced features and public access

Analysis of Proposed Changes

Service Levels:
- likely dip at implementation phase
- improved, less frequent service disruptions and data loss for applicants and information agencies, e.g. CMHC & Assessment
- improved turn around time on business applications and inquiries
Financial/Budget: Phase 1 through Capital Budget
Processes: Existing processes (e.g. construction permits & approvals) may be adjusted through this project. Existing processes will be mapped and new processes will be designed to comply with the data model and system capabilities.
Internal Service Providers:
Shared Services - property attribute data
IS - technical support/ staff training
PWT - integration with data
Finance - area rates, application fees and security deposits
FTE's: 1 additional FTE "LIS System Co-ordinator"
2002/2003 Budget: $ 50,000
* no increase in budget envelope. Source is overtime budget from LIS implementation 2001/2002.

Issue # 5

Quality of the Workplace Environment

Planning & Development Services have a significant number of Building & Plumbing Inspectors who are eligible for retirement over the next 3 years.

Link to Corporate Priority and/or Program Mission

- EMT's priority of "Creating a Workplace Environment that encourages employees to strive for Excellence and Success"
- The Corporate Guiding Principle to "Provide respect, learning, cooperation, and sharing of knowledge and resources through HRM" by creating an environment within Planning & Development which recognizes and promotes these values.

Goal 2002/2005

Ensure staff are trained and have the necessary tools to ensure employee satisfaction and customer service.

Objectives 2002/2003

- Implement the Employee Survey Action Plan
- Implement the Rewards & Recognition Action Plans.
- Ensure that staff have an appropriate combination of knowledge and tools to perform their jobs.
- Develop a succession plan.
- Prepare a departmental communication plan.

Analysis of Proposed Changes

Service Levels: May decrease in 2002/2003 as we make an investment in training staff on new innovative technology.
Financial/Budget: Operating costs may increase to support our staff training needs.
Processes: May change to support new technology.
Internal Service Providers: Additional resources will be required from Human Resources to support training requirements.
FTE's: No impact
2002/2003 Budget: N/A

Issue # 6

Capital District Task Force

Link to Corporate Priority and/or Program Mission

The Capital District Task Force is an EMT Priority Project and linked to Planning & Development's mission.

Goal 2002/2005

To be determined by lead department.

Objective 2002/2003

To participate as required in carrying out work for the task force.

Analysis of Proposed Changes

Service Levels: Possible changes to be determined
Financial/Budget: N/A
Processes: Possible changes to be determined
Internal Service Providers: N/A
FTE's: N/A
2002/2003: N/A

Planning & Development Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$3,421,337	$4,179,374	$5,457,400	$4,997,041	$5,554,728	$97,328	1.8%
Wages	0	41	0	0	0	0	-
Overtime - Salaries and Wages	51,759	61,603	37,300	50,774	32,300	(5,000)	-13.4%
Benefits and Other (Salaries)	533,275	643,200	866,600	787,035	885,465	18,865	2.2%
Benefits and Other (Wages)	57,775	73,507	87,740	110,536	119,948	32,208	36.7%
Retirement Allowance & Severance	30,251	22,032	30,700	31,879	58,086	27,386	89.2%
Clothing Allowance, Stipends, Othe	(186)	450	0	(4)	0	0	-
Office Expenses, less Computers	175,993	204,789	303,495	256,632	313,375	9,880	3.3%
Computers Expenses	3,387	2,222	5,500	1,717	12,500	7,000	127.3%
Consulting Fees	70,625	173,505	19,000	111,824	19,000	0	0.0%
Other Professional Fees	1,316	12,867	5,500	7,918	5,500	0	0.0%
Contract Fees	8,902	103,908	0	12,284	0	0	-
Equipment and Supplies	9,662	4,042	12,900	5,583	12,900	0	0.0%
Materials	4	152	0	177	0	0	-
Building Repair, Maintenance	0	8,809	7,500	2,864	7,500	0	0.0%
Equipment Repair, Maintenance	1,388	3,749	500	4,127	1,000	500	100.0%
Vehicle Expenses	22	14,623	152,000	28,567	152,000	0	0.0%
Membership Dues	10,569	13,318	11,300	13,898	17,600	6,300	55.8%
Conferences and Travel	133,673	157,349	40,600	176,643	44,360	3,760	9.3%
Training and Education	7,512	17,395	30,100	27,258	34,500	4,400	14.6%
Advertising and Promotion	24,675	28,548	29,900	35,453	30,000	100	0.3%
Books, Publications and Data	1,574	3,052	4,900	3,722	10,900	6,000	122.4%
Other Goods and Services	4,351	23,451	48,900	56,942	52,438	3,538	7.2%
Other Fiscal Charges	223,059	0	0	2,895	0	0	-
Interdepartmental - Fleet	23,890	25,787	18,400	24,746	17,100	(1,300)	-7.1%
Interdepartmental - Other	0	0	0	52,000	0	0	-
Total	**$4,794,814**	**$5,777,774**	**$7,170,235**	**$6,802,509**	**$7,381,200**	**$210,965**	**2.9%**
Revenues							
Building Permits	(2,711,898)	(2,706,199)	(3,070,000)	(2,548,413)	(2,670,000)	400,000	-13.0%
Other Licenses, Permits and Fines	(431,075)	(322,120)	(378,000)	(451,133)	(351,200)	26,800	-7.1%
Parking and Facility Rentals	2,836	(522)	0	0	0	0	-
Other Sales Revenue	(37,165)	(53,119)	(35,000)	(61,379)	(55,000)	(20,000)	57.1%
Environmental Protection/Waste Wa	0	(14,800)	(48,700)	(48,700)	(48,800)	(100)	0.2%
Other Revenues	(4,136)	(14,060)	0	(26,189)	0	0	-
Total	**($3,181,439)**	**($3,110,819)**	**($3,531,700)**	**($3,135,813)**	**($3,125,000)**	**$406,700**	**-11.5%**
Net Cost	**$1,613,376**	**$2,666,956**	**$3,638,535**	**$3,666,696**	**$4,256,200**	**$617,665**	**17.0%**

Planning & Development Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
C410 Director's Office	$163,150	$180,796	$333,000	$323,871	$349,743	$16,743	5.0%
C420 Subdivision & Development	1,062,726	1,189,132	1,389,900	1,281,993	1,400,002	10,102	0.7%
C430 Permits & Inspection	1,787,633	1,955,524	2,259,500	2,163,811	2,340,397	80,897	3.6%
C450 Development Engineering	0	222,772	875,475	882,928	889,865	14,390	1.6%
C310 Planning & Applications	1,781,305	2,223,552	1,153,000	1,122,374	1,116,251	(36,749)	-3.2%
C320 Regional Community Plannin	0	400	846,100	728,070	971,682	125,582	14.8%
C330 Civic Addressing	0	5,597	313,260	299,462	313,260	0	0.0%
Total	**$4,794,814**	**$5,777,774**	**$7,170,235**	**$6,802,509**	**$7,381,200**	**$210,965**	**2.9%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
C410 Director's Office	$0	$0	$0	($2,500)	$0	$0	-
C420 Subdivision & Development	(159,097)	(141,536)	(158,000)	(141,825)	(131,200)	26,800	-17.0%
C430 Permits & Inspection	(2,981,991)	(2,883,521)	(3,135,000)	(2,641,231)	(2,735,000)	400,000	-12.8%
C450 Development Engineering	0	(15,250)	(203,700)	(290,603)	(223,800)	(20,100)	9.9%
C310 Planning & Applications	(40,351)	(70,512)	(35,000)	(52,125)	(35,000)	0	-0.0%
C320 Regional Community Plannin	0	0	0	(7,530)	0	0	-
Total	**($3,181,439)**	**($3,110,819)**	**($3,531,700)**	**($3,135,813)**	**($3,125,000)**	**$406,700**	**-11.5%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
C410 Director's Office	$163,150	$180,796	$333,000	$321,371	$349,743	$16,743	5.0%
C420 Subdivision & Development	903,629	1,047,595	1,231,900	1,140,168	1,268,802	36,902	3.0%
C430 Permits & Inspection	(1,194,358)	(927,997)	(875,500)	(477,420)	(394,603)	480,897	-54.9%
C450 Development Engineering	0	207,522	671,775	592,325	666,065	(5,710)	-0.8%
C310 Planning & Applications	1,740,954	2,153,041	1,118,000	1,070,249	1,081,251	(36,749)	-3.3%
C320 Regional Community Plannin	0	400	846,100	720,540	971,682	125,582	14.8%
C330 Civic Addressing	0	5,597	313,260	299,462	313,260	0	0.0%
Total	**$1,613,376**	**$2,666,956**	**$3,638,535**	**$3,666,696**	**$4,256,200**	**$617,665**	**17.0%**

Planning & Development Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Community & Property Development	2,329,000	1,525,000	(804,000)	-34.52%
Total Gross Budget	2,329,000	1,525,000	(804,000)	-34.52%
Total Funding	(1,500,000)	(1,525,000)	(25,000)	1.67%
Total Net	829,000	0	(829,000)	-100.00%

PUBLIC WORKS AND TRANSPORTATION SERVICES MISSION STATEMENT

Who?

Citizens, businesses and visitors

Why?

To provide and coordinate services to satisfy legislated requirements, client safety, improved life cycle costs, risk management and the appropriate infrastructure to support present and future service requirements.

What?

Plans, constructs , maintains and regulates the effective use of public infrastructure, such as streets, sidewalks, sewers and pollution control plants.

We plan, construct, maintain and regulate the effective use of public infrastructure such as streets, sidewalks, sewers and pollution control facilities to address safety, infrastructure life cycle costs and legislated requirements, for citizens, businesses and visitors

Description of Program/Service

Public Works and Transportation was created to consolidate all critical and operational services with respect to management of the Municipality's infrastructure. The Director also acts as Municipal Engineer/ City Engineer on behalf of Halifax Regional Municipality as per the Municipal Government Act, as well as representing HRM interests at provincial, national and other outside agency levels.

Services provided include:

Design and Construction Services coordinate the capital budget, evaluation and prioritization of streets for capital works, evaluation and prioritization of sidewalk construction, construction management of projects, audit inspection of developer's infrastructure, maintenance record of infrastructure drawings and other engineering related activities.

Right of Way Approvals administers permit applications for various activities within the street right-of-way such as street and service permits for utilities, sewer and water renewals, and encroachment permits, to ensure compliance with applicable bylaws and legislation and protection of HRM infrastructure.

Environmental Services manage wastewater and storm water infrastructure by ensuring system capacity, investigation and determining solutions to specific problems, administering and enforcing legislation, drafting, implementing and amending by-laws, policies and procedure.

Technical and Underground Services provides maintenance of collection and transportation of the wastewater and storm drainage systems. This includes gravity sanitary and storm sewers, open ditches, pumping stations and force mains, manholes, catch basins, retention ponds etc. In addition, this section is also responsible for the maintenance of street lights.

Wastewater Treatment Services treats wastewater transported by the collection systems to provide environmental and public health protection. There are 14 urban and rural water pollution control plants. In addition, this section also operates water treatment and water supply systems at the AeroTech Park/Airport, Leachate Treatment Plant at Sackville Landfill, and Urban and Rural biosolids management.

Streets and Roads Services provides maintenance of streets and sidewalks under the following categories: street maintenance, sidewalk maintenance, traffic infrastructure maintenance, and snow and ice control. **Street maintenance** includes street sweeping, litter pickup, leaf pick up, asphalt patching, gravel roads, guard rails, chip sealing. **Sidewalk maintenance** includes concrete sidewalks, asphalt sidewalks, brick sidewalks and curbs. **Traffic infrastructure** includes traffic signs, traffic markings, and parking meters. **Snow and Ice Control** provides ice control, snow plowing and snow removal on streets and sidewalks..

Traffic and Transportation is responsible for transportation planning, traffic control, and traffic signal maintenance. **Transportation planning** deals with the planning, expansion and assessment of new demands on the municipalities transportation infrastructure. **Traffic control** involves the safe and efficient management of vehicle and pedestrian traffic flow within the existing transportation system. **Traffic signals** are part of the traffic control system and the maintenance of efficient performance is vital to the outcome of traffic control.

Public Works and Transportation Mission: ***We plan, construct, maintain and regulate the effective use of public infrastructure such as streets, sidewalks, sewers and pollution control facilities to address safety, infrastructure life cycle costs and legislated requirements, for citizens, businesses and visitors***

STRATEGIC OUTCOMES	INDICATORS
Public health and the environment protected	• Sewage treatment plant discharge compliance statistics • Number of sewage spills/ backups
A safer street and sidewalk system	• Accident statistics • Number of liability claims
An effective and efficient transportation system that optimizes travel time	• Benchmarked transportation level of service standards
Public Investment protected at reduced long term cost	• Measure improvement in overall condition assessment of asset inventory (streets)
Customer focused service delivery	• Service request tracking statistics • Citizen survey
Development is environmentally and fiscally sustainable	• % of streets accepted during the subdivision process which meet the life cycle expectations established.
CLIENT BENEFITS	**INDICATORS**
Well managed, effective transportation system	• Benchmarked transportation level of service standards • Number of liability claims
Well maintained stormwater / wastewater system	• Number of liability claims • Number of sewage spills/backups
Well maintained wastewater treatment facilities	• Sewage treatment plant discharge compliance statistics

Effective and efficient service delivery	• Citizen survey • Service request tracking

FTE's

There was 385.5 FTEs approved in 2001/02 budget. Draft 2002/03 Operating Budget envelope includes provision for 388.5 FTE's, which includes: one FTE for an administrative support position shared between Streets & Roads and Technical & Underground Services; one FTE for 2 student employees for litter collection in the Halifax downtown area, and one FTE for a maintenance electrician for pumping station maintenance.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Improve OH&S Diligence	Hired Training and Occupational Safety Officer in July,2001. Also acquired additional safety equipment and enhanced safety training for staff.
Administrative support for front line supervisors	3 administrative support staff hired, shared between Street & Roads and Technical & Underground Services, for various depots.
Mill Cove Air Quality Study	Final report to be completed by December, 2001
Wastewater Benchmarking	First phase completed
Capital budget development & implementation	The goal of tendering 80% of the approved 2000/01 budget within the fiscal year was exceeded.
Infrastructure Management	The objectives of expanding the capacity of the Pavement Management System through the addition of a new sidewalk module and the updating of the records management data system has been initiated and both are well underway but not yet completed. Completion is projected by the end of this current fiscal year.
Increased in-house design/tendering capacity.	This objective has been met. Structural changes implemented to the design teams has netted improved productivity resulting in a greater percentage of the approved capital budget being designed and tendered with the applicable fiscal year.
Wastewater Treatment Facility improvements	North Preston STP study completed, recommending upgrading from secondary to tertiary treatment. Design and tender documents to be completed in 2001/02. Aerotech STP upgrade study completed.

Key Initiative	Status
Protection of Airport/Aerotech Park Water Supply	Designated Watershed Protection process expected to be completed by April 2002.
Effective sludge (biosolids) management program	Sludge Management study completed, with recommendation to construct a sludge dewatering facility (Fournier press)
Implement the Interim Regional Transportation Strategy(IRTS) as required to support increased trip demand created by growth.	All of the research and system modeling has been completed. Staff is working with the Regional Coordinator to mesh the interim strategy with long term planning objectives.
Initiate programs and projects which attract alternative trip modes.	Bicycling initiatives developed through the Bikeways Task Force and the Streets for Cycling Project. Pilot installation of transit priority signal completed and being evaluated. Application made for federal funding for Urban Showcase project.
Design and initiate annual data collection process.	Two permanent traffic count stations installed on Bayers Road and Fairview Overpass . Software purchased for extracting count data from traffic signal detection system and staff training completed.
Complete pilot study to inventory a portion of traffic control devices (stop signs and signals) and establish a link to GIS.	Field inventory of all traffic signals within HRM completed and input to computerized database.
Complete service standards for traffic signal maintenance.	Maintenance standards for emergency response completed. Standards for scheduled maintenance to be completed by January 2002.
Infiltration / Inflow Reduction	Program completed in North Preston. Tender being prepared for work in other areas.
Emergency Sewer Overflows and Spills	Procedure completed in summer of 2001, which provides field personnel with guidance on reporting incidents.
Harbour Solutions	Public Works & Transportation has been a major partner in the project , as well s participation in the project management team.

Key Initiative	Status
Pollution Prevention Program	Wastewater Discharge By-Law 101, approved by Council in July 2001, outlines permitted uses of the sewer system, which now enables staff to regulate discharges under the source control program.
Stormwater / Wastewater Database	Data input to GIS has commenced. Completed field data collection for Dartmouth.
Explore the benefits of alternate service delivery for after-hours Service Truck operations.	The analysis of present service provision requirements in preparation for discussion with alternative service providers is complete. Discussion with alternate service providers and decision to be completed during 2001/2002 fiscal year.
Improve Sidewalk snow and ice level of service	Seven additional pieces of hired equipment were added to the 2000/2001 sidewalk snow and ice program to address service level deficiencies.

INTERNAL / EXTERNAL ISSUE ANALYSIS

The Internal / External Issue Analysis for Public Works and Transportation Services has been addressed under two separate categories , which are as follows:

A - EFFECTIVE USE OF INFRASTRUCTURE

Issue #1

Develop Integrated Infrastructure Management Plan

The need for an expanded integrated infrastructure management system that reaches beyond pavement management that would encompass bridges, traffic lights and directional signage inventory , sewers and treatment plants.

Link to Corporate Priority and/or Program Mission

An expanded and more integrated infrastructure management system complies and supports the Business Unit Mission Statement referencing the effective use of public infrastructure and meets the Council/EMT priorities of developing and maintaining infrastructure, fiscal accountability and improved customer focus delivery.

Goal 2002/2005

The goal over the next 2-3 year period is to work with and support the initiative of implementing a

corporate integrated Land Information System that would encompass the infrastructure management needs of Public Works & Transportation Services.

Objectives 2002/03

- Further enhance our existing pavement management system by inputting all HRM owned bridges to the data base.
- Continue to work with IS in the development and implementation of the proposed corporate LIS system that would encompass a wide suit of infrastructure management modules for PW & Transportation Services.

Analysis of Proposed Changes

Service Levels: An enhanced infrastructure Management system will better facilitate the management of HRM's infrastructure resulting in better allocation and use of resources.
Financial/Budget: Upon completion, an enhanced infrastructure management system will necessitate additional staff and funding resources, however, the extent is not known at this time.
Processes: Staff training requirement for new software.
Internal Service Providers: Information Services in conjunction with the various Business Units participating in this new proposed LIS system.
FTE: No change

Issue #2

Optimize Use of Capital Funds in Infrastructure Upgrade

Despite efforts through the Capital Budget Program to rehabilitate existing infrastructure , the overall condition of the street infrastructure inventory continues to decline.

Link to Corporate Priority and/or Program Mission

- Council's Priority on Infrastructure indicates we should ensure that infrastructure is maintained at the approved standard, and to ensure that capital expenditure decisions protect HRM's capital assets at minimum total cost.
- Council's Priority of Fiscal Accountability states we should ensure best value for the dollars spent.
- Under PWT"s mission statement , our strategic outcome to provide effective infrastructure management.

Goal 2002/2005

To improve the overall condition of the street infrastructure.

Objectives 2002/03

- Develop alternatives for infrastructure reinvestment strategy.
- Revisit other funding sources such as Provincial cost sharing and local improvement charges.

Analysis of Proposed Changes

Current approach to street rehabilitation allocates funding on a 65% / 35%, Best First / Worst First scenario(in existing arrangement, 65% of funding is spent on prolonging the life cycle of streets is relatively good condition, whereas balance of funding serves to rebuild streets nearing the end of their lifecycle). If increased capital funding is not available to adequately address the street inventory, adjustments to the Best First / Worst First ratio be undertaken to better protect existing, good quality street infrastructure , at the expense of funding availability for streets in poor condition requiring full rehabilitation. Alternative surface treatment applications , such as micro surfacing and slurry seal will be utilized to extend street conditions at a higher level, thus maximizing the life cycle of the infrastructure.

Service Levels: If the rehabilitation ratio is adjusted , there will be a lower level of service provided for total rehabilitation of streets with a low Surface Distress Index (SDI) rating.(The SDI rating is determined by infrastructure management software that determines a street's numerical condition rating, based upon input of a number of field collected data sets)
Financial/Budget: To maintain overall street condition at their present levels , a significant increase in rehabilitation funding will be required (approximately $ 4 million more than the $15 million submitted in the proposed 2002/03 Capital).
Processes: Clients may be affected if LIC policy is revisited to secure additional funding.
Internal Service Providers: No effect.
FTE: No change.

Issue #3

Develop Database for LIS System

There are numerous gaps in the asset inventories required for asset management software provide under the Land Information System (LIS) project.

Link to Corporate Priority and/or Program Mission

- Council Priority on Infrastructure (ensuring infrastructure maintained at approved standards)
- EMT Priority on customer focussed service delivery.
- EMT Priority project
- PWT Mission and strategic outcome on effective infrastructure management

Goal 2002/2005

To collect and input all required data for asset management under the LIS project within 2 years.

Objectives 2002/03

- Collect required data on infrastructure for input to LIS infrastructure management software
- Commence data input when software is operational

Analysis of Proposed Changes

Service Levels: Asset database will improve infrastructure maintenance planning and information retrieval for improved customer service.
Financial/Budget: Contract funding for data collection and input include in 2002/03 budgeting.
Processes: No anticipated change.
Internal Service Providers: Continue to work with Information Services on the LIS project.
FTE: No change

Issue #4

Harmonize Policies and By- Laws for Sewer and Drainage Systems

Amalgamation has presented a unique challenge in that each of the four former municipalities (and the Province, who owned the storm water systems in the County) had varying approaches to management of their wastewater and stormwater systems, and these need to be harmonized to provide equitable and cost-effective service level for all of Halifax Regional Municipality.

Link to Corporate Priority and/or Program Mission

- Supports the following Corporate Priorities: Public Safety, Planned Growth, Infrastructure and Fiscal Accountability.
- PWT Mission .

Goal 2002/2005

To continue to improve the management and therefore the performance of our infrastructure through the implementation of various programs and projects.

Objective 2002/03

The four former municipalities and the provincial Department of Transportation and Public Works all had different policies and procedures with respect to the management of storm water and

wastewater systems. The key initiative to harmonizing and updating our policies is the Water Resource Management Policy Project, which will be completed in 2001/02. Implementation of the policy will require various activities in 2002/03 and beyond, e.g. amendments to municipal planning strategies and by-laws, possibly additional staff in future, modified maintenance practices, and others.

Analysis of Proposed Changes

Service Levels: Continual improvement
Financial/Budget: Accommodated in budget envelope
Processes: Continual assessment of policies, regulations, programs, procedures and practices, with modifications and improvements as identified.
Internal Service Providers: No impact
FTE: No change in 2002/03

Issue #5

Develop Long Term Plans for Aerotech Water System

The Airport water distribution system cannot supply adequate fire protection or meet Fire Marshall codes and specifications. This system must be replaced in order to comply.

Link to Corporate Priority and/or Program Mission

- Infrastructure: HRM develops and provides infrastructure to maintain approved standards. (Council Priorities)
- Economic prosperity as the backbone of the successful community: Capitalize on our natural advantages - Our port and airport.(HRM 20/20)
- Support an Encourage Customer Focussed Service Delivery (EMT Priorities)
- PWT Mission

Goal 2002/2005

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

Objectives 2002/03

- Initiate negotiations for new agreement with the HIA
- Initiate study to resolve low water levels in Bennery Lake and make necessary changes to be ready for future provincial legislation requirements.
- Develop options to fund the future water system capital projects.

Analysis of Proposed Changes

Service Levels: . Due to increasing development/higher water usage the maximum limit of 400,000 gallons per day will soon be reached. Bennery Lake water levels are not being replenished by normal rainfall, run-off, etc. It is expected that an alternate water supply source will be required soon. Ultimately service levels to water customers will be improved.
Financial/Budget: Approximate capital cost requirements: Upgraded water source ($3M) - $800,000 in proposed 2002/2003 Capital Budget , replace Airport distribution system ($3-4 M), the latter expected to be funded by HIAA. Funding options for the other phases will be evaluated during 2002/03.
Processes: Both Lake supply and Airport distribution projects will change operations and maintenance processes as new infrastructure, equipment, instrumentation, SCADA is introduced. Once the Bennery Lake Watershed has been designated a Protected Water Area, the responsibility to regulate and enforce the regulations will be the responsibility of HRM Aerotech/Airport Services staff.
Internal Service Providers: Capital projects will require additional Finance and Procurement, PW&T (Design/Construction) services.
FTE: Upon completion of upgrades, one additional FTE would be required. to operate the expanded, upgraded facility.

Issue #6

Develop Long Term Plans for Biosolids Management

The existing facility is no longer cost effective and does not have sufficient capacity to accommodate the increased loading demands.

Link to Corporate Priority and/or Program Mission

- Protecting our natural environment (HRM 20/20)
- Infrastructure: HRM develops and provides infrastructure to maintain approved standards. (Council Priorities)
- PWT Mission and client benefit of effective and efficient service delivery.

Goal 2002/2005

A new central biosolids dewatering facility before fiscal year end 2003.

Objectives 2002/03

- Obtain adequate capital financing
- Implement the capital project.

Analysis of Proposed Changes

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

Service Levels: More effective processing of biosolids with improved technology.
Financial/Budget: Yearly Operations & Maintenance / clean out costs are not expected to increase to a great extent as identified in the recently completed Sludge Management study.
The Biosolids dewatering facility is projected to cost $3M. Funding should be jointly shared between the Wastewater Treatment Reserve and other sources; options being increased tipping fee charges, general debt fund. 40-50% of the facility will service non HRM treatment facilities.
Processes: The new service delivery will stabilize costs and may offer the ability to partner with the Halifax Harbour Solutions consortium. Final beneficial use of the composted product on a continual basis will be positively perceived by both the public and regulatory agencies.
Internal Service Providers: During the Capital project phase addition services required from PW&T (Design and Construction, Survey) Finance and Procurement
FTE: No change for 2002/03

Issue # 7

Develop Master Plan for Upgrading Existing Wastewater Treatment Facilities

Link to Corporate Priority and/or Program Mission

- Protecting our natural environment (HRM 20/20)
- Infrastructure: HRM develops and provides infrastructure to maintain approved standards. (Council Priorities)
- PWT Mission and strategic benefit of effective infrastructure management.

Goal 2002/2005

Provide for a sustainable capital program and funding in order to allow timely replacement upgrades and expansions of existing HRM wastewater treatment facilities.

Objectives 2002/03

- Finalize North Preston STP upgrade (Construction)
- First phase: Sludge Management Facility/Aerotech STP Upgrade
- Capital Equipment replacement
- Eastern Passage Overflow modification
- Water Pollution Control Plant(s) long term requirement study

Analysis of Proposed Changes

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

Financial/Budget: The North Preston STP upgrade will increase the Community Plant (small systems) operations budget by approximately $30,000 per year. Other Capital items listed for 2002/03 will not create an increase in respective operations budgets.
As indicated in Issue#6, the new Biosolids Dewatering facility is expected to cost $3.5M will be constructed in conjunction with the Aerotech STP upgrade ($2.5M). A total of $1.9M has been identified from the WWT Reserve during fiscal years 2002-04 leaving a shortfall of $4.1M. Application has been made for cost sharing under the Canada / Nova Scotia Infrastructure Program.

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

Internal Service Providers: During the Capital project phase addition services required from PW&T (Design and Construction, Survey) Financial Services

FTE: No change

Issue #8

Harbour Solution Project

PW&T will take the management lead on the implementation of this project.

Link to Corporate Priority and/or Program Mission

- Council Priorities on Planned Growth (proceed with the Harbour Solutions project on a timely basis...) And Infrastructure (HRM develops and provides infrastructure to maintain approved standards).
- HRM 20/20 on protecting our natural environment.
- EMT priority project.
- PWT Mission and client benefit of wastewater treated to required standards for discharge.

Goal 2002/2005

Implementation of the project within approved time frame and funding allocation.

Objectives 2002/03

- To begin implementation of Phase 1 , commence design of 1 treatment plant and corresponding collection system.
- Acquire appropriate sites and easements.

Analysis of Proposed Changes

Service Levels: When operational, effluent discharge to Halifax Harbour will comply to provincial guidelines.
Financial/Budget: When completed, anticipate an annual increase to operating costs of approximately $1 Million for collection system and $ 6 to 8 million for treatment plant operations.
Processes: New service
Internal Service Providers: Project implementation will have an effect on Financial , Real Property, Planning and Development , and Administrative Services.
FTE: No change.

Issue #9

Regional Planning / Capital Cost Contribution Support

PWT to provide staff resource to the Regional Planning and Capital Cost Contribution initiatives.

Link to Corporate Priority and/or Program Mission

- Council Priorities on Planned Growth, Infrastructure and Transportation.
- EMT Priority project
- PWT Mission and strategic outcome on infrastructure to accommodate growth.

Goal 2002/2005

To support Regional Planning and the Capital Cost Contribution projects to achieve desired outcomes within the required project term.

Objective 2002/03

To provide input and support in all required disciplines to achieve project objectives.

Analysis of Proposed Changes

PW&T will be supporting Master Infrastructure Planning Studies carried out throughout HRM , as

the CCC project is integrated with the Regional Planning project.

Service Levels: Dependent on the staff resource requirements at senior levels, some aspects of the business unit service delivery may suffer.
Financial/Budget: Dependent on the magnitude of staff resource depletion, contract technical positions may be required to augment existing operations, funded through the proposed Regional Planning Operating Budget.
Processes: Effect on existing operations unknown until project scheduling and staff resource requirements are finalized. At present, internal restructuring will permit a dedicated staff resource to coordinate PW&T input to the Regional Planning process.
Internal Service Providers: No effect
FTE: No additional FTE's proposed in draft 2002/03 budgets.

B - MAINTAIN / IMPROVE SERVICE DELIVERY

Issue #10

Implement Capital Budget in the Year of Approval

The present time-frame for the approval of the capital budget is an impediment to the early and timely tendering of time sensitive projects such as those in school zone areas and projects that must be completed by September to meet DOE permit requirements.

Link to Corporate Priority and/or Program Mission

- Council Priority on Fiscal Accountability and EMT priority on customer focused service delivery.
- PWT Mission and client benefit of resources allocated to reflect Council's priorities.

Goal 2002/2005

To commence the tendering of sections of the 2002/03 capital budget as early as January or February of 2002.

Objective 2002/03

Seek budget approval in the amount of 50% of the approved 2001/02 capital budget at the time of budget submission for the 2002/03 capital budget to allow this early start on the tendering of projects..

Analysis of Proposed Changes

Service Levels: An earlier start on the tendering of the 2002/03 capital budget will enable better coordination of projects that are time or weather sensitive and will result in a greater portion of the

budgets being tendered and constructed with the year the projects are approved.
Financial/Budget: Earlier tendering of capital projects will result in more favorable tender prices
Processes: No changes are projected in the way Design & Construction Services presently packages, designs and tenders the capital budget. What we are seeking here is an earlier start on that process.
Internal Service Providers: Financial and Procurement Services.
FTE: No change

Issue #11

Streamline Permitting System under Right of Way Approval Section

Right of Way Services Section regulates activities on the public right of way, ensures public safety on ROW construction, and provides for protection of HRM infrastructure. It has now been in existence for about one year since Alignment 2000, and though meeting service delivery targets, a fine tuning of the operation and structure may provide better public service. Fine tuning will be carried out to better define contacts with other departments and bring the applicable services under the correct Section.

Link to Corporate Priority and/or Program Mission

The fine tuning of the Section will support:

- Council's Strategy; on "Public Safety" by being more able to respond quickly to public concerns over activities on the ROW; on "Fiscal Accountability" by enhancing customer service without incurring additional costs; and on "Infrastructure" by protecting the integrity of existing and new facilities.
- EMT's Corporate Priority to "Support and Encourage Customer Focussed Service Delivery" by providing service to our clients more efficiently by having a better infrastructure database and by being able to respond to public concerns over ROW activities.
- PWT Mission and client benefit of effective and efficient service delivery.

Goal 2002/2005

To better meet the needs of internal and other customers by providing one point of contact for certain issues, and to better tie in the permitting process with the actual ROW activity.

Objectives 2002/03

- Define and communicate the areas for which ROW Services will be the specific contact by May 1, 2002.
- Propose specific internal reorganization to better provide service on ROW issues by June 1, 2002.
- Evaluate system adjustments

Analysis of Proposed Changes

The first year of operation of this section has enabled us to see where some changes can be made to provide better internal and external service:

Service Levels: An improved level of service is expected
Financial/Budget: Negligible
Processes: Some changes in the contacts with other departments will occur as we better consolidate responsibilities ie ROW Services will become the main contact for such things as encroachments, street closures, as builts, street takeovers, and others. Permitting process will be impacted by implementation of new permitting system under LIS project.
Internal Service Providers: No new requirements
FTEs: No change

Issue #12

Complete Infrastructure Records

There are significant gaps in the stormwater and wastewater infrastructure records. Improvements will support system analysis for Regional Planning as well as database provision for Infrastructure Management under the Corporate LIS Project.

Link to Corporate Priority and/or Program Mission

- Council Priority on Infrastructure
- EMT Priority project (Corporate Data and Information Management)
- PWT Mission and strategic outcome on effective infrastructure management

Goal 2002/2005

To complete infrastructure and GIS database records for all stormwater and wastewater infrastructure.

Objectives 2002/03

- Input existing file record information in the GIS database
- Supplement record information gaps with field data collection
- Improve infrastructure database for 153 wastewater pumping stations , and develop comprehensive maintenance and upgrading plan.

Analysis of Proposed Changes

Service Levels: Improve infrastructure maintenance planning and improve information access for system analysis under Regional Planning initiatives.

Financial/Budget: Funding provision for contract staff for GIS input and field data collection incorporated in the Capital Budget.
Processes: We will be better positioned to support the Regional Planning process regarding wastewater and stormwater system analysis.
Internal Service Providers: Working in conjunction with GIS staff to upgrade the database.
FTEs: No change

Issue #13

Pollution Prevention Initiatives

The Pollution Prevention Program, previously referred to as Source Control, arose from the need to respond to the issue of deleterious substances being discharged to both stormwater and wastewater systems within Halifax Regional Municipality. These substances may directly affect the health and safety of the public and municipal staff, cause damage to municipal infrastructure, impair wastewater treatment operations to the point of non-compliance with both federal and provincial regulations and directly impact both fresh and marine ecosystems.

Link to Corporate Priority and/or Program Mission

- Council Priorities on Public Safety, Planned Growth and Infrastructure. Pollution Prevention also supports and has links with the Harbour Solutions Project.
- PWT Mission and strategic benefit of clean, safe and healthy municipality.

Goal 2002/2005

The goal of the Pollution Prevention Program is to reduce at source the discharge of deleterious substances to the municipal wastewater and storm water collection systems from industrial,

commercial, institutional (ICI) and residential locations through the development of a sustainable program consisting of education and the enforcement of By-Law W-101.

Objectives 2002/03

- Reduce potential problems to wastewater treatment facilities caused by controllable discharges from ICI and residential sources.
- Development and maintenance of a database to determine compliance with regulatory requirements of By-Law W-101.
- Reduction of sewer blockages caused by fat or grease that result in wastewater discharged to the environment or impairment of operations.
- Protect the physical integrity of wastewater facilities from chemical damage, corrosion or discoloration.

Analysis of Proposed Changes

Service Levels: A critical component of the Pollution Prevention Program was the adoption by Regional Council of By-Law W-101 in July 2001.This program is currently being developed and implemented. The various components of this program including monitoring, inspections, sampling and enforcement of By-Law W-101 will be coupled with the delivery of educational initiatives to facilitate and require ICI locations and the residential population of HRM to meet the regulatory requirements of this by-law. This program will be delivered on a daily basis occasionally occurring outside of normal business hours and will be delivered to an ever increasing customer base.

Financial/Budget: Costs incurred for related monitoring and delivery of educational initiatives may increase with developing client base. Additional revenue may be identified from over strength wastewater discharge recoveries.

Processes: Processes for case management include monitoring, sampling, inspections, reporting, enforcement and educational activities. Changes to established or developing processes will be implemented as efficiencies are recognized.

Internal Service Providers:
Legal Services during by-law enforcement activities
TUGs for infrastructure requirements, ie: confined space entry, inspections

FTE: No change in 2002/03

Issue #14

Rationalize Street Classification System

There is a need to rationalize street classifications(ie local, collector, arterial) assigned prior to Amalgamation and to assign classifications to street networks in areas of HRM not previously classified..

Link to Corporate Priority and/or Program Mission

- Council Priority on Transportation (adopt a road classification system under the Regional Planning process.
- PWT Mission and strategic outcome of effective infrastructure management.

Goal 2002/2005

Implement a street classification system which will provide a constant classification of streets based on their designed and intended use, using the Transportation Association of Canada (TAC) guidelines.

Objective 2002/03

Upon review by the Regional Planning team, seek Council approval of the street classification system.

Analysis of Proposed Changes

Service Levels: Adoption of a uniform street classification system will assist in planning transportation infrastructure improvements , and addressing traffic calming and neighbourhood shortcutting issues .
Financial/Budget: Not applicable.
Processes: No effect
Internal Service Providers: Planning and Development Services, Regional Planning Team.
FTE: No change.

Issue #15

Develop Strategies to Improve Capacity of Transportation System

The level of service provided by the roadway network is determined by the ratio of the traffic loading to the capacity provided. .Given physical limitations on building (right of way constraints), other methodologies must be utilized to improve roadway performance.

Link to Corporate Priority and/or Program Mission

- Council Priorities on Infrastructure (provides infrastructure to maintain approved standards) and Transportation (test major TDM measures)
- PWT Mission and client benefit of efficient transportation system.

Goal 2002/2005

To improve the overall level of service of the roadway network.

Objectives 2002/03

- Implement Transportation Demand Management (TDM) measures to reduce traffic loadings as part of Regional Planning
- Continue traffic improvements to increase roadway capacity as part of Regional Planning.

Analysis of Proposed Changes

Service Levels: Positive TDM measures and capacity increases in the existing roadway network will result in improved levels of service.
Financial/Budget: .Funding proposed in 2002/03 Capital budget to support TDM and Roadway

capacity improvements
Processes: No change
Internal Service Providers: Not applicable
FTE: No change

Issue #16

Develop Strategy to Improve Street Cleanliness

There is an ongoing concern regarding the cleanliness of the downtown Halifax area. There is heavy demand placed on our litter control services in this area. This is particularly so during the period from May to August when we experience the largest numbers of visitors and special events in the downtown Halifax area.

Link to Corporate Priority and/or Program Mission

- Improving the service level for litter control in the Halifax downtown area will support:
- Council's Corporate Priority of "Economic Development" by delivering appropriate services which encourage the growth of business.
- EMT's Corporate Priority to "support and encourage customer focussed service delivery by providing citizens with a meaningful sense of service results attained with their tax dollars."
- Public Works & Transportation's Mission and Strategic Outcome of maintaining HRM streets and sidewalks by providing a cleaner, healthier municipality and attractive place to live through a customer focussed service delivery.
- EMT priority on Capital District

Goal 2002/2005

To improve the level of service for litter control in the downtown Halifax area.

Objectives 2002/03

- Increase the resources available to provide litter control in the downtown Halifax area
- Coordinate litter control efforts in the downtown Halifax area.

Analysis of Proposed Changes

Utilizing recent changes in the 108 Collective Agreement will permit more flexibility in the use of student employees. These employees can be hired at reduced wages and for less than full shifts in any one day. We are therefore proposing for next year to employ a 2 student litter team to work from 5:30 a.m. to 11:30 a.m., Monday to Friday, mid-April to the end of August, to check the high use areas of downtown Halifax each weekday morning and address any priority litter situations.

Service Levels: An improved level is service is expected.
Financial/Budget: The cost of this increased level of service is accommodated in the budget envelope.
Processes: An additional and site specific litter pick-up shift will be added to existing shifts servicing the downtown Halifax area.
Internal Service Providers:
Human Resources - new job description and recruitment of two summer students.
Shared Services - service request tracking.
FTE: Business Unit's FTE's will increase by one FTE.

Issue #17

Develop Procedures for Better Management of Salt

There is increased pressure to better manage the use of road salts in HRM's Snow & Ice Programs. Environment Canada has conducted an assessment of road salt under the Canadian Environmental Protection Act (CEPA). Based on this assessment, it is expected that Environment Canada will declare road salt CEPA toxic. It is important to note that the assessment is based on ecological considerations only and Health Canada concluded that road salts are not toxic to humans. HRM is committed to managing the amount of salt used in it's Snow & Ice Programs through the adoption of the Transportation Association of Canada's Salt Management and Best Management Practices guide.

Link to Corporate Priority and/or Program Mission

Improved management of road salts in our Snow & Ice Programs will support:

- Council's Corporate Priorities for "Public Safety" by ensuring HRM citizens feel and are safe to move within their community and for "Economic Development" by delivering appropriate services which encourage the growth of business.
- EMT's Corporate Priority to "Support and Encourage Customer Focussed Service Delivery" by providing citizens with a meaningful sense of the results attained with their tax dollars.
- Public Works & Transportation's Mission and Strategic Outcomes of maintaining and regulating the effective use of streets and sidewalks by providing a safer, healthier municipality through effective and efficient service delivery to ensure an efficient transportation system.

Goal 2002/2005

To implement a salt management plan and road salts best management practices to provide safe, efficient and cost effective roadway and sidewalk systems with a minimum impact on HRM's natural environment.

Objectives 2002/03

- Develop an HRM specific Salt Management Plan
- Upgrade salt storage facilities.
- Improve Snow and Ice Program service delivery through identification and implementation of improved snow and ice technology and practices.
- Improved training of snow and ice staff in Best Salt Management practices.

Analysis of Proposed Changes

The proposed objectives for 2002/2003 will be championed by the Public Works & Transportation's Snow & Ice Coordinator, through a philosophy of continual improvement and stakeholder communication.

Service Levels: An improved, more cost effective and environmentally responsible level of road salt management is expected while continuing to meet HRM's Snow & Ice Service Standards.

Financial/Budget: Reduction in salt usage will result in cost savings in the Snow & Ice Operating Budget, depending on the overall weather experienced during the winter season.

Capital funding has not been approved in the proposed budget but will be required for:
- upgrading salt storage facilities
- implementation of ARWIS system
- implementation of pre-wetting technology

Processes: The processes for salt management will be one of continual improvement following a cycle that starts with the HRM Salt Management Plan & Guidelines and then proceeds through review and analysis of existing practices and resources, implementation of changes, education and training of employees, monitoring and analysing of results and management review of results. The cycle would then begin again and continue on an ongoing basis. It can be expected that a number of initiatives would occur simultaneously.

Internal Service Providers:
Shared Services - Fleet Services assistance with Snow & Ice skills inventory and salt equipment operation training.
Engineering Services - Assistance with Capital construction of salt storage facility.
Financial Services

FTE: No change

Issue #18

Continue Wastewater / Stormwater Benchmarking Exercise

PWT are continuing to participate in the Wastewater Benchmarking exercise, which includes approximately 30 municipalities across Canada. Work continues on wastewater collection and treatment data collection (both metric and process) which provides an ideal forum for comparison of operational efficiencies and effectiveness.
We have recently joined the Stormwater Benchmarking project , with similar formatting and objectives as the wastewater initiative.

Link to Corporate Priority and/or Program Mission

- Council Priorities on Infrastructure (standards for infrastructure performance and service levels..) and Fiscal Accountability (ensure best value for dollars spent)
- PWT Mission and client benefit on effective and efficient service delivery.

Goal 2002/2005

To benchmark HRM wastewater collection and treatment as well as stormwater collection operations to effect improvements in the operation and management of these programs.

Objectives 2002/03

- Continue benchmarking program participation and effect program improvements as indicated in project outcomes.
- Initiate Stormwater Benchmarking data collection.

Analysis of Proposed Changes

Service Levels: Anticipate service improvements as a result of benchmarking analysis and implementation of recommended operational changes.
Financial/Budget: System improvements will require capital funding if major process changes are recommended.
Processes: We anticipate changes in present operational programs as a result of this project.
Internal Service Providers: Continuing requirement for financial data
FTE: No change

Issue #19

Transportation Study for HRM

A long range transportation plan is required to ensure transportation infrastructure / construction is consistent with regional planning development patterns.

Link to Corporate Priority and/or Program Mission

- Council Priority on Transportation (develop a comprehensive regional transportation plan

which supports the desired direction of growth articulated in the regional growth strategy.)
- PWT Mission and strategic outcome on infrastructure to accommodate growth.

Goal 2002/2005

To support the development of a Regional Transportation Plan that supports the objectives of the growth plan.

Objective 2002/03

Participate in the Regional Planning project to assist in the development of the transportation plan

Analysis of Proposed Changes

Service Levels: Transportation infrastructure planned and constructed to accommodate planned growth will result in increased roadway service levels.
Financial/Budget: Contract staff positions may be required to accommodate Regional Planning project timetable
Processes: No change
Internal Service Providers: Not applicable
FTE: No change

Issue #20

Capital District Task Force

PWT will play an integral role in the efforts of the Capital District Task Force

Link to Corporate Priority and/or Program Mission

- Council Priority on Economic Development
- EMT Priority project
- EMT priority on customer focussed service delivery.
- PWT Mission and strategic outcome of clean, safe and healthy municipality

Goal 2002/2005

To provide the required resources to the Capital District Task Force to enable the task force to fulfill their objectives.

Objectives 2002/03

- To assist in securing necessary capital funding and to provide engineering design and management to facilitate the envisioned capital improvements in the Capital District.
- To implement Task Force recommendations for the rationalization of litter collection operations in the Central Business District.

Analysis of Proposed Changes

Contributions to the efforts of the Task Force will have some impact on staff resources.

Service Levels: Coordination of service provision by Task Force member business units will result in improved service levels in the Capital District.
Financial/Budget: Additional funding proposed in 2002/03 Capital to undertake infrastructure improvements.
Processes: Issue #16 in this service plan addresses changes to existing service levels for litter collection in the Central Business District, in response to Council directives. Outlined approach may be further modified resulting from process rationalization with other litter collection service providers in the Central Business District.
Internal Service Providers: No effect
FTE: No change

Issue #21

Study Organizational Structure of PWT

The basic organizational structure of engineering, traffic and public works has not been reviewed since amalgamation. Coupled with the organizational review, staff morale issues , raised through the employee survey, proposed staff relocation in early 2002 (to Eric Spicer Building)and deteriorating depot facilities, must be addressed..

Link to Corporate Priority and/or Program Mission

- Council Priority on Fiscal Accountability (maximizing value for dollars spent)
- EMT priorities on customer focussed service delivery and creating a workplace environment that encourages employees to strive for excellence and success.
- PWT Mission and client benefit of effective and efficient service delivery.

Goal 2002/2005

To review the Business Unit structure , functional divisions, reporting relationships and facilities adequacy, and develop an organizational plan to improve service provision and optimize resource utilization, and to create a workplace environment that encourages employees to strive for service excellence.

Objectives 2002/03

- Building Rationalization study to be undertaken to evaluate PWT facility adequacy and location
- Business Unit divisional structure, reporting relationships and succession planning to be re-evaluated
- Implement employee recognition program
- Continued support of the SAP HR initiative
- Support Employee Survey Action plan initiatives

Analysis of Proposed Changes

Service Levels: When implemented, the new business unit structure will enhance service delivery.
Financial/Budget:
Funding for facility rationalization study available in the 2001/02 budget. Study recommendations may require implementation through capital budget funding for facility construction/upgrading.
Funding for employee recognition in budget envelope.
Processes: When implemented , sectional realignment will result in different work practices.
Internal Service Providers
Facility study to be undertaken in conjunction with Real Property Services.
Human Resources for SAP module implementation and employee recognition program.
FTE: None

Issue # 22

Trunked Mobile Radio System (TMR)

Currently, PW&T operate 3 different radio systems from the former municipal units. The existing systems do not readily cross communicate, vehicle relocation to different regions requires radio reinstallation, and system components are aging , requiring increased maintenance / replacement.

Link to Corporate Priority and/or Program Mission

- EMT Corporate Priority to provide effective and efficient communications.
- Council Priority on Public Safety
- EMT priority project

Goal 2002/2005

To implement a single integrated , effective communication system for all HRM user groups.

Objectives 2002/03

To work with the Radio Communications Team to move the project forward , the Rural Fire Dept will be implemented in the first phase of this project in 2002/2003 and the other phases will follow in 2003/2005.

Analysis of Proposed Changes

Service Levels: System flexibility will enable efficient resource reallocation , thereby improving service provision.
Financial / Budget: Capital costs identified as corporate priority in 2002/03 Capital Budget.
Processes: Staff training required for new system operation.
Internal Service Providers: Project partnering with Police, 911, Fire, Parks & Recreation, and Shared Services.
FTEs: No change

Issue #23

Service Delivery Deficiencies

The budgeting exercise for compliance with the proposed 2002/03 Operating Budget guidelines has resulted in service level deficiencies in a number of operational areas.

Link to Corporate Priority and/or Program Mission

- Council Priorities on Infrastructure (provides infrastructure to maintain approved standards) and Public Safety (safety related service levels for infrastructure)
- EMT priority on customer focussed service delivery.
- PWT Mission and strategic outcomes on effective infrastructure management

Goal 2002/2005

To continue to manage Council's service expectations.

Objective 2002/03

To identify service level shortfalls in conjunction with the business planning / budgeting process.

Analysis of Proposed Changes

Service Levels:
Council's service expectations may not be met in the following areas:
1- Gravel Road maintenance not funded to 2000/01 service levels
2- Concrete sidewalk maintenance not funded to 200/01 service levels . Based upon Council feedback, last year's service level did not meet expectations.
3- Snow and Ice Control budget not funded to offset increased equipment contract costs, also under Capital, requests for new technology(ie prewetting equipment, road weather information systems) and adequate salt storage facilities required to comply with impending federal regulations may not be achieved.
4- Area rated Sidewalk Snow & Ice not funded to provide peak service demand.

5- Asphalt road patching program funding has not been enhanced. Based upon Council feedback, last year's service level did not meet expectations. The additional requirement has arisen as a result of street deterioration resulting from continued underfunding of Capital budget street rehabilitation works.
Financial/Budget: Budget envelope does not contain funds to address the above noted items.
Processes: No change proposed.
Internal Service Providers: No effect
FTE: no change

Public Works

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$1,350,654	$3,759,025	$4,364,575	$5,262,057	$4,569,550	$204,975	4.7%
Wages	11,389,020	9,966,744	9,159,711	8,594,146	9,265,711	106,000	1.2%
Overtime - Salaries and Wages	1,665,877	2,299,003	1,520,900	2,656,698	1,548,800	27,900	1.8%
Benefits and Other (Salaries)	807,404	764,091	922,450	777,668	940,715	18,265	2.0%
Benefits and Other (Wages)	2,089,188	2,113,089	2,074,453	2,084,253	2,114,520	40,067	1.9%
Retirement Allowance & Severance	387,558	238,558	314,855	238,606	278,155	(36,700)	-11.7%
Clothing Allowance, Stipends, Othe	36,605	81,292	9,800	88,636	9,200	(600)	-6.1%
Office Expenses, less Computers	415,053	437,255	464,200	423,239	454,200	(10,000)	-2.2%
Computers Expenses	2,810	56,373	86,640	7,607	115,520	28,880	33.3%
Consulting Fees	91,391	2,363	81,500	58,107	95,000	13,500	16.6%
Other Professional Fees	31,399	20,957	300	302	0	(300)	-100.0%
Contract Fees	2,835,860	5,006,998	3,613,000	5,823,194	4,738,505	1,125,505	31.2%
Equipment and Supplies	258,202	280,993	155,100	264,694	151,300	(3,800)	-2.5%
Materials	3,155,618	3,932,502	3,601,200	3,809,917	3,739,400	138,200	3.8%
Building Repair, Maintenance	365,762	532,397	709,500	654,991	798,500	89,000	12.5%
Heating Fuel	93,588	77,396	55,500	88,503	51,400	(4,100)	-7.4%
Electricity	4,930,962	5,016,065	5,349,324	5,253,969	4,959,747	(389,577)	-7.3%
Equipment Repair, Maintenance	2,202,237	3,585,571	3,073,330	3,559,259	3,135,630	62,300	2.0%
Vehicle Expenses	11,855	17,061	145,700	44,370	145,700	0	0.0%
Diesel Fuel	4,297	2,693	21,800	471	17,400	(4,400)	-20.2%
Gasoline Fuel	23,266	27,686	23,200	27,429	18,600	(4,600)	-19.8%
Membership Dues	12,693	16,936	20,400	18,638	23,000	2,600	12.7%
Conferences and Travel	190,284	241,129	281,400	245,439	313,200	31,800	11.3%
Training and Education	40,849	47,404	123,000	65,908	123,800	800	0.7%
Site Preparation	6,205	0	0	0	0	0	-
Advertising and Promotion	24,734	56,669	37,900	45,534	52,900	15,000	39.6%
Books, Publications and Data	1,868	4,252	5,400	5,593	5,400	0	0.0%
Other Goods and Services	476,724	398,582	349,440	395,323	398,606	49,166	14.1%
Transfer to/from Reserves	(71,355)	(2,157,346)	5,000	(269,438)	550,100	545,100	10902.0%
Principal and Interest Charges	2,212,000	2,117,084	2,041,000	2,041,048	1,959,000	(82,000)	-4.0%
Other Loan and Interest Charges	5,835	9,999	0	52,874	0	0	-
Other Fiscal Charges	79,270	263,915	66,221	317,557	658,800	592,580	894.9%
Interdepartmental - Fleet	2,499,630	3,984,789	4,224,503	4,457,798	3,957,148	(267,355)	-6.3%
Interdepartmental - Other	147,800	0	150,000	25,000	50,000	(100,000)	-66.7%
Total	**$37,775,144**	**$43,201,526**	**$43,051,302**	**$47,119,391**	**$45,239,507**	**$2,188,206**	**5.1%**
Revenues							
Property Tax	$0	$293	$0	$0	$0	$0	-
Fire Protection	(80,473)	(88,804)	(84,700)	(134,080)	(84,700)	0	-0.0%
Transfers from Governments, Other	(242,486)	(377,999)	(80,000)	(123,085)	(75,000)	5,000	-6.3%
Area Tax Rates and Transfers	(1,268,936)	(1,357,788)	(1,588,945)	(2,374,234)	(2,317,032)	(728,087)	45.8%
Other Licenses, Permits and Fines	(232,503)	(214,299)	(184,000)	(291,706)	(159,000)	25,000	-13.6%
Parking and Facility Rentals	1,410	593	0	0	0	0	-
Tipping Fees	(328,769)	(254,391)	(250,000)	(386,827)	(431,100)	(181,100)	72.4%
Other Fees	0	150	0	0	0	0	-
Other Sales Revenue	(469,253)	(338,090)	(520,500)	(354,881)	(534,500)	(14,000)	2.7%
Advertising Revenue	0	(73,401)	0	0	(50,000)	(50,000)	-
Environmental Protection/Waste Wa	(11,535,890)	(12,774,561)	(14,501,351)	(14,088,268)	(15,631,852)	(1,130,501)	7.8%
Other Revenues	(244,549)	(160,135)	(73,000)	(63,364)	(23,323)	49,677	-68.1%
Total	**($14,401,418)**	**($15,638,434)**	**($17,282,496)**	**($17,816,446)**	**($19,306,507)**	**($2,024,011)**	**11.7%**
Net Cost	**$23,373,726**	**$27,563,092**	**$25,768,806**	**$29,302,945**	**$25,933,000**	**$164,195**	**0.6%**

Public Works

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R101 Administration	$338,233	$343,672	$485,700	$467,359	$539,656	$53,956	11.1%
R701 Director of Operations	79,213	33,004	0	6,013	0	0	-
R702 Natural Gas Distribution	83,991	72,731	195,500	47,339	195,500	0	0.0%
R110 Design Administration	260,044	235,729	215,000	172,330	308,755	93,755	43.6%
R111 Design	549,788	615,877	749,950	599,311	753,450	3,500	0.5%
R113 Capital Budget	3,274	0	0	0	0	0	-
R120 Construction Services	885,115	1,008,096	1,066,820	981,192	989,500	(77,320)	-7.2%
R140 Surveying	738,944	800,517	866,513	844,895	866,600	87	0.0%
R150 Drafting	317,570	395,168	422,100	349,899	428,800	6,700	1.6%
R112 Rights of Way	475,774	470,607	209,700	221,096	215,500	5,800	2.8%
R160 Environmental Services	(337)	403,791	583,200	515,541	663,900	80,700	13.8%
R170 Transportation Services	240,298	270,920	322,010	298,114	322,200	190	0.1%
R172 Traffic Services	372,192	461,369	493,800	467,347	491,100	(2,700)	-0.5%
R827 Traffic Lights	812,948	1,040,922	1,069,000	1,175,170	1,068,400	(600)	-0.1%
R201 Waste Water Administration	109,760	97,428	184,700	145,823	185,700	1,000	0.5%
R210 Aerotech	502,084	587,422	524,300	612,487	527,200	2,900	0.6%
R220 Mill Cove	2,959,376	2,956,409	2,814,400	2,828,738	2,921,300	106,900	3.8%
R230 Eastern Passage	488,502	487,460	522,000	521,107	580,600	58,600	11.2%
R240 Timberlea	360,518	405,684	428,900	402,156	490,000	61,100	14.2%
R250 Community Plants	334,090	390,489	421,100	389,770	484,600	63,500	15.1%
R260 Aerotech Lagoon	269,796	84,677	250,000	379,839	431,100	181,100	72.4%
R270 Sludge Transfer	71,948	68,660	125,100	83,975	116,700	(8,400)	-6.7%
R315 Leach. Trt./Fl	1,071	0	0	1,636	(6,000)	(6,000)	-
R715 Administration	803,903	1,356,899	1,043,937	2,278,393	810,949	(232,987)	-22.3%
R720 Street Sweeping	587,398	551,026	585,194	640,205	588,074	2,880	0.5%
R721 Litter Pickup/Basket	844,691	815,075	964,353	842,540	950,993	(13,360)	-1.4%
R722 Leaf Pick Up	134,301	187,371	192,736	205,730	194,286	1,550	0.8%
R730 Chip Sealing	0	438,406	464,600	400,906	464,790	190	0.0%
R731 Patching	1,502,050	1,452,247	1,495,148	1,438,518	1,655,568	160,420	10.7%
R732 Gravel Road Maintenance	771,037	762,560	805,014	1,190,659	828,894	23,880	3.0%
R733 Right of Way Maintenance	111,552	95,428	91,900	77,486	91,900	0	0.0%
R735 Guardrail	178,167	222,114	247,799	169,032	248,989	1,190	0.5%
R738 Waverley Sidew	0	0	5,000	326	5,200	200	4.0%
R739 Fall River Sid	0	95,223	114,900	52,874	115,280	380	0.3%
R740 Concrete Sidewalks	742,964	759,858	676,449	649,352	697,989	21,540	3.2%
R741 Asphalt Sidewalks	144,016	54,647	228,305	30,067	233,795	5,490	2.4%
R742 Brick Sidewalk	61,738	84,478	180,721	88,987	181,681	960	0.5%
R743 Asphalt Curb	105,158	65,366	98,231	91,858	99,151	920	0.9%
R746 Street Name Signs	59,636	51,103	96,413	16,052	97,073	660	0.7%
R747 Traffic Signs	634,840	506,538	704,378	639,955	708,378	4,000	0.6%
R748 Traffic Marking	389,933	366,500	415,404	342,960	436,494	21,090	5.1%
R829 Parking Meter	81,445	0	0	0	0	0	-
R899 Streets Job Costing Clearing	51,672	72,882	0	194,020	0	0	-
R761 Ice Control	4,017,008	6,418,200	3,658,963	5,956,250	3,666,533	7,570	0.2%
R762 Plowing	1,847,528	3,538,613	2,406,262	3,345,068	2,413,772	7,510	0.3%
R763 Snow Removal	926,481	(1,612,494)	852,514	215,840	858,114	5,600	0.7%
R764 Sidewalk Plow/Ice Control	931,997	2,375,588	1,186,385	2,070,199	2,063,075	876,690	73.9%
R765 Related Program Cost	860,896	946,717	546,614	1,098,730	550,174	3,560	0.7%
R766 District 15 Sidewalk Plowing	0	0	0	0	30,305	30,305	-
R811 Administration	235,692	639,748	388,111	604,121	390,209	2,098	0.5%
R812 Inspection & Monitor	305,481	360,091	461,355	326,896	466,815	5,460	1.2%
R814 Mains	910,977	1,001,591	1,244,402	1,042,859	1,264,042	19,640	1.6%
R817 Pumping Stations	2,163,149	1,998,623	2,299,930	2,119,340	2,407,330	107,400	4.7%
R818 Sewer Laterals	768,892	1,587,210	840,966	1,827,399	1,445,896	604,930	71.9%
R820 Manholes	882,680	657,083	1,082,420	734,452	1,107,020	24,600	2.3%
R821 Catchbasins	986,001	909,723	1,281,439	1,099,402	1,304,339	22,900	1.8%
R822 Ditches.Drains	1,055,706	723,637	1,323,876	1,016,851	1,342,276	18,400	1.4%
R823 Flood Control	107,131	145,765	248,405	222,998	255,725	7,320	2.9%
R898 Sewers Job Costing Clearing	0	57,741	0	0	0	0	-
R825 Streetlighting	3,647,709	3,584,329	4,040,940	3,851,058	4,042,290	1,350	0.0%
R826 Streetlighting - Rural	669,127	701,010	828,445	726,873	647,547	(180,898)	-21.8%
Total	**$37,775,144**	**$43,201,526**	**$43,051,302**	**$47,119,391**	**$45,239,507**	**$2,188,206**	**5.1%**

Public Works

Summary by Revenues

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R101	Administration	($7,642)	($40,008)	($234,000)	($164,004)	($234,323)	($323)	0.1%
R701	Director of Operations	(86,657)	(224,008)	0	(119,508)	0	0	-
R702	Natural Gas Distribution	0	(31,299)	(195,500)	(35,351)	(195,500)	0	-0.0%
R110	Design Administration	(84)	(91)	0	(30)	0	0	-
R111	Design	0	0	0	(2,803)	0	0	-
R120	Construction Services	(130,271)	(22,624)	(25,000)	0	0	25,000	-100.0%
R140	Surveying	(166,000)	0	0	0	0	0	-
R150	Drafting	(1,333)	(6,846)	(10,000)	(2,570)	(10,000)	0	-0.0%
R112	Rights of Way	(232,020)	(213,978)	(172,000)	(291,703)	(222,000)	(50,000)	29.1%
R160	Environmental Services	0	(403,791)	(583,200)	(513,853)	(583,200)	0	-0.0%
R170	Transportation Services	0	0	0	(120)	0	0	-
R172	Traffic Services	(5,953)	(81,021)	(50,000)	(3,510)	0	50,000	-100.0%
R827	Traffic Lights	2,580	(75)	0	2,104	0	0	-
R201	Waste Water Administration	(4,339,164)	(4,386,942)	(4,583,500)	(145,823)	(4,889,000)	(305,500)	6.7%
R210	Aerotech	(415,982)	(405,767)	(371,700)	(609,685)	(385,700)	(14,000)	3.8%
R220	Mill Cove	(90,747)	(13,563)	0	(2,846,891)	0	0	-
R230	Eastern Passage	(4,421)	(5,117)	(5,000)	(519,035)	(5,000)	0	-0.0%
R240	Timberlea	0	(350)	0	(400,548)	0	0	-
R250	Community Plants	(22,019)	(26,455)	(20,000)	(390,941)	(20,000)	0	-0.0%
R260	Aerotech Lagoon	(298,500)	(244,347)	(250,000)	(322,721)	(431,100)	(181,100)	72.4%
R270	Sludge Transfer	0	0	0	(83,320)	0	0	-
R315	Leach. Trt./Fl	(1,117)	(9)	0	0	0	0	-
R715	Administration	(19,962)	(35,977)	0	3,011	0	0	-
R720	Street Sweeping	390	0	0	0	0	0	-
R721	Litter Pickup/Basket	0	2,545	0	4,460	0	0	-
R731	Patching	518	(420)	(30,000)	0	(30,000)	0	-0.0%
R733	Right of Way Maintenance	(846)	(21,062)	0	0	0	0	-
R735	Guardrail	15	(356)	0	0	0	0	-
R738	Waverley Sidew	0	(5,422)	(5,000)	(4,521)	(5,200)	(200)	4.0%
R739	Fall River Sid	0	(114,332)	(114,900)	(113,313)	(115,280)	(380)	0.3%
R740	Concrete Sidewalks	(5,493)	0	0	0	0	0	-
R746	Street Name Signs	0	0	0	(1,125)	0	0	-
R747	Traffic Signs	0	(3,471)	0	(8,451)	0	0	-
R899	Streets Job Costing Clearing	0	1,153	0	0	0	0	-
R761	Ice Control	(92,000)	(92,000)	0	0	0	0	-
R762	Plowing	0	(1,804)	0	(374)	0	0	-
R764	Sidewalk Plow/Ice Control	(531,540)	(572,695)	(645,600)	(1,434,540)	(1,518,700)	(873,100)	135.2%
R766	District 15 Sidewalk Plowing	0	0	0	0	(30,305)	(30,305)	-
R811	Administration	(7,196,640)	(639,748)	(2,413,300)	(601,177)	(2,558,301)	(145,001)	6.0%
R812	Inspection & Monitor	0	(360,091)	(345,900)	(325,248)	(345,900)	0	-0.0%
R814	Mains	(134,980)	(1,001,590)	(815,900)	(1,042,816)	(815,900)	0	-0.0%
R817	Pumping Stations	0	(1,998,635)	(2,115,490)	(2,119,098)	(2,195,490)	(80,000)	3.8%
R818	Sewer Laterals	0	(1,587,210)	(771,500)	(1,827,399)	(1,371,500)	(600,000)	77.8%
R820	Manholes	0	(657,083)	(923,900)	(734,452)	(923,900)	0	-0.0%
R821	Catchbasins	0	(909,722)	(757,100)	(1,099,402)	(757,100)	0	-0.0%
R822	Ditches,Drains	(248)	(723,637)	(808,400)	(1,016,804)	(808,400)	0	-0.0%
R823	Flood Control	0	(145,765)	(207,161)	(222,998)	(207,161)	0	-0.0%
R825	Streetlighting	0	228	0	(9)	0	0	-
R826	Streetlighting - Rural	(621,300)	(665,047)	(828,445)	(821,861)	(647,547)	180,898	-21.8%
	Total	**($14,401,418)**	**($15,638,434)**	**($17,282,496)**	**($17,816,446)**	**($19,306,507)**	**($2,024,011)**	**11.7%**

Public Works

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R101 Administration	$330,591	$303,664	$251,700	$303,355	$305,333	$53,633	21.3%
R701 Director of Operations	(7,444)	(191,004)	0	(113,496)	0	0	-
R702 Natural Gas Distribution	83,991	41,432	0	11,988	0	0	-
R110 Design Administration	259,960	235,638	215,000	172,300	308,755	93,755	43.6%
R111 Design	549,788	615,877	749,950	596,509	753,450	3,500	0.5%
R113 Capital Budget	3,274	0	0	0	0	0	-
R120 Construction Services	754,844	985,472	1,041,820	981,192	989,500	(52,320)	-5.0%
R140 Surveying	572,944	800,517	866,513	844,895	866,600	87	0.0%
R150 Drafting	316,237	388,322	412,100	347,329	418,800	6,700	1.6%
R112 Rights of Way	243,753	256,629	37,700	(70,607)	(6,500)	(44,200)	-117.2%
R160 Environmental Services	(337)	0	0	1,688	80,700	80,700	-
R170 Transportation Services	240,298	270,920	322,010	297,994	322,200	190	0.1%
R172 Traffic Services	366,239	380,348	443,800	463,837	491,100	47,300	10.7%
R827 Traffic Lights	815,527	1,040,847	1,069,000	1,177,273	1,068,400	(600)	-0.1%
R201 Waste Water Administration	(4,229,404)	(4,289,514)	(4,398,800)	0	(4,703,300)	(304,500)	6.9%
R210 Aerotech	86,101	181,655	152,600	2,802	141,500	(11,100)	-7.3%
R220 Mill Cove	2,868,629	2,942,845	2,814,400	(18,153)	2,921,300	106,900	3.8%
R230 Eastern Passage	484,081	482,343	517,000	2,072	575,600	58,600	11.3%
R240 Timberlea	360,518	405,334	428,900	1,608	490,000	61,100	14.2%
R250 Community Plants	312,071	364,034	401,100	(1,172)	464,600	63,500	15.8%
R260 Aerotech Lagoon	(28,704)	(159,670)	0	57,118	0	0	-
R270 Sludge Transfer	71,948	68,660	125,100	655	116,700	(8,400)	-6.7%
R315 Leach. Trt./Fl	(47)	(9)	0	1,636	(6,000)	(6,000)	-
R715 Administration	783,941	1,320,922	1,043,937	2,281,404	810,949	(232,987)	-22.3%
R720 Street Sweeping	587,788	551,026	585,194	640,205	588,074	2,880	0.5%
R721 Litter Pickup/Basket	844,691	817,620	964,353	847,000	950,993	(13,360)	-1.4%
R722 Leaf Pick Up	134,301	187,371	192,736	205,730	194,286	1,550	0.8%
R730 Chip Sealing	0	438,406	464,600	400,906	464,790	190	0.0%
R731 Patching	1,502,568	1,451,826	1,465,148	1,438,518	1,625,568	160,420	10.9%
R732 Gravel Road Maintenance	771,037	762,560	805,014	1,190,659	828,894	23,880	3.0%
R733 Right of Way Maintenance	110,706	74,365	91,900	77,486	91,900	0	0.0%
R735 Guardrail	178,182	221,758	247,799	169,032	248,989	1,190	0.5%
R738 Waverley Sidew	0	(5,422)	0	(4,195)	0	0	-
R739 Fall River Sid	0	(19,109)	0	(60,439)	0	0	-
R740 Concrete Sidewalks	737,471	759,858	676,449	649,352	697,989	21,540	3.2%
R741 Asphalt Sidewalks	144,016	54,647	228,305	30,067	233,795	5,490	2.4%
R742 Brick Sidewalk	61,738	84,478	180,721	88,987	181,681	960	0.5%
R743 Asphalt Curb	105,158	65,366	98,231	91,858	99,151	920	0.9%
R746 Street Name Signs	59,636	51,103	96,413	14,927	97,073	660	0.7%
R747 Traffic Signs	634,840	503,067	704,378	631,503	708,378	4,000	0.6%
R748 Traffic Marking	389,933	366,500	415,404	342,960	436,494	21,090	5.1%
R829 Parking Meter	81,445	0	0	0	0	0	-
R899 Streets Job Costing Clearing	51,672	74,035	0	194,020	0	0	-
R761 Ice Control	3,925,008	6,326,200	3,658,963	5,956,250	3,666,533	7,570	0.2%
R762 Plowing	1,847,528	3,536,809	2,406,262	3,344,694	2,413,772	7,510	0.3%
R763 Snow Removal	926,481	(1,612,494)	852,514	215,840	858,114	5,600	0.7%
R764 Sidewalk Plow/Ice Control	400,457	1,802,893	540,785	635,659	544,375	3,590	0.7%
R765 Related Program Cost	860,896	946,713	546,614	1,098,714	550,174	3,560	0.7%
R811 Administration	(6,960,948)	0	(2,025,189)	2,944	(2,168,092)	(142,903)	7.1%
R812 Inspection & Monitor	305,481	(0)	115,455	1,648	120,915	5,460	4.7%
R814 Mains	775,996	0	428,502	43	448,142	19,640	4.6%
R817 Pumping Stations	2,163,149	(11)	184,440	241	211,840	27,400	14.9%
R818 Sewer Laterals	768,892	(0)	69,466	0	74,396	4,930	7.1%
R820 Manholes	882,680	(0)	158,520	0	183,120	24,600	15.5%
R821 Catchbasins	986,001	1	524,339	0	547,239	22,900	4.4%
R822 Ditches,Drains	1,055,458	0	515,476	47	533,876	18,400	3.6%
R823 Flood Control	107,131	(0)	41,244	(0)	48,564	7,320	17.7%
R898 Sewers Job Costing Clearing	0	57,741	0	0	0	0	-
R825 Streetlighting	3,647,709	3,584,557	4,040,940	3,851,050	4,042,290	1,350	0.0%
R826 Streetlighting - Rural	47,826	35,963	0	(94,988)	0	0	-
Total	**$23,373,726**	**$27,563,092**	**$25,768,806**	**$29,302,945**	**$25,933,000**	**$164,195**	**0.6%**

Public Works & Transportation Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Heavy		0	0	n/a
Roads & Streets	14,166,000	14,680,000	514,000	3.63%
Sewers	8,020,000	5,472,000	(2,548,000)	-31.77%
Sidewalks	3,340,000	3,150,000	(190,000)	-5.69%
Traffic Improvements	2,250,000	1,322,000	(928,000)	-41.24%
Total Gross Budget	27,776,000	24,624,000	(3,152,000)	-11.35%
Total Funding	(8,013,000)	(11,939,000)	(3,926,000)	49.00%
Total Net	19,763,000	12,685,000	(7,078,000)	-35.81%

RCMP Mission Statement

To preserve the peace, uphold the law and provide quality service in partnership with our communities.

Strategic Outcomes:

Traffic Control

Youth - education of drug awareness and bullying

Client Benefits:

Safer roads and communities

Youth better able to handle situations on their own and not get into violation situations.

FTE's

The provision of RCMP contract policing services in the Halifax Regional Municipality is structured under the Provincial Policing Service Agreement (PPSA). Signed in 1992, this 20-year contract between the Government of Canada and the Province of Nova Scotia specifically defines the basis of payment for RCMP provincial resources. Under this arrangement, the federal government recognizes the value of maintaining a strong Provincial Police Service which can assist with federal policing responsibilities. For the full contract term, this value has been established at 30%. As a result, the cost of all RCMP provincial resources is calculated at 70%.

The annual cost is determined by totaling the needs of the entire compliment of provincial police resources across Nova Scotia. This budget level is then averaged out over the total compliment of members. The per capita cost of RCMP policing in the Halifax Regional Municipality is all-inclusive. The price includes all related costs such as salaries, overtime, employee benefits, operation and maintenance costs, capital purchases, technology needs and administrative overhead for members as well as 25 public service employees throughout Halifax Detachment. In addition, regardless of any liability which may arise, the RCMP assumes 100% responsibility for the actions of its employees, be they medical, disciplinary or civil in nature.

HRM pays for 174.79 positions in 2001/2002, there are currently **232.79** RCMP employees providing police service to the residents of the municipality, as outlined below:

Source	***FTEs***
Full Time Member and Shared Services Positions	**174.79**
Public Service Employees	**22.00**
Highway Patrol (specialized service paid by province)	**21.00**
Major Crime Investigators (specialized service paid by province)	**6.00**
Police Service Dog (specialized service paid by province)	**1.00**
Halifax International Airport Authority (private contract)	**5.00**
Community Constables	**3.00**
Total	**232.79**

The RCMP has 176.79 positions in 2002/2003 Budget.

Summary of Achievements Against Last Year's Business Plan

Key Initiative	Status
Municipal Traffic Service	Outstanding - no resources to implement
School Liaison Investigation Team	Outstanding - no resources to implement
CAPRA/Diversity Management Team	Outstanding - no resources to implement

Issue #1

Growth of subdivisions, schools and population within service area resulting in increased demands for service

A challenge in HRM continues to be the major expansion of residential subdivisions and growth in all directions, encompassing thousands of newly constructed homes, 68 new developing subdivisions and thousands of residential lots ready for our newest residents to build. Over the past year the RCMP throughout HRM has had to respond to an increase in calls for service, as well as manage larger issues such as a major forest fire in the Tantallon area.

As the growth in HRM continues outside the urban core in the RCMP serviced areas of Tantallon, Lower Sackville and Cole Harbour, additional human resources will be required. It is anticipated census results scheduled for release in March 2002, as well as increasing demand on RCMP members, will substantiate this requirement. It is prudent at this time to plan for an additional 10 positions for the coming year. These positions will be assigned to general duty policing in an effort to reduce case burdens and increase police and public safety, while reducing the police to population ratio.

We are seeing substantial expansion of residential subdivisions at Kingswood, Glen Arbour, Maple Wood, White Hills, Haliburton Hills, Beechville, Lakeside, Timberlea and Upper Hammonds Plains. Over the past three years there has been a growth in new residential subdivisions to sixty-eight, four new schools have opened in the area and files generated at the detachment have grown by three thousand over the same period last year. Further increase is expected this year. Tantallon has made organizational changes to enable the unit to function efficiently but has reached its maximum suitable work load capability. The operational changes at the unit include dedicated plain clothes investigators to keep up with the increased criminal demand, as well as community offices and citizen patrol groups using volunteers to prevent crime and monitor client needs. Tantallon is considered the fastest growing area in the Halifax Regional Municipality and in fact, in Nova Scotia, according to some sources. The development in the area shows no sign of levelling off, as the twinning of highway 103 and new housing developments slated for the area are evidence of continuous growth.

The situation is somewhat similar in the Lower Sackville area with new developments in Beaver Bank and the Lucasville Road include housing subdivisions and a new golf course. The Halifax Regional Municipality Development Statistics and Trends for 1998 also reinforce the growth picture in the entire region.

Recent evaluations of growth from the HRM Planning Section in the area have determined that there have been 1122 new houses completed in 68 developing subdivisions in the RCMP area of jurisdiction during 1999/2000 alone. Using an average number of three family members per household as a guide, we can predict a total of 3366 in population increase. This is a very conservative estimate given it does not account for single unit development outside established subdivisions. Reports from developers indicate there are large numbers of available lots in various subdivisions ready for anticipated construction over the next year or two. In Lower Sackville alone, developers advised they have 1281 available lots at present with expected construction of homes in the near future to add another 3843 people to the growth of the RCMP jurisdiction.

The police to population ratios vary from place to place and without adding any increase to the 1996 census are approximated to be:

- Cole Harbour 1:910
- Musquodoboit Harbour 1:941
- Lower Sackville 1:1023
- Sheet Harbour 1:586
- *(The PPR for Sheet Harbour is as the result of two residential police officers required in two remote communities in the area)*
- Tantallon 1:1152

The ambition of Halifax Detachment is to strive toward a police to population ration of 1:750, while appreciating the uniqueness of some of the coverage area in terms of the rural aspects and vast geographical area.

Link to Corporate Priority and/or Program Mission

Public safety has been identified as a priority of the administration of the Halifax Regional Municipality. Specifically, "Define standards for service levels for safety related services, including fire and emergency services, police, by-law enforcement, infrastructure and other initiatives".

Goal 2002/2005

- Meet increasing demands for service
- Decreased time to complete investigations
- Decreased crime rates
- Decreased police to population ratio

Objectives 2002/2003

- Decrease police to population ratio by hiring 10 additional RCMP officers

Analysis of Proposed Changes

Service Levels: Improve service levels by decreasing ratio and tasking members to specific problem areas
Financial/Budget: Ongoing funding required to maintain operating costs for members
Processes: n/a
Internal Service Providers: n/a
FTE's: Increase of 2 officers in the North Preston Policing Initiative and contingent on the Police Study recommendations a request for 4 municipal traffic officers and 4 school liaisons.

Issue #2

Enforcement of Municipal Traffic Laws and Traffic Control

Although our resources were stretched on many occasions we were able to adequately respond to calls for service, however we find ourselves unable to do an adequate job with regards to increased municipal traffic patrol and enforcement. We are presently in the process of working with community groups to raise money for a radar unit which will be moved form street to street displaying the speed of the driver. This will hopefully make the driver slow down. It is anticipated that with additional resources we will be able to follow up with an enforcement initiative. This will result in fewer traffic complaints and safer streets.

There has been a drastic increase in the number of all terrain vehicles (ATVs), in many of our communities. Recently in the Sambro Loop a successful operation was conducted to curtail the illegal use of the ATVs. Resources were taken from another area of service . The ATV issue is on the rise and extra resources would assist with the overall traffic issue.

The increased traffic flow in the RCMP jurisdiction calls for more specific attention to the municipal traffic enforcement and accident investigation. This anticipated new traffic program will improve the safety and comfort level of our citizens and their children who must walk back and forth to school on busier streets. In the last eighteen months since April 1st last year, the RCMP has received over 4000 complaints from citizens in relation to traffic matters alone. The volume of pedestrian traffic is considerable throughout the area and specifically in the area of schools and residential areas. The potential for dangers to our youth and family members is very real and requires our specific attention. A dedicated Municipal Traffic Team would generate some of the revenue required to maintain the program, while adding the additional public safety and accident prevention. The new census report in 2002 will without doubt reflect substantial growth figures for the greater Halifax Detachment area and we as a police service must be ready to meet the challenge and keep pace with

the increasing demands of our citizens.

Link to Corporate Priority and/or Program Mission

To create safer streets and communities, preserve the peace, uphold the law and provide quality service in partnership with our communities

Goals 2002/2005

- Decrease in / prevention of traffic accidents
- More proactive response to traffic problems
- Increased revenue from traffic enforcement
- Create safer streets and safer communities

Objective 2002/2003

Implement Municipal Traffic Team

Analysis of Proposed Changes

Service Levels: Increase enforcement
Financial/Budget: Increase revenue and Increased costs
Processes: Changes in enforcement
Internal Service Providers: n/a
FTE: Request to Increase FTE complement by 4 contingent on the recommendations of the Police Study

Issue #3

Crime Prevention for Youth and Schools

There is a very real need to enhance the policing of schools as the violence escalates and tolerance for differences and bullying become the biggest worry for parents over good grades. Teaching staff are not equipped to handle the stressed situation in our schools and police intervention is required to conduct investigations, prevention and to ensure the safety of our youth. This is an area where working tax payers need and want a level of comfort. The approximate 140 schools in our area house a population of 34,285 students, comparable to that of a large town and requiring the same policing considerations. Enhancing our present school liaison program would allow for a more concerted effort toward problem analysis and subsequent solutions to some of the pressing issues. The outcome of an expanded presence in area schools would allow a safer learning environment for our youth and reduce crime levels along with the numbers of reported incidents related to schools. These resources could also deliver the DARE program as well as other bullying programs.

Halifax Detachment has shown innovation in the corporate sponsorship of three community policing vehicles, volunteer training and the new Senior Citizen's Safety Program in Fall River. The RCMP hosted the Police Week Show with our Halifax Regional Police neighbours, giving students and parents a look at modern policing and reinforcing our commitment to the community. Our School Liaison Program continues to be a welcome asset, however with our members carrying out investigations while attempting to bridge the gap with our youth, additional help is needed to impact this extremely important area of policing. Citizens On Patrol makes a huge difference in the comfort level of our residents throughout the area as each dedicated soul does their very best to patrol the area in partnership with the RCMP to accomplish our common goals.

Through consultation with our community partners, some programs are delivered through volunteers however, there are still many that require police presence. These programs assist in making the schools a safer place, as well as assisting some of the would be "trouble makers" or drop outs to participate and become a contributing student.

For some months the school system in the RCMP area and in particular the Tantallon area has grown at a substantial rate. While statistics would show school enrollment is in the decline in most other areas, this RCMP growth area is seeing the opposite. A case in point is Sir John A. MacDonald High School which services a wide portion of the Tantallon area. The school has some 1150 students registered, a recent increase from the 800 it was designed to serve. The result of this growth and overcrowding is but one symptom of an escalating problem in the school among black and white students. Problems have escalated since the start of the present school year. Tantallon's area includes racially diverse communities and all parties attend school in the same place. There have been a number of confrontations and relatively minor occurrences of late, however the situations have been increasing in seriousness with the stabbing of a youth last year and recently another assault in a black/white confrontation. There is information to indicate this is just the start of more serious conflicts to come. Members of Halifax Detachment will endeavour to maintain control of the situation but the stretching of personnel over these kinds of events takes considerable toll on resources. The supervisor of the Tantallon office had already adjusted his deployment of personnel prior to these events to meet the growing demand and assigned a school liaison officer for the school. Additional personnel have been assigned to adjacent areas to maintain a constant community policing position to monitor all events. Deployment of personnel directly to a school greatly affects the overall policing ability and demand for increased personnel. With growth comes commitment and we as an agency must grow accordingly. To be effective and meet the challenges of this racial situation we must be pro-active. Halifax Detachment has experience in this regard and have seen such escalations develop to difficult proportions. In short our request for increased personnel supported by the Halifax Regional Municipality is further justified by situations as outlined. This type of situation continues to give further support to the CCP. This and other events associated to growth and development will have an eventual negative impact which must be addressed. More school liaison members for example and more generally available personnel to apply to specific concerns will be a must in our jurisdiction to maintain a satisfactory level of service. During the past eighteen months, 903 young offenders have been charged with various offences, while reported incidents specific to area schools reached 4259.

Link to Corporate Priority and/or Program Mission

To preserve the peace, uphold the law and provide quality service in partnership with our communities

Goals 2002/2005

- Create safer learning environment for our youth
- Reduce crime levels and number of reported incidents related to schools
- Proactive approach - problem analysis and subsequent solutions

Objectives 2002/2003

- Implement School Investigation Team and enhance the school liaison program
- Better education for youth by introducing DARE and bullying programs into the schools

Analysis of Proposed Changes

Service Levels: Improve safety of learning environment
Financial/Budget: Ongoing funding required to maintain operating costs for members
Processes: n/a
Internal Service Providers:
FTE: Request to Increase FTE complement by 4 contingent on the recommendations of the Police Study

Issue #4

Policing the Communities of North Preston and Area

This section has been combined as it is felt that policing the Prestons and in particular North Preston, has presented many challenges over the years. Since the amalgamation of Halifax Regional Municipality there has been greater demands put on the Municipal Council to provide an increased public service to the Prestons. This combination will allow HRM to achieve some of the demands with an increase to public safety.

As the result of ongoing racial tensions and the need for improved communication between the police and the communities of the Prestons, the community met with the police and together recommended the Community Constable Program. This program was initially started as a three year pilot program in Cole Harbour. The concept was to have people from the community hired as community constables and assist with building bridges between the police and the communities.

This program has been a success and must carry forward simply to maintain the established level of comfort between the police and communities while maintaining the established bridges. The program has been reduced to three community constables, based on funding issues, however there is constant research in finding ways to fund this worthwhile program. It is felt that HRM should review their commitment to this program with a view of increasing their annual support to $15,000 because of the value it provides to the core area of HRM. This program will assist HRM in establishing a good foundation within the Prestons, assisting them with providing full services including recreation facilities.

The citizens of North Preston feel the community, over the years, has not received the service it should have and the amenities are non-existent. There are, and will be, greater demands on HRM such as recreation facilities and more frequent public transit schedules. There has been an increase of driving complaints throughout the Prestons as there are in other areas of HRM . Without an established, maintained police/community relationship, we will not effectively be able to respond to the community needs. Public safety has been identified as a priority of the administration of the HRM and it is felt that with two dedicated regular members, along with the Community Constables, the service to the Prestons can be effectively delivered. Not only would enforcement increase, crime prevention would also improve. As well, there would be an ability to problem solve on going issues resulting and long term solutions. Crime within HRM has no borders. As a result there are many stolen vehicle from other areas that end up in the Prestons. Other criminal activity also requires investigations. This established group of police will be of further assistance to the Halifax Regional Police in carrying out investigations.

Link to Corporate Priority and/or Program Mission

To preserve the peace, uphold the law and provide quality service in partnership with our communities

Goals 2002/2005

- Increase public and police safety
- Resolve racial issues and poor communication between the police and the communities of the Prestons: build better bridge between the police and the communities
- Establish a good foundation within the Prestons by providing improved service

Objectives 2002/03

- Maintain Community Constable Program/ North Preston Policing Initiative
- Establish working relationship between the RCMP and the residents of the Prestons

Analysis of Proposed Changes

Service Levels: More effective policing of the Prestons with established working relationship

between the RCMP and the people of the communities
Financial/Budget: Ongoing funding required to maintain operating costs for members
Processes: Maintain Community Constable Program/North Preston Policing Initiative
Internal Service Providers: N/A
FTE: Increase FTE compliment by 2

RCMP

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Contract Fees	12,315,600	13,632,700	14,124,500	14,184,300	15,070,000	945,500	6.7%
Total	**$12,315,600**	**$13,632,700**	**$14,124,500**	**$14,184,300**	**$15,070,000**	**$945,500**	**6.7%**
Revenues							
Other Licenses, Permits and Fines	(243,078)	(336,722)	0	0	0	0	-
Total	**($243,078)**	**($336,722)**	**$0**	**$0**	**$0**	**$0**	-
Net Cost	**$12,072,522**	**$13,295,978**	**$14,124,500**	**$14,184,300**	**$15,070,000**	**$945,500**	**6.7%**

RCMP

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
P710 RCMP	$12,315,600	$13,632,700	$14,124,500	$14,184,300	$15,070,000	$945,500	6.7%
Total	**$12,315,600**	**$13,632,700**	**$14,124,500**	**$14,184,300**	**$15,070,000**	**$945,500**	6.7%

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
P710 RCMP	($243,078)	($336,722)	$0	$0	$0	$0	-
Total	**($243,078)**	**($336,722)**	**$0**	**$0**	**$0**	**$0**	-

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
P710 RCMP	$12,072,522	$13,295,978	$14,124,500	$14,184,300	$15,070,000	$945,500	6.7%
Total	**$12,072,522**	**$13,295,978**	**$14,124,500**	**$14,184,300**	**$15,070,000**	**$945,500**	6.7%

REAL PROPERTY SERVICES
MISSION STATEMENT

Who?

Business units of HRM

Why?

Support the internal programs and services delivered by HRM

What?

A broad range of real property services including, real estate acquisitions and disposals, facilities planning and operations, capital project delivery, and development and marketing of HRM's portfolio of business parks.

In support of the internal programs and services delivered by HRM, we provide a broad range of real property services including, real estate acquisitions and disposals, facilities planning and operations, capital project delivery, and development and marketing of HRM's portfolio of business parks.

Description of Program/Services

Real Property Services offers a high level of service delivery and accommodations for Halifax Regional Municipality facilities, including the management of HRM's portfolio of business parks, building and facility capital planning, delivery of a broad range of facility operations and maintenance functions, the management of all property transactions in support of programs and services delivered by HRM, and the coordination of real property support for facilities under lease and/or management agreement.

Scope of Services

- 110 Full Time Employees
- Annual Operating Budget $12.4M
- Annual Capital Program $16M
- Municipally owned buildings under service agreement - 2.3 million square feet
- Municipal accommodation under lease - 170 square feet
- 5 Municipal business parks
- Building and Facility Management services

Real Property Services Mission: ***In support of the programs and services delivered by HRM, we provide a broad range of real property services including, real estate acquisitions and disposals, facilities planning and operations, capital project delivery, and development and marketing of HRM's portfolio of business parks.***	
STRATEGIC OUTCOMES	**INDICATORS**
Optimized portfolio of owned and leased space.	• Cost per square foot • Ratio of owned to leased space • Vacancy rate • Sustainable savings in facility operations cost
Affordable Long Term Capital Plan	• Programmed maintenance and capability deficiencies into a five year Long Term Capital Plan • Written building strategic plans that capture space needs in program delivery terms.

STRATEGIC OUTCOMES	INDICATORS
HRM business parks strategy that enables regional economic growth	• Narrative describing Council approved strategic development document. • # and $ value of lot sales per fiscal year. • % increase in tax base in business parks activity and describing private sector investment in business parks.
Best value for money in fully rationalized real property services delivery.	• $ value of annual sustainable savings achieved and planned for subsequent year. • Building performance measured against best in class (Municipal sector).
CLIENT BENEFITS	**INDICATORS**

Best in class services delivery	• Number of capital projects delivered on time and within budget.
	• Building operating cost/sq. ft. compared to local market or other municipalities.
	• % of clients surveyed, using an existing building who report that building used is;
	  • extremely satisfactory
	  • very satisfactory
	  • satisfactory
	  • unsatisfactory.

Centralized service delivery enabling business unit to focus on delivery of its core programs.	• % of clients surveyed who indicate their operations have not been impeded owing to a real property need. • % of clients surveyed who feel services have been enhanced.
Prioritization of space deficiencies across whole portfolio	• Measured space deficiencies by building type and client group • Measured deferred maintenance list

CLIENT BENEFITS	INDICATORS
Real property services standardization	• % clients surveyed who report level of satisfaction based on negotiated levels of service: • extremely satisfactory • very satisfactory • satisfactory • unsatisfactory.
Measurable building data to support program delivery	• Existence of decision support to include: business unit occupancy profile, % space/business unit and cost/building by business unit, vacancy rate/building and client group, backlog report, etc

FTE's
Real Property Services had 110 FTEs approved for the 2001/2002 budget. There is no change proposed for 2002/2003.

Summary of Achievements Against Last Year's Business Plan

Key Initiative	Status
Organizational Develop an organizational structure that supports the delivery of real property transactions.	Real Estate Services consolidated with Building Management Services creating Real Property Services. Organizational changes communicated to staff, SMT and EMT. Further adjustments within functional areas to follow. New positions have been posted or appointed and the family of manager job descriptions have been reviewed by the Job Evaluation Committee. Additionally the budgets of the two former business unit have been merged.
Position Crew Chiefs and train as self directed team leads	Opportunities to integrate technology, better synchronization of property disposal/acquisitions with capital planning and elimination of many disconnects. Crew Language in Collective Agreement, one in place and others will follow with new Facilities Operations structure.

Key Initiative	Status
Technology Complete the data file updates for Real Property Inventory Management System and capture data necessary to develop an charge back system. Develop measurable building data to support Real Property decision making. Develop business unit occupancy profiles.	Phase I underway (property data technician hired on contract) completion March 2002. Phase II - integration with SAP/RE - 2002/03. Field data collected for 50 major buildings and reports are being developed by IS. Data collection underway to enhance asset maintenance management and lease management of lease data. Servicing Contract put in place with Shared Services for the delivery of Marketing packages for business parks and properties for sale.
Develop Web- page for marketing of real property assets.	RPS Web-page is now active. Surplus property listing under development and will web enabled in 2002.

Key Initiative	Status
Service Delivery Improve overall service delivery, accountability and response to Business Unit and external requests for service.	Real Property Strategic Acquisition/Disposal Plan (for both owned and leased property) under development to be implemented for fiscal 2002/03. Review of internal business processes underway. "Transaction Policy" under development for Council approval and subsequent implementation in fiscal 2002/03. Roster of external leasing and brokerage service providers established. Real Property Review Program continues to review holdings and develop inventory.
Conduct suitability assessments for Public Works and Parks and Recreation.	Project charter drafted and is currently with PW&T for review. Will likely lead to full PW&T Operational Review (PW&T lead). Analysis of suitability of Community Projects space begun as well as discussion for a review of corporate record storage.
Preparation of Business Parks Expansion Strategy Produce Long Term Capital Plan and corresponding process.	First draft circulated to internal staff March 2002. Capital committee struck to review all maintenance and capability deficiencies. Real Property part of the process.
Program all known maintenance deficiencies.	Maintenance deficiencies continue to be updated

Key Initiative	Status
Sustainable Savings and Revenue Generation Achieve surplus property revenues of $2M.	$350K closed to date. $1.8 M projected to March 31, 2002.
Identify opportunities to shed lease space.	Rationalized portfolio by 50 K sq ft. Plans active for 15K sq ft of space. Other opportunities are in the embryonic stage and will develop in the upcoming months.
Achieve or have identified 5% of sustainable savings.	$500 K (cfm) of savings programmed into 2001/2002 operations plan. Additionally savings opportunities in excess of an 500K are being examined.
Closed business park lot sales of $3M.	Sales of $2.957 as of 15 Mar 02, representing 19 transactions and 31.71 acres.
Human Resources Develop staff development plan(s).	Training and development needs to being assessed through PDP process.
Produce gap analysis for BU training needs.	Gap analysis for other training needs not yet begun, however, will be driven in part by new organizational structure. This activity will go into 2002/2003.
Develop an employee recognition program.	Recognition program developed and first awards presented. Budget for recognition now part of operations plan.

Issue # 1

No long-term real property acquisition/disposal/lease plan exists. This makes it difficult to ensure that short term facility investment decisions are economical. Additionally there needs to suitability assessments made for each of the Business units.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy on "Planned Growth" and "Fiscal Accountability"

- EMT's Corporate Priority to "Support and Encourage Customer Focussed Service Delivery"
- Corporate Project "Harbour Solutions".

Goals 2002/2005

- Optimized portfolio of real property assets under management.
- Best in class building and facility planning and project management.

Objectives 2002/2003

- Conduct suitability assessment for select BUs (PW&T, Community Projects,)
- Complete Real Property Strategic Acquisition/Disposal Plan.
- Prepare a new property transaction policy and procedure to include:
  - recommendations on approval thresholds for leases, acquisitions and disposals;
  - requirements of internal BUs for acquisitions and disposals.
- Implement Sale of Land Reserve Pro-active Management Program.
- Complete acquisition of Treatment Plant sites.
- Property data updates complete. Phase II - integration with SAP Real Estate (RE).
- Surplus property catalogue complete. Disposal opportunities from within surplus holdings are identified.

Analysis of Proposed Changes

Service Levels: An improved level of service is expected and a decrease in response time. Processes need to change to enhance service delivery and support new RPS organizational structure. This policy and procedure will also assist with prioritization of property transactions.
Financial Budget: No short term implication, however, over the long term it will help to align strategic sales with facility recapitalization.
Process : Will help to streamline internal processes, resulting in increase capacity.
Internal Service Providers: No change
FTEs : No change

Issue # 2

Inventory of assets surplus to HRM requirements continue to grow. This inventory needs to be effectively accounted for and disposed of in a timely fashion to reduce exposure to HRM.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy on "Fiscal Accountability"
- EMT's Corporate Priority "Corporate Data and information Management"

Goals 2002/2005

- Optimized portfolio of real property assets under management.
- Industry competitive service delivery.

Objectives 2002/2003

same as Issue # 1

Analysis of Proposed Changes

Service Levels: No change
Financial Budget: Quick disposals will eventually result in mitigation of interim carrying costs for surplus property. More emphasis on technology (web based marketing) and external alliances service providers to move inventory.
Process : Streamlined internal process will result from better information.
Financial Budget: Increased capacity in SOL Reserve for building recapitalization.
Internal Service Providers: No change
FTEs : No change.

Issue # 3

Need to enhance staff competencies throughout the organization. This will help to build a more effective organization.

Link to Corporate Priority and/or Program Mission

- EMT's Corporate Priority "Create a workplace Environment that encourages employees to strive for excellence and success"
- EMT Priority Project " Employee Survey"
- Corporate Projects: "Employee Awards and Recognition".

Goals 2002/2005

- HR Development Program that recognizes excellence and provides for the growth and development of occupational, trade, and professional competencies.
- Best in class project planning and management.

Objectives 2002/2003

- Hold at least two business related seminars for RPS staff.

- Develop PDP for unionized positions in Real Estate.
- Build Real Estate Offices as self directed teams.
- Deploy SAP Real Estate (RE) and enhanced SAP Plant Maintenance (PM) technology in the Business Unit, while cooperating with enhancements to SAP Human Resources (HR)

Analysis of Proposed Changes

Service Levels: Should result in greater market and industry awareness leading to improvement in service delivery and enhanced employee satisfaction.
Financial Budget: No impact. Training and employee recognition have been incorporated into the budget and funded from within existing resources.
Process : No change
Internal Service Providers: SAP HR will be championed by Human Resources and RPS will assist with enhancements. SAP RE and SAP PM should enable improvement in advice to Business Units on matters of real property.
FTEs - No change, time will be made available from within the existing resource pool.

Issue # 4

Insufficient capital capacity to recapitalize building stock. Additionally, limited amount of debt funded capital for existing asset base. Therefore, RPS has to be absolutely certain about capital priorities.

Link to Corporate Priority and/or Program Mission

- Council Priorities "Public Safety" and Infrastructure"
- EMT Priority " Sustain fiscal health and to Meet Corporate Challenges"
- Corporate Project " Long Term Capital Planning".
- Corporate Projects "Capital District"

Goals 2002/2005

- Optimized portfolio of real property assets under management.
- Economic growth enabled through effective and efficient business park and strategic property management and development.

Objectives 2002/2003

- Prioritized maintenance deficiencies by building asset as part of Long Term Capital Plan (LTCP).
- Prioritized capability deficiency by business unit as part of LTCP.
- Construction complete on Energy Performance Contract (EPC).

- Identify priority real property capital work and development opportunities as part of Capital District project.

Analysis of Proposed Changes

Service Levels: No change
Financial Budgets: Recapitalization of some building systems through contract, eventually resulting in energy savings. Contribution to Capital District project will have to be from existing level of funding.
Process : No change
Internal Service Providers : Completion of EPC work will result in improved lighting and comfort in building captured under project. EPC project costs are funded through the energy savings.
FTEs : One new in 01/02 from existing resources to help with LTCP.

Issue # 5

RPS is the Corporate Lead on several items for the Employee Survey.

Link to Corporate Priority and/or Program Mission

- EMT Priority " Create a workplace environment that encourages employees to strive for excellence and success.
- EMT Priority Project "Employee Survey" .

Goals 2002/2005

- HR Development Program that recognizes excellence and provides for the growth and development of occupational, trade, and professional competencies.
- Optimized portfolio of real property assets under management.

Objectives 2002/2003

- Develop a Business Unit Priority Project List and action them within budget afforded for the work. (Projects directed for physical workplace improvements).
- Complete the Indoor Air Quality (IAQ) Protocol and report quarterly on active projects.
- Deploy Building Services Technicians (BST) as part of Building Servicing Strategy.

Analysis of Proposed Changes

Service Levels: These are enhancements to existing service levels and would initially be funded through resource reallocation or shared funding with each of the business units.

Financial Budgets: 125K has been programmed into the RPS O&M budget for priority project work (leasehold improvements). Criteria for project priorities to be established by SMT
Process: Use of BSTs is a departure from normal work and will result in some very positive changes in the workplace.

FTEs : None initially

Issue # 6

Part of the focus of RPS is to identify opportunities for sustainable operating savings. There continues to be sustainable savings opportunities in the delivery of services throughout HRM's portfolio of owned and leased space.

Link to Corporate Priority and/or Program Mission

- Council Priority "Planned Growth" and Fiscal Accountability"
- EMT Priority " Sustain fiscal health and to Meet Corporate Challenges"

Goals 2002/2005

- Industry competitive service delivery.
- Optimized portfolio of real property assets under management.

Objectives 2002/2003

- Complete report on redevelopment options for the Bloomfield Centre. (savings through elimination of operating deficit)
- Consolidate Corporate Record Storage. (savings through lease cost avoidance)
- Consolidate Facility Operations into Cowie Hill Depot and surplus 3790 MacKintosh Street.(savings through rationalization of 10 K sq ft of space).
- Consolidate RPS and IS Offices into 3rd floor of Dartmouth Ferry Terminal (DFT). (savings through lease cost avoidance of 8,500 sq ft space in Duke Tower.

Analysis of Proposed Changes

Service Levels: Completion of these objectives should allow for a redirection of resources to enhance levels of service in other areas. Deployment of Building Service Teams will enable a proactive delivery of facility operations services.
Financial Budgets: These combined activities could produce up to 400 K of annual sustainable operating savings. These objectives will be delivered and financed through existing resources.
Process: No change
Internal Service Providers: Cooperation of BU will be required in the early part of deployments.

Initiatives should result greater service to BU.
FTEs : None, redirection of existing staff is the initial plan.

Issue # 7

Absence of measurable building data to support real property decision making. This makes it difficult to measure the performance of the BU and performance of the individual real property assets.

Link to Corporate Priority and/or Program Mission

- Council Priority "Fiscal Accountability"
- EMT Priority "Support and Encourage Customer Focused Service Delivery"
- EMT Priority Project "Corporate Data and information Management"

Goal 2002/2005

Business operations fully enabled through technology.

Objectives 2002/2003

Complete Phase III - Real Property Information Management System, which provides for the use of technology for capital planning and possibly some records management application. (Note: This solution will feed into LIS. Phase II of this initiative, which provides for enhanced use of SAP Plant Maintenance (PM) and SAP Real Estate (RE) will likely be deployed prior to end 31 March 02. This objective also requires RPS support to SAP Human Resources (HR) enhancements.

Analysis of Proposed Changes

Service Levels: Real time information provided from measurable real property data will allow for informed decisions. This will be a further service level enhancement.
Financial Budgets: Phase III will be financed through existing capital resources.
Process : No change
Internal Service Providers: As a solution based on SAP will be the preferred options, support by IS and Finance within the existing resources is anticipated. This objective will have to be prioritized with other IS SAP projects.
FTEs: None, redirection of existing staff is the initial plan.

Issue # 8

Inventory of Serviced Industrial Building Lots Needs to be Increased in Order to Meet Anticipated Market Demand. HRM risks not having adequate supply of serviced business park lots available to meet demand.

Link to Corporate Priority and/or Program Mission

Council Priority "Planned Growth" and Fiscal Accountability

Goals 2002/2005

- Economic growth enabled through effective and efficient business park management.
- Optimized portfolio of real property assets under management.

Objectives 2002/2003

- Complete Business Parks Expansion Strategy including:
  - analysis of market supply and demand,
  - revisions to lot pricing as necessary to achieve full cost recovery,
  - revisions to and launching of marketing program for new inventory.
- Initiate capital projects for servicing of lots in Bayers Lake & Burnside Parks.
- Sale of $2 million of serviced industrial building lots from existing inventory.

Analysis of Proposed Changes

Service Levels: No change to service levels of Business Park Office. Achievement of these objectives will result in more inventory of serviced lots available.
Financial Budget: No short term implication on operating. Longer term will result in increased non-residential assessment base. Seed capital required for expansion of business parks is available in the Business Park Expansion Reserve. Process - Market/Sales processes will be improve.
Internal Service Providers: No change - continued support from Shared Services required with marketing and advertising for properties.
FTE's : One additional Real Estate Officer with priority focus on business parks sales funded from within existing resources.

Issue # 9

Aerotech Business Park has historically low market demands. New approach required to stimulate private sector interest and generate land sales. This is needed to reposition this Business Park.

Link to Corporate Priority and/or Program Mission

- Council Priority "Planned Growth" and Fiscal Accountability
- EMT's Corporate Priority to "Support and Encourage Customer Focused Service Delivery"

Goals 2002/2005

- Economic growth enabled through effective and efficient business park management.
- Optimized portfolio of real property assets under management.

Objectives 2002/2003

- Complete consultation with Halifax International Airport Authority (HIA) on new designation for Park & partnership for marketing and sale of lots.
- Develop a repositioning plan for the park to include:
  - amendments as necessary to land use legislation:
  - new marketing materials including park signage:
  - "Rebranding" program which will lead to improved land sales in 2003-2004.

Analysis of Proposed Changes

Service Levels: Although repositioning of park will not result in any change to approved service levels in the Business Park Office, there will need to some refocusing of current resources to achieve these objectives.
Financial Budget : No short term implication. In longer term should result in additional revenues to Business Parks Expansion Reserve.
Process: Marketing/Sales process will be improved
Internal Service Providers: No change - continued support from Shared Services required with marketing and advertising for properties.
FTE's : One additional Real Estate Officer with priority focus on business parks sales to be provided within existing funding envelope (this is same FTE as above).

Issue # 10

In the immediate future Business Parks Expansion will be hindered by an absence of Provincial Highway Construction Policy. Absence of such policy could impact business park sales in both Burnside and Bayers Lake

Link to Corporate Priority and/or Program Mission

- Council Priority "Planned Growth" and Fiscal Accountability
- Corporate Priority "Regional Plan".

Goals 2002/2005

- Economic growth enabled through effective and efficient business park management.
- Optimized portfolio of real property assets under management.

Objectives 2002/2003

- Integrate need for Provincial Highway Construction policy as component of the Regional Plan.
- Develop a position paper on the need for Provincial Highway Construction Policy and present it to Council, NS DOT, and other officials

Analysis of Proposed Changes

Service Level: No change to overall service level , however, these objectives will require staff time for consultation with Park Committees and Regional Planning Project. This will be manageable with existing resources. Ongoing consultations with Bayer's Lake & Burnside Parks Committees.
Financial Budget: No short term impact on operating as this is accepted part of staff activity. Assistance with Regional Plan will be provided within the existing resource pool. And understood to be periodic but intensive.
Process: No change
Internal Service Providers: No change
FTE's : One additional Real Estate Officer with priority focus on business parks sales within existing funding envelope (same as one above)

Real Property Services
Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$859,356	$1,154,887	$1,513,080	$2,542,580	$1,791,230	$278,150	18.4%
Wages	1,112,221	2,410,618	2,540,500	1,499,561	2,585,274	44,774	1.8%
Overtime - Salaries and Wages	121,050	234,650	161,880	179,409	163,900	2,020	1.2%
Benefits and Other (Salaries)	137,973	208,829	222,490	425,102	286,908	64,418	29.0%
Benefits and Other (Wages)	189,224	471,417	531,220	316,938	572,343	41,123	7.7%
Retirement Allowance & Severance	24,394	11,108	9,500	29,628	9,500	0	0.0%
Clothing Allowance, Stipends, Othe	1,427	(7,301)	700	2,839	1,300	600	85.7%
Office Expenses, less Computers	105,991	102,413	94,840	101,456	109,150	14,310	15.1%
Computers Expenses	322	(16,386)	2,880	3,263	4,000	1,120	38.9%
Consulting Fees	0	292,212	100,000	227,720	90,000	(10,000)	-10.0%
Other Professional Fees	354,151	288,279	293,600	220,127	260,000	(33,600)	-11.4%
Contract Fees	856,130	807,387	1,098,000	1,961,402	854,000	(244,000)	-22.2%
Equipment and Supplies	38,740	137,076	130,600	161,527	139,900	9,300	7.1%
Materials	87,038	136,166	243,600	248,071	245,400	1,800	0.7%
Building Repair, Maintenance	830,057	1,515,567	742,275	885,182	732,000	(10,275)	-1.4%
Heating Fuel	449,085	1,223,896	1,228,800	850,546	990,000	(238,800)	-19.4%
Electricity	877,567	1,652,027	1,560,300	1,655,259	1,510,300	(50,000)	-3.2%
Equipment Repair, Maintenance	243,191	806,721	420,600	656,411	422,000	1,400	0.3%
Vehicle Expenses	13,737	(497)	0	61,173	0	0	-
Diesel Fuel	(129)	0	0	274	0	0	-
Gasoline Fuel	0	0	7,200	14	3,200	(4,000)	-55.6%
Membership Dues	2,701	3,308	7,000	3,280	5,950	(1,050)	-15.0%
Conferences and Travel	19,569	32,057	34,100	27,366	32,300	(1,800)	-5.3%
Training and Education	9,609	6,124	39,800	21,252	42,300	2,500	6.3%
Advertising and Promotion	373,065	257,432	175,300	203,187	165,500	(9,800)	-5.6%
Books, Publications and Data	1,547	961	2,500	1,005	2,500	0	0.0%
Other Goods and Services	4,592,674	4,673,553	4,631,100	4,767,672	4,882,749	251,649	5.4%
Transfers Outside Agencies	0	(112)	77,900	200,000	77,900	0	0.0%
Insurance Costs	0	0	1,500	0	1,500	0	0.0%
Transfer to/from Reserves	0	(20,000)	0	0	0	0	-
Other Fiscal Charges	(9,817)	(15,700)	(0)	(1,025,677)	0	0	-200.0%
Interdepartmental - Fleet	140,487	144,677	238,600	111,306	159,300	(79,300)	-33.2%
Interdepartmental - Buildings	0	(3,251,328)	(3,307,404)	(3,307,404)	(3,307,404)	0	-0.0%
Interdepartmental - Other	0	(34,930)	(260,000)	(13,000)	(340,000)	(80,000)	30.8%
Total	**$11,431,359**	**$13,225,111**	**$12,542,461**	**$13,017,471**	**$12,493,000**	**($49,461)**	**-0.4%**
Revenues							
Fire Protection	468	0	0	0	0	0	-
Parking and Facility Rentals	(1,309,114)	(1,374,646)	(1,514,000)	(1,685,103)	(1,735,000)	(221,000)	14.6%
Recreation and Leisure Revenues	(12,492)	(78)	0	(4,414)	0	0	-
Other Sales Revenue	(949,193)	(1,073,429)	(560,000)	(805,524)	(550,000)	10,000	-1.8%
Other Revenues	(183,529)	(231,708)	(248,000)	(321,294)	0	248,000	-100.0%
Total	**($2,453,861)**	**($2,679,861)**	**($2,322,000)**	**($2,816,335)**	**($2,285,000)**	**$37,000**	**-1.6%**
Net Cost	**$8,977,498**	**$10,545,249**	**$10,220,461**	**$10,201,136**	**$10,208,000**	**($12,461)**	**-0.1%**

Real Property Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
D996 Crichton Community Centre	$30,479	$23,746	$0	$23,794	$0	$0	-
D965 Bloomfield Centre	327,656	47,500	294,500	19,433	0	(294,500)	-100.0%
W200 Facility Operations	34,620	3,854,813	4,227,921	4,885,582	8,741,766	4,513,845	106.8%
W210 Buildings - Custodial	0	2,338,502	1,839,510	2,152,273	2,242,904	403,394	21.9%
W220 Clearing	0	11,222	0	(481,001)	0	0	-
W299 BMS Clearing	30,162	163,368	0	95,169	0	0	-
W100 Administration/Overhead	8,633	860,931	593,000	616,120	581,602	(11,398)	-1.9%
W300 RFM Contract Costs	0	260,061	0	134,739	0	0	-
W400 Portfolio Development	0	4,882,352	4,808,270	4,743,177	575,672	(4,232,598)	-88.0%
W500 Business Parks	0	0	31,000	15	351,056	320,056	1032.4%
A510 Real Estate Services	769,974	782,552	748,260	827,369	0	(748,260)	-100.0%
R772 Maintenance Metro Transit	1,015,629	67	0	670	0	0	-
R785 Buildings	2,695,309	0	0	132	0	0	-
Total	**$11,431,359**	**$13,225,111**	**$12,542,461**	**$13,017,471**	**$12,493,000**	**($49,461)**	**-0.4%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
D996 Crichton Community Centre	($23,499)	($39,832)	$0	($23,793)	$0	$0	-
D965 Bloomfield Centre	(245,780)	(0)	(248,000)	(130,670)	0	248,000	-100.0%
W200 Facility Operations	0	(305,690)	(822,075)	(697,619)	(1,348,000)	(525,925)	64.0%
W210 Buildings - Custodial	0	(22)	(254,925)	(335,390)	(187,000)	67,925	-26.6%
W400 Portfolio Development	0	(1,007,431)	0	616	(412,500)	(412,500)	-
W500 Business Parks	0	0	(187,000)	(412,301)	(337,500)	(150,500)	80.5%
A510 Real Estate Services	(949,193)	(1,323,852)	(810,000)	(1,090,033)	0	810,000	-100.0%
A520 Building Management Servic	(1,247,894)	(3,035)	0	0	0	0	-
Total	**($2,453,861)**	**($2,679,861)**	**($2,322,000)**	**($2,816,335)**	**($2,285,000)**	**$37,000**	**-1.6%**

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
D996 Crichton Community Centre	$6,980	($16,086)	$0	$0	$0	$0	-
D965 Bloomfield Centre	81,877	47,500	46,500	(111,237)	0	(46,500)	-100.0%
W200 Facility Operations	34,620	3,549,122	3,405,846	4,187,963	7,393,766	3,987,920	117.1%
W210 Buildings - Custodial	0	2,338,479	1,584,585	1,816,883	2,055,904	471,319	29.7%
W220 Clearing	0	11,222	0	(608,146)	0	0	-
W299 BMS Clearing	30,162	163,368	0	95,169	0	0	-
W100 Administration/Overhead	8,633	860,931	593,000	616,120	581,602	(11,398)	-1.9%
W300 RFM Contract Costs	0	260,061	0	134,739	0	0	-
W400 Portfolio Development	0	3,874,921	4,808,270	4,743,794	163,172	(4,645,098)	-96.6%
W500 Business Parks	0	0	(156,000)	(412,287)	13,556	169,556	-108.7%
A510 Real Estate Services	(179,219)	(541,299)	(61,740)	(262,664)	0	61,740	-100.0%
A520 Building Management Servic	4,433,229	(3,034)	0	0	0	0	-
R772 Maintenance Metro Transit	1,015,629	67	0	670	0	0	-
R785 Buildings	2,707,786	0	0	132	0	0	-
Total	**$8,977,498**	**$10,545,249**	**$10,220,461**	**$10,201,136**	**$10,208,000**	**($12,461)**	**-0.1%**

Real Property Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Buildings	17,482,000	13,549,000	(3,933,000)	-22.50%
Industrial Parks	950,000	4,600,000	3,650,000	384.21%
Total Gross Budget	18,432,000	18,149,000	(283,000)	-1.54%
Total Funding	(16,083,000)	(15,522,000)	3,367,000	-3.49%
Total Net	2,349,000	2,627,000	3,084,000	11.83%

HALIFAX REGIONAL POLICE SERVICES
MISSION STATEMENT

Who?

The people and property within the communities of Halifax Regional Municipality

Why?

To "Serve and Protect" the quality and safety of life

What?

Delivery of the seven Police Functions: response to call for service, enforcement, crime solving, crime prevention, referral, public education, and community problem solving

To "Serve and Protect" the quality of life and safety of the people and security of property within the communities of Halifax Regional Municipality, through the deployment of resources delivering the seven police functions: response to call for service, enforcement, crime solving, crime prevention, referral, public education and community problem solving.

Halifax Regional Police Mission Statement: ***To "Serve and Protect" the quality of life and safety of the people and security of property within the communities of Halifax Regional Municipality, through the deployment of resources delivering the seven police functions: response to call for service, enforcement, crime solving, crime prevention, referral, public education and community problem solving.***

STRATEGIC OUTCOMES	INDICATORS
Effective response to local problems of crime and disorder through partnerships with federal, provincial and municipal law enforcement and justice system authorities, other municipal government authorities, other local non-government agencies and the public.	Problem Orientation Policing Project objectives, indicators and evaluations
Increased trust and confidence in policing amongst HRM's diverse public communities	Citizen Survey (questions asked in 1997 & 2000 surveys): How much confidence do you have in the capability of the police department serving your community (either Halifax Regional Police or the RCMP) in each of the following areas: a) Quickly respond to an emergency b) Protect lives c) Protect property d) Crime prevention e) Solving crimes
CLIENT BENEFITS	**INDICATORS**
Citizens feel safe	Citizen Survey (questions asked in 1997 & 2000 surveys): How safe would you feel walking alone in the following areas after dark? a) Your own neighbourhood b) The park closest to you c) The downtown area closest to you

CLIENT BENEFITS	INDICATORS
Prompt, professional and effective response to emergencies	• Response time Citizen Survey (questions from 1997 & 2000 survey): 1. Have you, or any other members of your household, contacted the police for any purpose, including an emergency, to report a crime, or seek advice, in the last year? If so, 2. Why did you contact the police? a) Property crime b) Crime against a person c) Information or advice d) Other 3. How would you rate the quality of the service you received from the police? a) Very poor b) Poor c) Fair d) Good e) Very Good
Timely and accurate information	• Response time to information requests • Citizen feedback
Policing services that are responsive to needs of HRM's diverse public communities	• Councilor feedback

FTEs

Police Services had 403 (sworn) and 81.5 (civilian) FTEs for the 2001/2002 budget. The 2002/2003 FTEs are 403 (sworn) and 81.5 (civilian).

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Service Delivery Enhancement Contract Renewal Port of Halifax Level 3 Business Plan Prepared for 2002/03 Headquarters Renovation Dartmouth Divisional Office Renovated Case Management, Crime Analysis Technology Innovations Succession Planning Program development Recruitment and Training of police recruits Problem Oriented Policing strategy development, training, and policy implementation Continued refinement of corporate image, business values and communication delivery to the community and organization	Contract Renewed in September Completed Completed Completed April 2002 Pilot Projects implemented Completion of specific projects Completed Completed April 2002 APB redesigned, 9 Chief Town Hall meetings in the community, community satisfaction surveys completed
Response to Call for Service Effectively respond to calls for service to the limits of resources available on a call for service provision Victim of crime follow up phone call contact Calls for service	HRP maintains one of the best response time averages in Canada Dept. handles 200 phone calls /week Approx. 124,000 dispatched calls for service

Key Initiative	Status
Enforcement Increased enforcement of cross walk and speeding violations Increased efforts in Drug law enforcement	Total reported criminal code offences reported in 2000 decreased by 3.9% over 1999 Violent crime increased by 19.6% over 1999 Property crime decreased by6.8% over 1999 Other criminal code offences decreased by 408 reported incidents over1999 Drug offences reported decreased by 111 offences over 1999
Crime Solving Case load per officer maintained at 2000 levels Integration of crime trend analysis and intelligence gathering "Best Business" practice review of case file disclosure requirements for the court system	Clearance rates for 2000 was 24.55% compared to 1999 when it was 21.22% for criminal code offences Average is 61.0 cases per officer. Third highest in Canada Continued introduction of IT software application Business analysis is still underway. Capital funding still available for IT solutions
Crime Prevention, Public Education and Consultation High Risk Offender Surveillance Unit Town Hall Meetings	4 member Unit activated in Jan. 2002 9 "Chief" Town Hall Meetings conducted in HRP jurisdiction
Community Problem Solving Problem Oriented Policing Unit	6 member Unit activated in Jan. 2002.

Issue # 1

In-service training/Professional development/Succession Planning.

The average years of experience in Operation Division and Operational Support Division is less than five years and fifteen years respectively. In the latter division there has been a loss of eight hundred

years of experience in the last twelve months due to retirements.

It is expected there maybe at least 100 FTE's retiring in the next ten years

The specialist training courses and supervisory/management training courses are going to be required and delivered and funded at a significant allocation of resources

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Create a Workplace Environment that encourages employees to strive for excellence and success"
- Halifax Regional Police Mission and Value statement "Develop a well trained,community minded police service whose members work professionally, confidently and with pride."

Goal 2002/2005

HRP provides a service delivery model which nurtures and facilitates the continued development of its people

Objectives 2002/2003

- The implementation and delivery of a strategic succession planning model and associated tasking assignments
- Recruiting and selection of candidates for police officer training

Analysis of Proposed Changes

The implementation and delivery of the HRP "Strategic Succession Planning Model " and the associated tasking activities will take approximately two years to complete with a significant resource allocation with twenty-six projects presently identified at various stages of evolution

The large retirement demographic profile of our sworn members will require significant resource investment dedicated to recruitment and training. The last recruit class training program was successful and the determination to conduct another class will be decided in 2002 for possible implementation in 2003

Issue # 2

Technology Innovation and Rejuvenation Update Communication System and Equipment

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy on "Public Safety"
- EMT's Corporate Priority to "Support and Encourage Customer Focused Service Delivery"
- EMT'S Priority Projects " Corporate Data and Information Management - CAD/RMS Project" and "Trunked Mobile Radio Project"
- HRP Corporate priority of "Technology innovation and modernization in enhancing service delivery"

Goal 2002/2005

To further enhance police service delivery in areas of investigative case management, crime analysis and intelligence information distribution for the purpose of pro-active positioning of service delivery, report writing, court disclosure and communication which will free up human resources

Objectives 2002/2003

- The completion of a number of capital projects in the areas of information gathering, analysis and distribution and retention.
- The integration of crime analysis and community problem solving initiatives
- The completion of the CAD/RMS project with co-ordinated response to Police specific technology requirements and interfaces with other agencies
- The selection and implementation TMR vendor and the installation of appropriate hardware and software to meet policing requirements. In this fiscal year, first implementation phase will be the Rural Fire Services.

Analysis of Proposed Changes

Recent developments in Forensic technology requires a continued need to maintain a adequate level of service delivery availability and standard

Record keeping, case management processes and court required disclosure issues are human resource demanding with presently available and or soon to be available technology solutions

Problem Oriented Policing and community problem solving requires a full integration of intelligence information and statistics in identifying and providing solution options and measures

CAD/RMS project will update and modernize hardware and software whose initial use was established and implemented fifteen years ago. If the completion of this project is not accomplished in this fiscal planning cycle there may be significant resourcing issues. If the RMS portion of the project is done separate from the CAD portion there maybe incompatibility between the new CAD and the "old RMS " if there is no transition interface software available, the intent is to combine both solutions but the above need to be noted.

The completion of the TMR project will fully integrate the police voice communication system with other municipal and provincial agencies. Since this project is not completed in this financial planning cycle there is a need for the police to continue the pilot project an additional year with the pilot study funds left over accrued into fiscal year 2002-03.

Issue # 3

Strategic pro-active resource allocation of the seven policing functions

Link to Corporate Priority and/or Program Mission

- Council's priority of "Public Safety"
- EMT's priority to "Support and Encourage " customer focused service delivery
- Halifax Regional Police Mission and Value Statements "Be a strong advocate for the community policing needs through a customer focused delivery model", "Interact with the community in identifying their concerns and implementing solutions to solve problems"

Goals 2002/2005

- The delivery of effective problem solving policing initiatives in the context of the seven policing functions, directed at continued long term community safety and quality of life issues
- The delivery of efficient and effective reactive police service delivery, in the context of the seven policing functions, directed at short and long term community safety and quality of life issues

Objectives 2002/2003

- The creation, development and implementation of a dedicated team of proactive problem

oriented response officers to work in partnership with HRP, HRM business units and our diverse communities

- The delivery of effective problem solving policing initiatives directed at continued long term community safety and quality of life issues
- The creation and implementation of a proactive response investigative service delivery model to respond to legislative, and civil liability account abilities
- The permanent creation and staffing of a "Cold File Squad" directed to continued investigative effort of "Historic Major Crime Files" contingent on the recommendations of the Police Study and the capability to reallocate funds within the existing envelope.
- The addition of 2 new FTE's to the Metro Integrated Intelligence Unit contingent on the recommendations of the Police Study and the capability to reallocate funds within the existing envelope.

Analysis of Proposed Changes

Service Levels: New proactive policing initiatives undertaken in 2002-03 will be analyzed to determine resource allocation efficiencies and effectiveness
The creation of the High Risk/Repeat Offender surveillance unit undertaken in the last quarter of current fiscal year will provide a proactive focused response, through the use of various surveillance technique and intelligence gathering methodology. Recent judicial inquiries have identified significant police service liabilities and community protection issues

Process/Service level analysis:
Contingent on the recommendations of the Police Study and/or the capability to reallocate funds within the existing budget envelop; the following programs may be provided by this business unit in 2002/2003:

Permanent installation of a "Cold File Squad" . The pilot initiated and evaluated in 2001 has shown the value of this type of business unit, however resourcing provided by other units has caused issues of increasing workload for these unit's staff

The Metro Intelligence unit targets organized crime. Investigative initiatives has strained existing resources in this area and is impacting on multi-agency projects. New projects will not be initiated until limited resources are made available

The provincial audit indicated a lack of adequate central business reception for phone inquiries. This has continued to be a customer service issue that has resulted in frustration by the customer requiring non-emergency service

The new family violence initiatives recommended by the province, require a dedicated investigation

unit specializing in this area to work in conjunction with our Victim Service unit. Current investigative processes will be maintained in this area

In fiscal year 2000-01 the call for service demands and investigative requirements with the existing staff had made it very difficult for the business unit to provide an consistent proactive response to community based policing demands and investigative requirements. In January 2002 6 new FTE's were assigned to Operation Division to expand the Street Crime Unit, to enhance the ability of the business unit to provide a "Problem Oriented Policing" approach to community public safety issues. In addition 4 new FTE's were assigned to the Operation Support division to provide a proactive surveillance unit directed towards "High Risk Repeat Offenders"because of potential public safety risk to HRM.. The Halifax Regional Police still requires an improved balance reactive vs. proactive police response within our **Community Based Problem Solving** approach to policing within HRM.. It is evident that our long term community crime and crime prevention issues can be more effectively and efficiently resolved with our present deployment strategies in conjunction with further enhancement of proactive police deployment.

The addition of 2 new FTE's assigned to a Cold File Squad will provide the business unit resources directed to continued investigative effort on major crime files such as homicide and sexual assaults that are not actively pursued by the originating investigator, due to other case file assignments and long term lack of discovery of new evidentiary findings. Success in other jurisdictions by this type of business units has been the results of a "Fresh Approach" during continued file review and the introduction of new forensic applications.

The addition of 2 new FTE's assigned to the MIIU will provide additional resources to staff multi-agency projects which are long term and will not deplete existing resources in other units.

The addition of 2 new FTE's assigned to the Family Violence Task Force is in response to new provincial initiatives in the area of Domestic violence . The Task will further position HRP with a proactive response to this significant social and community problem. This task force will work closely with our victim service unit to provide a complementary investigative and victim service response by the department.

Halifax Regional Police Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$23,342,929	$24,421,730	$26,546,050	$26,021,954	$27,735,700	$1,189,650	4.5%
Wages	44,068	918,203	97,100	66,422	165,100	68,000	70.0%
Overtime - Salaries and Wages	1,448,118	861,992	514,850	724,067	530,100	15,250	3.0%
Benefits and Other (Salaries)	3,809,396	3,543,948	3,722,430	3,741,477	3,932,300	209,870	5.6%
Benefits and Other (Wages)	269,440	356,229	293,080	289,133	312,200	19,120	6.5%
Retirement Allowance & Severance	425,150	765,507	729,900	420,019	603,500	(126,400)	-17.3%
Clothing Allowance, Stipends, Othe	313,897	318,627	292,900	328,510	308,600	15,700	5.4%
Office Expenses, less Computers	550,294	635,223	612,970	572,096	592,090	(20,880)	-3.4%
Computers Expenses	316,089	370,499	641,500	796,134	641,500	0	0.0%
Consulting Fees	19,938	5,715	9,500	532	9,500	0	0.0%
Other Professional Fees	149,830	45,993	88,800	324,838	88,800	0	0.0%
Contract Fees	930,155	675,417	732,900	821,190	748,700	15,800	2.2%
Equipment and Supplies	358,327	583,786	480,900	526,411	480,900	0	0.0%
Materials	8,594	3,822	7,500	7,591	7,500	0	0.0%
Building Repair, Maintenance	16,543	116,862	26,000	81,855	26,000	0	0.0%
Heating Fuel	24,791	0	500	119	400	(100)	-20.0%
Electricity	122,278	4,995	3,500	3,246	3,500	0	0.0%
Equipment Repair, Maintenance	334,370	256,951	382,400	420,042	382,400	0	0.0%
Vehicle Expenses	331,673	295,949	480,500	469,138	334,600	(145,900)	-30.4%
Diesel Fuel	0	225	1,000	369	700	(300)	-30.0%
Gasoline Fuel	357,585	449,811	558,000	398,629	444,400	(113,600)	-20.4%
Membership Dues	9,790	7,515	7,600	7,755	7,600	0	0.0%
Conferences and Travel	34,026	99,254	14,300	77,644	35,300	21,000	146.9%
Training and Education	152,296	193,607	185,600	264,267	185,600	0	0.0%
Site Preparation	0	0	0	275	0	0	-
Advertising and Promotion	27,020	47,488	7,000	19,244	7,000	0	0.0%
Books, Publications and Data	5,293	2,828	6,100	5,659	6,100	0	0.0%
Other Goods and Services	108,742	156,234	50,000	126,292	50,210	210	0.4%
Transfer to/from Reserves	0	317,256	400,000	516,833	400,000	0	0.0%
Other Fiscal Charges	33,686	21	0	67,723	0	0	-
Interdepartmental - Fleet	0	255	0	525	0	0	-
Interdepartmental - Buildings	0	101,700	101,700	101,700	101,700	0	0.0%
Interdepartmental - Other	37,405	2,000	2,000	37,000	2,000	0	0.0%
Total	**$33,581,720**	**$35,559,642**	**$36,996,580**	**$37,238,689**	**$38,144,000**	**$1,147,420**	**3.1%**
Revenues							
Transfers from Governments, Other	(2,730)	(3,477)	(13,100)	0	(13,100)	0	-0.0%
Area Tax Rates and Transfers	(16,402)	(17,559)	(18,070)	(18,767)	(18,100)	(30)	0.2%
False Alarm Ordinance	(194,500)	(298,645)	(221,300)	(260,738)	(221,500)	(200)	0.1%
Other Licenses, Permits and Fines	(15,723)	(16,708)	(42,500)	(13,248)	(42,500)	0	-0.0%
Tipping Fees	0	0	0	1,567	0	0	-
Other Sales Revenue	(13,844)	(30,686)	(34,000)	(33,081)	(34,000)	0	-0.0%
Other Revenues	(1,899,501)	(2,115,060)	(1,227,900)	(1,763,027)	(1,227,800)	100	-0.0%
Total	**($2,142,701)**	**($2,482,135)**	**($1,556,870)**	**($2,087,294)**	**($1,557,000)**	**($130)**	**0.0%**
Net Cost	**$31,439,019**	**$33,077,507**	**$35,439,710**	**$35,151,395**	**$36,587,000**	**$1,147,290**	**3.2%**

Halifax Regional Police Services

Summary by Gross Expenditures

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
P105	Chief's Office	$833,838	$996,155	$1,097,448	$1,389,126	$1,085,010	($12,438)	-1.1%
P110	Professional Standards	89,607	96,332	95,400	92,397	98,200	2,800	2.9%
P115	Legal	118,282	43,831	80,000	256,035	80,000	0	0.0%
P120	Public Affairs	144,272	198,531	191,800	220,921	202,900	11,100	5.8%
P125	Audit & Planning	171,306	259,925	208,200	162,211	213,600	5,400	2.6%
P130	Facilities & Property	340,725	185,408	115,500	245,250	115,500	0	0.0%
P135	Board Of Police	5,680	1,851	3,500	4,837	3,500	0	0.0%
P205	Superintendent	285,150	426,616	309,200	404,750	313,900	4,700	1.5%
P210	EAP	47,917	64,427	67,600	61,589	69,700	2,100	3.1%
P215	Secondments	203,130	(4,771)	0	341	0	0	-
P220	Human Resource	142,046	173,029	155,400	148,415	159,300	3,900	2.5%
P225	Training	386,263	482,339	491,300	771,137	512,400	21,100	4.3%
P230	Finance	327,980	339,608	342,100	340,748	342,600	500	0.1%
P235	Extra Duty	433,286	673,065	510,900	632,692	511,200	300	0.1%
P240	Ticket Admin.	215,192	220,567	173,622	164,072	180,100	6,478	3.7%
P245	Court Officers	452,411	427,975	481,700	437,251	506,100	24,400	5.1%
P250	Fleet Maintenance	905,616	993,702	1,128,070	983,507	1,020,700	(107,370)	-9.5%
P255	Exhibits & Property	256,378	392,469	326,100	373,724	326,500	400	0.1%
P260	Warrants Execution	52,486	64,051	64,400	53,176	66,300	1,900	3.0%
P265	Records	548,414	802,610	880,600	787,425	891,800	11,200	1.3%
P270	Commissionaire	543,560	521,052	555,900	563,757	569,800	13,900	2.5%
P350	Disclosure	64,164	72,165	79,000	73,468	81,400	2,400	3.0%
P305	Superintendent	552,890	106,991	191,970	166,679	193,190	1,220	0.6%
P310	R.A.P.I.D.	699,115	414,348	827,300	628,656	827,900	600	0.1%
P311	Projects Unit	0	65,047	77,400	77,409	79,700	2,300	3.0%
P312	SES Technical	0	87,675	162,800	91,195	164,700	1,900	1.2%
P314	Computer Forensics	0	60,661	68,600	70,729	70,300	1,700	2.5%
P315	Investigation Call Back Unit	192,178	128,284	135,800	188,984	204,600	68,800	50.7%
P316	Repeat Offenders	0	0	119,500	21,506	0	(119,500)	-100.0%
P320	Polygraph	86,286	69,535	67,800	65,548	69,500	1,700	2.5%
P325	Identification	956,045	1,048,093	955,700	994,497	962,700	7,000	0.7%
P330	Fraud Unit	655,054	847,673	875,500	688,381	834,200	(41,300)	-4.7%
P335	Special Enforcement	1,358,443	1,337,950	1,319,600	1,397,103	1,356,200	36,600	2.8%
P340	Criminal Intelligence Unit	475,112	542,313	638,100	708,530	646,400	8,300	1.3%
P345	Vice	384,736	532,357	601,700	478,488	542,500	(59,200)	-9.8%
P355	Crime Stoppers	61,895	58,022	65,400	57,342	67,000	1,600	2.4%
P360	GIS	1,842,642	2,070,265	2,038,800	1,999,698	2,102,000	63,200	3.1%
P365	Accidents	124,005	144,612	139,100	133,402	142,800	3,700	2.7%
P375	Criminal Investigative Service	1,469,000	1,695,824	1,630,000	1,999,731	2,001,400	371,400	22.8%
P380	Crime Analysis	96,481	101,590	114,500	100,869	118,000	3,500	3.1%
P313	VICLAS	0	115,610	77,600	109,247	79,900	2,300	3.0%
P370	Detention	162,465	268,782	241,200	274,416	255,300	14,100	5.8%
P405	Superintendent	345,185	790,204	1,095,000	1,075,927	963,000	(132,000)	-12.1%
P410	Shared Resources	888,516	944,442	473,400	702,563	439,500	(33,900)	-7.2%
P415	Central	5,404,651	5,528,692	4,951,100	4,655,643	5,336,000	384,900	7.8%
P420	West	4,635,899	4,526,155	4,511,300	4,360,312	4,599,700	88,400	2.0%
P425	East	4,617,873	4,239,818	4,692,100	4,396,685	4,916,800	224,700	4.8%
P430	Victim Service	61,530	104,046	107,100	102,490	109,700	2,600	2.4%
P435	Canine	9,575	23,447	12,300	42,824	12,300	0	0.0%
P440	ERT	9,867	18,062	9,800	23,075	9,800	0	0.0%
P445	Marine	37,015	43,634	48,500	43,224	48,500	0	0.0%
P450	Public Safety	13,960	4,136	10,100	2,899	10,100	0	0.0%
P455	Bike Patrol	1,585	2,371	2,500	1,579	2,500	0	0.0%
P460	School Crossing - Contracted	232,336	789,308	898,870	845,310	921,000	22,130	2.5%
P463	School Crossing - HRP	523,439	0	0	0	0	0	-
P465	Mounted	8,887	8,345	7,400	6,529	7,400	0	0.0%
P470	Port's Policing	0	0	494,900	502,516	517,300	22,400	4.5%
P475	Street Crime	386,300	359,211	456,500	479,047	715,200	258,700	56.7%
P480	CR/CP	721,051	535,885	543,500	622,182	559,300	15,800	2.9%
P495	Power Shift	0	515,316	976,100	956,641	907,100	(69,000)	-7.1%
	Total	**$33,581,720**	**$35,559,642**	**$36,996,580**	**$37,238,689**	**$38,144,000**	**$1,147,420**	**3.1%**

Halifax Regional Police Services

Summary by Revenues

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
P105	Chief's Office	($6,184)	($19,550)	$0	($4,929)	$0	$0	-
P115	Legal	(213)	0	0	(30,417)	0	0	-
P120	Public Affairs	0	(1,318)	0	(2,795)	0	0	-
P125	Audit & Planning	0	(991)	(3,800)	(10)	(3,800)	0	-0.0%
P130	Facilities & Property	112	0	0	(547)	0	0	-
P205	Superintendent	(250,228)	(458,567)	(306,800)	(442,712)	(307,000)	(200)	0.1%
P215	Secondments	(666,363)	(123,195)	(138,200)	(153,143)	(138,200)	0	-0.0%
P220	Human Resource	(5,460)	(5,216)	(9,300)	(7,789)	(9,300)	0	-0.0%
P225	Training	0	(6,825)	0	0	0	0	-
P230	Finance	0	0	0	(30)	0	0	-
P235	Extra Duty	(1,126,162)	(1,295,420)	(489,250)	(573,278)	(489,200)	50	-0.0%
P240	Ticket Admin.	(27)	0	0	0	0	0	-
P245	Court Officers	(10,555)	(3,608)	0	(2,889)	0	0	-
P250	Fleet Maintenance	(1,213)	(5,573)	0	(6,077)	0	0	-
P255	Exhibits & Property	(7,146)	(6,202)	0	(8,094)	0	0	-
P260	Warrants Execution	0	0	0	0	0	0	-
P265	Records	(21)	(6,500)	(10,000)	(4,020)	(10,000)	0	-0.0%
P270	Commissionaire	0	0	0	(200)	0	0	-
P310	R.A.P.I.D.	(2,760)	(533)	0	(2,526)	0	0	-
P320	Polygraph	(4,960)	0	0	0	0	0	-
P325	Identification	(2,450)	(44,482)	0	(41,923)	0	0	-
P335	Special Enforcement	0	(615)	0	0	0	0	-
P360	GIS	0	(798)	0	0	0	0	-
P365	Accidents	(100)	0	0	0	0	0	-
P375	Criminal Investigative Service	(3,335)	(14,606)	0	(7,762)	0	0	-
P405	Superintendent	0	(58,949)	0	2,291	0	0	-
P410	Shared Resources	(280)	0	0	(885)	0	0	-
P415	Central	(22,286)	(375,634)	0	(31,066)	0	0	-
P420	West	(15,048)	(5,540)	0	0	0	0	-
P425	East	(1,618)	(2,314)	0	(454)	0	0	-
P430	Victim Service	0	0	0	(2,290)	0	0	-
P435	Canine	0	59	0	0	0	0	-
P440	ERT	0	(5,173)	0	(2,500)	0	0	-
P460	School Crossing - Contracted	(16,402)	(23,534)	(58,070)	(18,890)	(58,100)	(30)	0.1%
P465	Mounted	0	(16,847)	0	(8,610)	0	0	-
P470	Port's Policing	0	0	(541,450)	(727,983)	(541,400)	50	-0.0%
P480	CR/CP	0	(205)	0	(7,765)	0	0	-
	Total	**($2,142,701)**	**($2,482,135)**	**($1,556,870)**	**($2,087,294)**	**($1,557,000)**	**($130)**	**0.0%**

Halifax Regional Police Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
P105 Chief's Office	$827,654	$976,605	$1,097,448	$1,384,196	$1,085,010	($12,438)	-1.1%
P110 Professional Standards	89,607	96,332	95,400	92,397	98,200	2,800	2.9%
P115 Legal	118,069	43,831	80,000	225,618	80,000	0	0.0%
P120 Public Affairs	144,272	197,214	191,800	218,126	202,900	11,100	5.8%
P125 Audit & Planning	171,306	258,934	204,400	162,201	209,800	5,400	2.6%
P130 Facilities & Property	340,837	185,408	115,500	244,704	115,500	0	0.0%
P135 Board Of Police	5,680	1,851	3,500	4,837	3,500	0	0.0%
P205 Superintendent	34,921	(31,951)	2,400	(37,963)	6,900	4,500	187.5%
P210 EAP	47,917	64,427	67,600	61,589	69,700	2,100	3.1%
P215 Secondments	(463,232)	(127,966)	(138,200)	(152,802)	(138,200)	0	-0.0%
P220 Human Resource	136,586	167,813	146,100	140,626	150,000	3,900	2.7%
P225 Training	386,263	475,514	491,300	771,137	512,400	21,100	4.3%
P230 Finance	327,980	339,608	342,100	340,718	342,600	500	0.1%
P235 Extra Duty	(692,876)	(622,355)	21,650	59,414	22,000	350	1.6%
P240 Ticket Admin.	215,165	220,567	173,622	164,072	180,100	6,478	3.7%
P245 Court Officers	441,855	424,367	481,700	434,362	506,100	24,400	5.1%
P250 Fleet Maintenance	904,403	988,130	1,128,070	977,430	1,020,700	(107,370)	-9.5%
P255 Exhibits & Property	249,232	386,267	326,100	365,629	326,500	400	0.1%
P260 Warrants Execution	52,486	64,051	64,400	53,176	66,300	1,900	3.0%
P265 Records	548,393	796,110	870,600	783,405	881,800	11,200	1.3%
P270 Commissionaire	543,560	521,052	555,900	563,557	569,800	13,900	2.5%
P350 Disclosure	64,164	72,165	79,000	73,468	81,400	2,400	3.0%
P305 Superintendent	552,890	106,991	191,970	166,679	193,190	1,220	0.6%
P310 R.A.P.I.D.	696,355	413,815	827,300	626,131	827,900	600	0.1%
P311 Projects Unit	0	65,047	77,400	77,409	79,700	2,300	3.0%
P312 SES Technical	0	87,675	162,800	91,195	164,700	1,900	1.2%
P314 Computer Forensics	0	60,661	68,600	70,729	70,300	1,700	2.5%
P315 Investigation Call Back Unit	192,178	128,284	135,800	188,984	204,600	68,800	50.7%
P316 Repeat Offenders	0	0	119,500	21,506	0	(119,500)	-100.0%
P320 Polygraph	81,326	69,535	67,800	65,548	69,500	1,700	2.5%
P325 Identification	953,595	1,003,611	955,700	952,574	962,700	7,000	0.7%
P330 Fraud Unit	655,054	847,673	875,500	688,381	834,200	(41,300)	-4.7%
P335 Special Enforcement	1,358,443	1,337,335	1,319,600	1,397,103	1,356,200	36,600	2.8%
P340 Criminal Intelligence Unit	475,112	542,313	638,100	708,530	646,400	8,300	1.3%
P345 Vice	384,736	532,357	601,700	478,488	542,500	(59,200)	-9.8%
P355 Crime Stoppers	61,895	58,022	65,400	57,342	67,000	1,600	2.4%
P360 GIS	1,842,642	2,069,467	2,038,800	1,999,698	2,102,000	63,200	3.1%
P365 Accidents	123,905	144,612	139,100	133,402	142,800	3,700	2.7%
P375 Criminal Investigative Service	1,465,664	1,681,217	1,630,000	1,991,969	2,001,400	371,400	22.8%
P380 Crime Analysis	96,481	101,590	114,500	100,869	118,000	3,500	3.1%
P313 VICLAS	0	115,610	77,600	109,247	79,900	2,300	3.0%
P370 Detention	162,465	268,782	241,200	274,416	255,300	14,100	5.8%
P405 Superintendent	345,185	731,255	1,095,000	1,078,219	963,000	(132,000)	-12.1%
P410 Shared Resources	888,236	944,442	473,400	701,678	439,500	(33,900)	-7.2%
P415 Central	5,382,365	5,153,058	4,951,100	4,624,577	5,336,000	384,900	7.8%
P420 West	4,620,851	4,520,615	4,511,300	4,360,312	4,599,700	88,400	2.0%
P425 East	4,616,255	4,237,505	4,692,100	4,396,230	4,916,800	224,700	4.8%
P430 Victim Service	61,530	104,046	107,100	100,200	109,700	2,600	2.4%
P435 Canine	9,575	23,506	12,300	42,824	12,300	0	0.0%
P440 ERT	9,867	12,889	9,800	20,575	9,800	0	0.0%
P445 Marine	37,015	43,634	48,500	43,224	48,500	0	0.0%
P450 Public Safety	13,960	4,136	10,100	2,899	10,100	0	0.0%
P455 Bike Patrol	1,585	2,371	2,500	1,579	2,500	0	0.0%
P460 School Crossing - Contracted	215,934	765,773	840,800	826,420	862,900	22,100	2.6%
P463 School Crossing - HRP	523,439	0	0	0	0	0	-
P465 Mounted	8,887	(8,502)	7,400	(2,081)	7,400	0	0.0%
P470 Port's Policing	0	0	(46,550)	(225,467)	(24,100)	22,450	-48.2%
P475 Street Crime	386,300	359,211	456,500	479,047	715,200	258,700	56.7%
P480 CR/CP	721,051	535,680	543,500	614,417	559,300	15,800	2.9%
P495 Power Shift	0	515,316	976,100	956,641	907,100	(69,000)	-7.1%
Total	**$31,439,019**	**$33,077,507**	**$35,439,710**	**$35,151,395**	**$36,587,000**	**$1,147,290**	**3.2%**

Regional Police Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Light		4,800,000	4,800,000	n/a
Fleet	1,257,000	1,257,000	0	0.00%
Information Technology	2,200,000	200,000	(2,000,000)	-90.91%
Total Gross Budget	3,457,000	6,257,000	2,800,000	81.00%
Total Funding	(900,000)	(2,957,000)	(2,057,000)	228.56%
Total Net	2,557,000	3,300,000	743,000	29.06%

SHARED SERVICES
MISSION STATEMENT

Who ?

Public, HRM Business Units and ABC's.

Why ?

To provide opportunities for integration, to maximize resources and better co-ordinate support services to HRM so that service delivery is improved.

What ?

An internal marketplace/structure that provides administrative, operational and customer support services to clients.

We create an internal structure that provides administrative, operational and customer support services to the public, HRM Business Units and ABC's so that services can be enhanced and integrated, resources can be shared and economies of scale achieved.

Description of Program/Service

The Shared Services Business Unit serves both internal and external clients. Its mandate is to move toward an entrepreneurial model ensuring that corporate efficiencies are achieved, services to internal and external clients are at an acceptable level, duplications are reduced and an internal one-stop shopping market place is created for clients.

Primary Functional Areas Within Shared Services:

Customer Service Centres: To provide "one stop shopping" and ease of access to municipal services for the residents of the Halifax Regional Municipality. The Customer Service Centres provide service to both the internal and external clients of HRM. The hours of operation are 8:30 - 4:30 - Monday - Friday, with 24 hour drop off payment boxes available at all locations including a drop off facility at the ferry terminals. Services include: Payment Transactions (210,000); General Inquiries (45,000); Marriage licenses (2,000); Parking Ticket Payments (45,000); Service Payments (75,000).

HRM Corporate Call Centre: To provide internal and external clients with consistent quality customer service by telephone, as a first point of contact for clients of HRM. The mandate of the Corporate Call Centre is to cultivate the efficiency and effectiveness of consistent customer service.

Fleet Services Including Maintenance & Management: Fleet Services is responsible for the management, planning, procurement/acquisition and operations of the fleet assets held by HRM as well as the maintenance and repair of the vehicles and small equipment. In the current configuration fleet has three basic sections; Transit Fleet, City Fleet, and Emergency Services Fleet (combination of Police and Fire Fleets). The Emergency Services Section is in its early stages of integration and is currently in the process of being combined into Fleet Services. The combination of the fleets into one unit is envisioned make a more economical resource that is responsive to the clients while assuring that fleet vehicles are maximized.

Geographical Information Systems & Services (GISS): The GISS Division provides an essential Geographic Information Program that assists HRM's line departments deliver better services and resources to the citizens of the municipality. GISS creates and maintains information on developments such as municipal infrastructure, park development, and transportation maintenance. Examples of products and services essential to HRM, for which GISS plays an integral part: Capture and maintain graphic and attribute data: provide system administration and support for geographic information data and software; provide information to clients in the form of maps, verbal or written reports, analysis, instructions, training and digital output; application development and project management; provide leadership to the corporation regarding the development of standards, policies and strategies, consulting on new initiatives; facilitate the sharing of data, applications and resources so as to deliver quality GIS technology;

Payroll & Administrative Services Including Security & Dispatch Services: Providing HRM business units with: Production of gross payroll; HR data base management; Budget coordination, preparation and support; Job costing and statistical work order systems; Expenditure monitoring and projections for client groups; Dispatch service, security service and clerical service; Billing and cost analysis.

Marketing, Design & Printing Services, Internal & External Mail Service: Provides affordable, high quality, integrated communication, marketing, design, print, copy and distribution services to Business Units and Council including: Design and production of communications, education and promotional products for internal clients; Design and administration of questionnaires, surveys and focus groups; Design and management of the HRM Corporate Website; Market research analysis; In-house printing, copying, braille and binding services to the business units; Contract administration of internal and external mail service.

Civic Address Program & Project: The objective of the CADP is to create an accurate and complete civic address database which will support implementation of the proposed Police/ Fire computer aided dispatch (CAD) system the Land Management System and form a foundation for an HRM corporate property information database. The project also includes re-engineering of the Civic Address program to include maintenance of data elements managed within the project and drafting and approval of the Civic Address By-Law. The Civic Addressing Program is responsible for creation of new lot record information through the subdivision approval process and entry of this information into the corporate database. 2002 will see further enhancements to the base data and development and implementation of a plan that will deal with Civic Address corrections. The program also includes responding to public inquiries regarding civic addresses and the correction of civic addressing problems (i.e. modification of civic numbers, street names, general service area boundaries).

Shared Services Mission: ***To create an internal structure that provides administrative, operational and customer support services to the public, HRM Business Units and ABC's so that services can be enhanced and integrated, resources can be shared and economies of scale achieved.***

•Customer Service Centres
•Corporate Call Centre
•Civic Addressing Program/Project
•Fleet Services
•Geographical Information Services
•Marketing, Design and Print Services
•Payroll and Administrative Services

STRATEGIC OUTCOMES	INDICATORS
Quality customer service	% of call centre customers surveyed by type (internal, external, service type) who report that services/products provided were; courteous accessible timely relevant accurate very, somewhat, not at all somewhat not at all • Compliance with service agreements (2002/03 Call Centre)
Savings are achieved	• narrative describing examples of significant savings achieved • cost of providing service internally versus private sector providers (2002/03 Marketing, Design and Print Services)
HRM service delivery is supported & sustained because business units focus on their core functions	• % of clients surveyed who report Shared Services provision of support services allowed them to focus on their core functions • Person hours allocated to supporting business unit functions, by business unit
Corporate Priorities are Supported	• Corporate projects delivered on time and within budget • Person hours devoted to corporate priorities and projects

CLIENT BENEFITS	INDICATORS

One point of contact for multiple municipal services	• # of municipal government transactions available by single client contact:
	  • Phone
	  • Internet
	  • In person at Customer Service Centres
	% of HRM customers surveyed who report that one point of contact met;
	  • completely
	  • partially
	  • not at all, their needs for HRM services

Vehicles and Vehicle Services that meet Customer Needs	• % of time Transit quota achieved • 2002/03 SMT approves Specifications Policy for Fleet Usage • 2003/04 Adherence to SMT approved Vehicle Specification Policy • 2002/03 Fleet Replacement Program is developed • 2003/03 Adherence to Fleet Replacement Program * 2002/03 Business Plan includes establishing service standards for City Fleet

Reliable and Accessible Call Response Systems	• 80% calls answered in 25 seconds with abandon rate not to exceed 10%
	• Client Survey and Agent monitoring for quality and client satisfaction regarding:
	  • Wait times
	  • Customer care
	  • Accuracy and completeness of information

Timely Distribution of Pay Cheques	• # of Quick Pays issued due to Shared Services' error
Timely, Affordable and High Quality Printing Services	• Cost comparison of providing service internally versus private sector

CLIENT BENEFITS	INDICATORS

Accurate, Accessible and Timely Response to Reference Material and Information Requests	Land Information
	• Response time for property and land information reduced by 20%
	• 12 % of civic address corrections completed
	HRM Services
	• Per capita frequency of client contact:
	  • Phone
	  • Internet
	  • In person at Customer Service Centres

FTEs

Shared Services had 229.3 approved FTEs in 2001/2002 budget. The 2002/2003 proposed FTEs are 230.3.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Provide a single point of contact for HRM clients (internal and external) to obtain and distribute information.	• HRM website restructured • all 17 business units have presence on website • interactive forms provided on-line • 45-50 page authors trained • 85% accessability on website • text to voice function being installed • new search engine installed • Customer Service Centres and Call Centres use website as source of information • 10% increase in Call Centres client base • Customer Service Centres expanded product line • Processes developed for Fleet Clients notification system (Plant Maintenance)

Key Initiative	Status
Increase efficiency and accuracy of information dissemination to internal and external clients.	• Corporate information provided in Parks and Recreation Catalogue each season • GISS data sets merged and improved • Civic Address Bylaw drafted and presented • on-line payment of parking tickets • on-line job applications available • on-line registration for Corporate Projects and surveys • 130,000 Civic Address Points field verified and digitized
Maximize economies of scale through internal service provision to business units.	• line agreements with printers, designers and suppliers completed • call taking service expanded to additional business units • dispatch service merged • 1,900 projects completed by MDPS
Provide service that meets or exceeds external suppliers at competitive prices.	• selected services bendmarked against private sector • MDPS completed 1,900 projects representing a $200,000 savings to the Corporation if same jobs done by outside service provider
Pursue service delivery partnerships that will achieve efficiencies, avoid duplication or improve service.	• Pesticide Bylaw registration system developed • HR Payroll data standards developed and data quality improved • partnerships opportunities with Services Nova Scotia and Municipal Relations being negotiated

Key Initiative	Status
Be customer focused and responsive to customer needs.	• Client Advisory Group established for Dispatch and Call Taking functions • Shared Services Service Level Agreement template completed • business process established and rolled out to business units • braille service fully implemented • workflow, call taking module for LIS purchased
Ensure we have a safe, skilled, competent, fully staffed workforce.	• absenteeism management program introduced • Staff trained in Due Diligence • Health and Safety Officer hired • Workplace Safety audit carried out • Staff training linked to PDP's • Employee Survey Workplan developed • Communication Plan for Shared Services developed • Employee Recognition Plan developed for Shared Services • ventilation systems in Printing Centres upgraded • operational changes in Fleet to improve air quality • reduction of chemicals used in the printing process

Issue #1

Quality of the Workplace Environment

Results of the 2000 Employee Survey indicated the employees of Shared Services are concerned about workplace health and safety issues, quality of management and supervision, communications, equity and access to the appropriate training, tools and technology required to be safe and productive in their workplaces. Only 60% of those responding indicated that they felt they had access to the appropriate tools and technology to do their jobs; 49% rated communication as poor and 47% said they would not recommend HRM to others as a good place to work.

Over 50% of the technical trades people in Fleet Services will be eligible to retire in the next six (6) years. Shared Services must work with employees, the union and the local Community Colleges to ensure that there is a well trained experienced work force to replace the retiring employees. A succession plan will need to be developed and resources to deal with these issues.

Link to Corporate Priority and/or Program Mission

- EMT's "Employee Survey Priority" by working to validate and implement the Shared Services Employee Survey Plan, the Communication and Rewards & Recognition Plans.
- Shared Services goal to ensure that it has "high functioning work teams that are appropriately staffed, equipped and trained, thus ensuring a high level of employee satisfaction and customer service."
- EMT's priority of "Creating a Workplace Environment that encourages employees to strive for Excellence and Success".
- The Corporate Guiding Principal to "Provide respect, learning, cooperation and sharing of knowledge and resources through HRM" by creating an environment within Shared Services that recognizes and promotes these values.

Goal 2002/2005

To create high functioning work teams that are appropriately staffed, trained and equipped to ensuring a high level of employee satisfaction and customer service.

Objectives 2002/2003

- Develop a Succession Plan for the Shared Services Fleet Section.
- Validate and roll out the Employee Survey Action Plan.
- Roll out the Communication and Rewards & Recognition Action Plans.

- Ensure that Shared Services staff have a appropriate combination of technical, customer service and knowledge skills.
- Develop an Attendance Management Program.

Analysis of Proposed Changes

Service Levels: Will decrease minimally in 2002 - 2003 as investment is made in our staff through training and consultation. Business Units may see a reduction in meeting quota and repair times may be extended. In the long run service will improve.
Financial/Budget: Operating costs will increase slightly to provide for training costs and the introduction of a rewards & recognition program. Covered in budget envelope.
Processes: Processes will change to support the internal communications structure.
Internal Service Providers: Additional resources will be required from the Human Resources Business Unit to support the development of Training and Succession Plans and IS to ensure that the technology is available to support communication with the Shared Services work groups.
FTE: No impact on FTE level.

Issue #2

Capital Planning and Resource Management

HRM spends in excess of $16 million each year on maintenance, inspections and operator safety programs associated with the Transit and General Fleet. In addition, $3 - $8 million is spent annually on a fleet replacement program.

The capital investment has not kept pace with the recommended life cycle replacement program which has resulted in 40% of the Transit Fleet and 50% of the General Fleet being well beyond the recommended life cycle.

Maintenance of aging equipment is costly and forces repairs that sometime exceed the value of the asset. Business Units experience loss of service and may be investing a disproportionate percentage of their operating budget in fleet maintenance.

The current costing (charge back) model in General Fleet does not encourage sharing of fleet assets or create incentives for Business Units to make the most effective and efficient use of Fleet resources nor does it make provision for a charge for future capital re-investment.

Link to Corporate Priorities and/or Program Mission

Capital Planning and Resource Management Links to:

- The HRM "Long Term Capital Planning Initiative" by ensuring that complete and accurate information is available throughout the processes.
- EMT's Priority " to support and encourage customer focused service delivery".
- HRM's Guiding Principal to "deliver efficient, effective and responsive service."
- Council's Priorities that "HRM's transportation system supports the desired patterns of development and alternative forms of transportation."

Goal 2002/2005

The investments in Fleet assets and services will be appropriate and cost effective.

Objectives 2002/2003

- Collect the data required to analyze the age, effectiveness, appropriateness and use of the current rolling stock.
- Establish equipment classification standards for fleet usage.
- An appropriate long term Fleet Replacement Program is developed. (10 years)
- SAP PM is a more effective management information and decision making tool for Business Units and Fleet Services.
- Initiate a Performance Management System for Fleet Services.
- Evaluate the existing costing/funding formula for fleet operating and capital.

Analysis of Proposed Changes

Service Level: No noticeable change to service levels in the short term but in the longer term service levels should improve.
Financial/Budget: Provision will need to be made in the Capital Budget to support the Plans, see Capital Project #'s CVD00275,76,77,78,79,80,92,94.
Processes: There will be a high level of consultation with internal clients - will be a change in which Business Units are resourced.
Internal Service Provider: Financial Services will be required to provide resources to assist with Financial Analysis and Process Audit in Fleet Services.
FTE: Shared Services requires one additional FTE to meet the performance measure in a 1 year period. The $60,000 required to support this work is not covered in the envelope allocation. Shared Services will look for other corporate funding sources (Service Improvement Reserve) or extend the delivery time or the objectives to 2 years.

Issue #3

Information and Data Management

The current property related data bases are incomplete, inaccurate and not integrated. There are no business processes in place to keep data current and data ownership and accountability issues are unclear. This lack of data integrity and access, risks public safety, impacts on revenue opportunities and wastes resources.

HRM is not well positioned to respond to partnership opportunities for Gas Distribution because of the lack of reliable property and infrastructure data.

Link to Corporate Priority and/or Program Mission

Creating accurate property related databases (Civic Address & GIS attribute library layers) will support:

- The Shared Services goal "to improve the accuracy, completeness, currency and availability of property related data to support decision making and Business Unit activities."
- Council priority of "planned growth, public safety and infrastructure management."
- EMT Priorities "supporting and encouraging customer focused service delivery and clarification of Municipal/Provincial roles and responsibilities."
- EMT Priority Projects "Capital District Task Force, Trunk Mobile Radio, Tax Structure, Corporate Data and Information Management, Regional Planning, Performance Measurements and Computer Aided Dispatch and Information Management Projects.

Goal 2002/2005

To improve the completeness, accuracy, currency and availability of property related data to support decision making and Business Unit activities. This is a 3 - 5 year project if resourced at existing levels.

Objectives 2002/2003

- Improve the quality of the Civic Addressing and GIS Data Sets by analyzing, prioritizing and resourcing to deal with data gaps.
- Transfer Civic Address data set to the Corporate Oracle database.
- Establish and document data maintenance procedures.
- Negotiate Data sharing agreements with Services Nova Scotia and Municipal Relations.
- Enhance Civic Address Data Base by developing and initiating a program of Civic Address,

General Service Areas and Community Names corrections.
- Develop a custodialship model for long term maintenance of HRM property data sets.

Analysis of Proposed Changes

Service Levels: In the short term, resources from GIS will be re-aligned to support the data analysis, collection and improvements resulting in increased wait for some GIS services.
Financial/Budget: Requires continuation and enhancement of financial support through the Capital Budget process for Civic Address Project and LIS Systems project.
See Capital Project #'s CI000108 . Should the Gas Distribution Project proceed, additional resources would be required.
Processes: Shared Services will work with Business Units in the development of processes to ensure quality data and information management.
Internal Service Provider: All Business Units will need to support the development of the data model and custodianship. IS will need to be involved supporting the technical needs of the data project.
FTE: 2 FTE's will be required to work on the Civic Address and General Service Areas Corrections Project. This will require resourcing over the envelope allocation and is requested through the Capital Budget Process.

Issue #4

Quality Customer Service

Shared Services is in the unique position of providing services to both internal and external clients. There are no service level standards developed between Shared Services and the Business Units they serve. This makes it impossible to benchmark performance, understand the roles and responsibilities of each party and determine an appropriate level of resource allocation.

For external clients, information on services are not integrated, HRM business processes are sometimes difficult to access and the service standards for various Business Units are not defined.

Link to Corporate Priority and/or Program Mission

Deliver quality customer service that links to:

- Council's Priorities on "fiscal accountability and providing best value for dollars spent."
- EMT's Priority to support and encourage "customer focused service delivery."
- EMT's Priority Projects on "performance measurement."
- HRM's Guiding Principles on delivering efficient, "effective and responsive services."

- Shared Services Mission Statement and goal to "provide quality customer service."

Goal 2002/2005

To provide quality customer service that meets the needs of our internal and external clients.

Objectives 2002/2003

- Develop Service Level Agreements with all Business Unit clients.
- Create a higher level of Citizen Centered Service delivery through further integration of service information and easily accessible reliable information
- Develop a Client Advisory Group for major clients of the Corporate Call Centres, Dispatch Services and Fleet Services.
- Acquire and install Call Management software.

Analysis of Proposed Changes

Service Levels: Service levels will improve as initiatives are implemented.
Financial/Budget: Requires support from Capital Budget Project # Cl000283.
Processes: It is likely that a number of processes will change as Shared Services works with clients on the development of service agreements and customer service standards. This will involve a high level of client consultation.
Internal Service Providers: Business Units clients will need to be available for consultation and project work. IS will need to support installation of Call Management software.
FTE: This work will be delivered as part of the Managers' responsibility and will not require additional resources.

Issue #5

Use of technology for integration and service improvements.

Currently within HRM, there exists a wide variety of disparate systems using a collection of technologies and shared data in formats that are neither compatible or integrated. Legacy systems from former Municipalities are used for non emergency dispatch purposes and in other cases outdated or inappropriate technology is used for call management and design services.

In some cases there is no technology available to support business activities and staff must rely on cumbersome processes and unreliable sources to store and retrieve information. This lack of appropriate technologies and business processes leads to inefficiencies, lack of customer focus and duplication of effort.

Link to Corporate Priority and/or Program Mission

The introduction and integration of improved technology and processes will support:

- Shared Services Mission to "increase opportunities for integration, achieve economies of scale and improve customer service."
- Council priorities on "public safety and fiscal accountability."
- EMT's priorities on "Customer Focused Service Delivery and creating a workplace environment that encourages employees to strive for excellence and success."
- HRM's Guiding Principles to "deliver efficient, effective and responsive services."
- EMT Priority Projects on Trunk Mobile Radio System, Corporate Data and Information Management and Performance Measurement.

Goal 2002/2005

Maximize the opportunities for integration and service improvements through the use of technology and process change.

Objectives 2002/2003

- Install the LIS Call Taking Work Flow Module (Phase I & II).
- Migrate the non emergency Dispatch Service to one integrated system.
- Land Information System has GIS functionality.
- Improve the technology for the design services group.
- Increase capacity and quality of service in Print Centres.

Analysis of Proposed Changes

Service Levels: In the short term there will be a reduction in service levels as staff are trained on the new technologies and processes are redesigned. In the longer term the service levels will increase significantly.
Financial/Budget: The Capital Budget allocation will need to support the acquisition and instillation of the technology. See Capital Project #'s Cl000108.
Processes: Processes associated with call taking, information storage and retrieval work flow and customer follow-up will need to be re-designed.
Internal Service Providers: Resources will need to be available from IS to support the technology, HR to support the training needs of staff and Business Units to consult on the business process changes. Trunk Mobile Radio Committee will recommend and install an integrated system.
FTE: Resources have been re-allocated within the envelope to support installation of LIS Call Centres Module.

Issue #6

Support of Corporate & EMT Priorities

Shared Services will either take the lead or be a major contributor to a number of Corporate and EMT priorities in 2002/03.

In order to support these priorities and stay within the budget envelope, Shared Services has developed work plans that will allow for this re-ordering of priorities and work assignments. Business Units who rely on their services will experience a lower service level in 2002/03 particularly in the Marketing, Design & Print Services, GISS Services and Call Centres/Dispatch areas.

Link to Corporate Priority and/or Program Mission

Investment of resources in the Corporate and EMT Priorities will support:

- Shared Services mission to "increase opportunities for integration, achieve economies of scale and improve customer service.
- Council's Priorities on public safety and fiscal accountability.
- EMT's Priorities on "Customer Focus Service Delivery."
- EMT's Priorities on TMR, Regional Planning, Corporate Data and Information Management, Land Information System and Performance Management.
- Shared Services Mission Statement and goal to "provide quality customer service."

Goal 2002/2005

To provide an appropriate level of support for Corporate Projects and EMT Priorities.

Objectives 2002/2003

See objectives for issues #1 - #5.

Analysis of Proposed Changes

Service Levels: There will be less support from the Marketing Section to Corporate Projects such as Corporate Branding, Annual Report, HRM Newsletter etc. as well as Business Unit.
GISS will be slower to respond to requests for mapping, analysis and GPS projects requested by Fire and Emergency Services will be delayed.
Financial/Budget: Operating costs have been funded within the existing Budget envelope or

through capital funding requests.
Processes: Process changes have been identified in other sections.
Internal Service Providers: These have been identified in other sections.
The following Corporate and EMT Priorities will be supported by Shared Services.

Regional Planning	Corporate Data & Information Management
LIS	TMR
CAD/RMS	Workplace Environment
Long Term Capital Planning	Capital Cost Contribution
Other Levels of Government	Service Efficiencies
Building Staff Council Relations	Improved Customer Service

Shared Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$2,602,835	$2,988,730	$3,942,311	$3,688,219	$4,044,451	$102,140	2.6%
Wages	3,790,709	3,793,554	4,164,650	3,663,141	4,145,550	(19,100)	-0.5%
Overtime - Salaries and Wages	405,472	477,705	302,000	568,753	402,100	100,100	33.1%
Benefits and Other (Salaries)	404,464	488,924	662,948	619,143	673,697	10,749	1.6%
Benefits and Other (Wages)	784,589	868,307	913,067	833,594	935,540	22,473	2.5%
Retirement Allowance & Severance	61,906	31,485	23,200	20,070	38,437	15,237	65.7%
Clothing Allowance, Stipends, Othe	24,795	(22,275)	19,300	25,786	19,100	(200)	-1.0%
Office Expenses, less Computers	715,165	873,797	694,900	628,668	695,650	750	0.1%
Computers Expenses	14,295	28,253	45,000	34,886	21,500	(23,500)	-52.2%
Consulting Fees	0	359	0	683	0	0	-
Other Professional Fees	20,560	9,832	0	0	5,000	5,000	-
Contract Fees	101,802	181,722	208,750	157,281	166,000	(42,750)	-20.5%
Equipment and Supplies	239,534	276,965	182,600	228,481	182,600	0	0.0%
Materials	265,413	187,918	257,100	38,301	17,400	(239,700)	-93.2%
Building Repair, Maintenance	16,613	30,398	34,700	35,902	25,200	(9,500)	-27.4%
Heating Fuel	767	0	0	0	0	0	-
Electricity	170	(170)	0	0	0	0	-
Equipment Repair, Maintenance	234,472	200,491	183,000	124,828	131,500	(51,500)	-28.1%
Vehicle Expenses	808,694	5,560,230	4,582,880	6,294,239	5,420,800	837,920	18.3%
Diesel Fuel	2,411,868	3,590,613	3,728,250	3,058,856	2,393,100	(1,335,150)	-35.8%
Gasoline Fuel	293,320	397,243	555,000	330,445	262,800	(292,200)	-52.6%
Membership Dues	491	790	1,200	651	1,200	0	0.0%
Conferences and Travel	15,308	18,150	21,750	27,285	27,550	5,800	26.7%
Training and Education	21,323	34,700	50,100	45,236	49,600	(500)	-1.0%
Advertising and Promotion	1,472	4,109	2,000	4,158	2,400	400	20.0%
Books, Publications and Data	918	3,874	1,600	6,619	17,450	15,850	990.6%
Other Goods and Services	32,743	45,193	73,200	22,425	26,736	(46,464)	-63.5%
Transfer to/from Reserves	(251,115)	(165,000)	0	0	0	0	-
Other Loan and Interest Charges	0	668	0	0	0	0	-
Other Fiscal Charges	50,376	(21,934)	0	(25,631)	0	0	-
Interdepartmental - Fleet	0	(5,605,727)	(16,321,042)	(16,183,479)	(14,984,648)	1,336,394	-8.2%
Interdepartmental - Other	0	0	0	22,000	0	0	-
Total	**$13,068,957**	**$14,278,906**	**$4,328,464**	**$4,270,541**	**$4,720,713**	**$392,249**	**9.1%**
Revenues							
Interest Revenues	0	(401)	0	0	0	0	-
Other Licenses, Permits and Fines	(22,320)	(80,824)	(60,000)	(62,602)	(56,900)	3,100	-5.2%
Parking and Facility Rentals	(200)	0	0	108	0	0	-
Charter Revenue	317	0	0	0	0	0	-
Other Fees	(49,760)	(75,435)	(78,000)	(93,900)	(75,000)	3,000	-3.8%
Other Sales Revenue	(32,370)	(31,280)	(39,800)	(31,110)	(39,400)	400	-1.0%
Environmental Protection/Waste Wa	0	(187,799)	(187,800)	(187,798)	(187,800)	0	-0.0%
Other Revenues	(72,797)	(111,117)	(74,900)	(365,342)	(66,900)	8,000	-10.7%
Total	**($177,130)**	**($486,856)**	**($440,500)**	**($740,644)**	**($426,000)**	**$14,500**	**-3.3%**
Net Cost	**$12,891,827**	**$13,792,049**	**$3,887,964**	**$3,529,897**	**$4,294,713**	**$406,749**	**10.5%**

Shared Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A124 Office Service	$547,843	$755,884	$692,200	$695,571	$694,340	$2,140	0.3%
A610 Director of Shared Services	209,266	258,452	160,200	161,248	176,563	16,363	10.2%
A615 Payroll & Administration	752,945	1,014,110	1,239,100	1,083,426	1,195,825	(43,275)	-3.5%
A620 Marketing & Promotion	681,606	663,213	724,724	673,011	739,371	14,647	2.0%
A625 Corporate Call	321,676	498,440	711,100	740,552	812,045	100,945	14.2%
A630 Co-ordination	0	0	0	0	91,713	91,713	-
A635 GIS	276,071	397,953	490,980	401,185	460,730	(30,250)	-6.2%
A661 Administration & Storefront	13,608	5,428	50,800	41,736	77,529	26,729	52.6%
A663 Alderney Gate	79,368	72,803	81,610	76,476	80,260	(1,350)	-1.7%
A664 West End Mall	77,769	89,478	86,300	76,104	82,289	(4,011)	-4.6%
A665 Scotia Square	141,795	138,020	148,150	156,165	145,349	(2,801)	-1.9%
A666 Cole Harbour Place	66,861	80,421	83,000	76,343	80,760	(2,240)	-2.7%
A667 Acadia Centre	62,570	82,234	85,800	75,002	81,517	(4,283)	-5.0%
A668 Musquodoboit Harbour	591	1,768	2,700	2,832	2,700	0	0.0%
R933 Fleet Maintenance - Transit	7,190,536	8,524,607	0	8,219	(60,200)	(60,200)	-
R934 General Equip .Expense - Tra	661,908	612,120	0	(0)	44,770	44,770	-
R955 Vessels Dartmouth	131,639	477,025	0	(0)	(45,500)	(45,500)	-
R956 Vessels Halifax	101,453	0	0	0	0	0	-
R957 Vessels Woodside	146,765	0	0	0	0	0	-
R960 Access-A-Bus Maintenance	357,351	496,021	0	(0)	(23,500)	(23,500)	-
R961 Community Transit	0	0	0	0	10,700	10,700	-
R970 Fleet Maintenance	1,247,335	110,929	(228,200)	2,672	73,452	301,652	-132.2%
Total	**$13,068,957**	**$14,278,906**	**$4,328,464**	**$4,270,541**	**$4,720,713**	**$392,249**	**9.1%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A124 Office Service	($5,380)	($49,978)	($8,000)	($44,472)	($8,000)	$0	-0.0%
A610 Director of Shared Services	(2,940)	(1,528)	0	(375)	0	0	-
A615 Payroll & Administration	(467)	(187,799)	(187,800)	(187,990)	(187,800)	0	-0.0%
A620 Marketing & Promotion	(59,969)	(26,212)	(53,900)	(62,277)	(53,900)	0	-0.0%
A625 Corporate Call	0	0	(5,000)	0	0	5,000	-100.0%
A635 GIS	(25,264)	(29,235)	(18,000)	(16,290)	(11,900)	6,100	-33.9%
A661 Administration & Storefront	(82,665)	(161,877)	(167,800)	(175,249)	(164,400)	3,400	-2.0%
R933 Fleet Maintenance - Transit	0	(18,868)	0	(13,145)	0	0	-
R934 General Equip .Expense - Tra	0	1,290	0	0	0	0	-
R955 Vessels Dartmouth	0	(12,649)	0	(12,646)	0	0	-
R957 Vessels Woodside	(446)	0	0	0	0	0	-
R970 Fleet Maintenance	0	0	0	(228,200)	0	0	-
Total	**($177,130)**	**($486,856)**	**($440,500)**	**($740,644)**	**($426,000)**	**$14,500**	**-3.3%**

Shared Services

Summary by Net Expenditures

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
A124	Office Service	$542,462	$705,906	$684,200	$651,099	$686,340	$2,140	0.3%
A610	Director of Shared Services	206,326	256,924	160,200	160,873	176,563	16,363	10.2%
A615	Payroll & Administration	752,478	826,311	1,051,300	895,436	1,008,025	(43,275)	-4.1%
A620	Marketing & Promotion	621,637	637,001	670,824	610,734	685,471	14,647	2.2%
A625	Corporate Call	321,676	498,440	706,100	740,552	812,045	105,945	15.0%
A630	Co-ordination	(25,264)	0	0	0	91,713	91,713	-
A635	GIS	250,807	368,718	472,980	384,895	448,830	(24,150)	-5.1%
A661	Administration & Storefront	(69,057)	(156,450)	(117,000)	(133,513)	(86,871)	30,129	-25.8%
A663	Alderney Gate	79,368	72,803	81,610	76,476	80,260	(1,350)	-1.7%
A664	West End Mall	77,769	89,478	86,300	76,104	82,289	(4,011)	-4.6%
A665	Scotia Square	141,795	138,020	148,150	156,165	145,349	(2,801)	-1.9%
A666	Cole Harbour Place	66,861	80,421	83,000	76,343	80,760	(2,240)	-2.7%
A667	Acadia Centre	62,570	82,234	85,800	75,002	81,517	(4,283)	-5.0%
A668	Musquodoboit Harbour	591	1,768	2,700	2,832	2,700	0	0.0%
R933	Fleet Maintenance - Transit	7,190,536	8,505,739	0	(4,926)	(60,200)	(60,200)	-
R934	General Equip .Expense - Tra	661,908	613,410	0	(0)	44,770	44,770	-
R955	Vessels Dartmouth	131,639	464,377	0	(12,646)	(45,500)	(45,500)	-
R956	Vessels Halifax	101,453	0	0	0	0	0	-
R957	Vessels Woodside	146,319	0	0	0	0	0	-
R960	Access-A-Bus Maintenance	357,351	496,021	0	(0)	(23,500)	(23,500)	-
R961	Community Transit	0	0	0	0	10,700	10,700	-
R970	Fleet Maintenance	1,247,335	110,929	(228,200)	(225,528)	73,452	301,652	-132.2%
	Total	**$12,866,563**	**$13,792,049**	**$3,887,964**	**$3,529,897**	**$4,294,713**	**$406,749**	**10.5%**

Shared Services Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Equipment - Heavy	100,000		(100,000)	-100.00%
Fleet	8,580,000	7,400,000	(1,180,000)	-13.75%
Information Technology		65,000	65,000	0.00%
Total Gross Budget	8,680,000	7,465,000	(1,215,000)	-14.00%
Total Funding	(1,700,000)	(965,000)	735,000	-43.24%
Total Net	6,980,000	6,500,000	(480,000)	-6.88%

SOLID WASTE RESOURCES
MISSION STATEMENT

Who?

Solid Waste Resource Generators: residents, businesses, industry and institutions

Why?

To protect public health and the environment through the provision of reliable, convenient and efficient collection, processing, diversion and disposal to contribute to community public health and environmental protection.

To (a) maximize reduction, re-use and recycling; (b) maximize sustainability and minimize cost and (3) encourage stewardship.

What?

We combine the efforts of private service partners and the community to collect, process, divert and dispose of solid waste resources. We educate and regulate residents and businesses in the use of the system.

To protect public health and the environment by providing HRM residents, businesses, industry and institutions with a reliable, convenient and efficient system for the stewardship, collection, processing, diversion and disposal of solid waste resources.

Description of Program/Service

The Solid Waste Resources Business Unit is responsible for the operation of HRM's innovative waste resources management system. This includes residential and condominium collection for over 115,000 households and administration of 19 contracts provided by 16 private service partners. Waste diversion and disposal is provided through two compost plants, a recycling plant, a permanent Household Hazardous Waste Depot, and the Otter Lake Solid Waste Resources processing, stabilization and landfill facilities.

There are 5 key Solid Waste Resources program areas: Recycling, Composting, Refuse, Household Hazardous Waste and the Hwy 101 Landfill Post Closure program. The waste resources system provides residents and businesses of HRM with efficient solid waste collection, diversion and disposal services and ensures environmental protection by converting solid waste into valuable resources, or stabilizing it before disposal in landfill.

Solid Waste Resources Mission: ***To protect public health and the environment by providing HRM residents, businesses, industry and institutions with a reliable, convenient and efficient system for the stewardship, collection, processing, diversion and disposal of solid waste resources.***	
STRATEGIC OUTCOMES	**INDICATORS**
Maximize waste reduction, recycling and composting; minimize landfill use	• Diversion Percentage • Change in Annual Tonnage vs. Population Growth • Annual Tonnage by Stream recycled, composted or landfilled
Strong participation, stewardship and support for the HRM system by residents and businesses (ICI sector)	• Surveys of perceived service quality • Diversion Percentage Achieved by Residents, Businesses
The waste management system is cost effective and economically sustainable	• Annual Net Budget Increase • Annual Budget to Actual • System Cost/Capita • Cost/Tonne compared to Similar Municipalities
Processing facilities, public private partnerships, contracts and environmental permits are managed effectively	• Number of complaints by area or facility • Number of NSDEL permit issues, orders • Feedback from Service Providers

CLIENT BENEFITS	INDICATORS
Reliable and reasonably convenient collection of organics, recyclables and refuse	• % Daily Collections Completed On Time • Solid Waste Inquiries to Call Center by type
Comprehensive education to simplify source separation and foster stewardship, a sense of environmental stewardship	• Area waste set out rates by stream • Numbers of attendees at Presentations, Visits • Feedback from surveys, focus groups
Reasonable costs to residents and businesses (ICI sector) for recycling, composting and waste disposal	• Tipping Fee Increase vs. CPI • Annual Net Budget Increase • Business Survey Results • Benchmark to other municipalities
Sufficient capacity for processing all waste streams, convenient waste management for business	• Tonnage Shipped Outside HRM • Actual tonnage vs. processing capacity • Business Survey Results

FTEs

Solid Waste Resources had 11 FTEs approved for the 2001/2002 budget. The 2002/2003 proposed FTEs is 12.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Enhancing Residential Sector Material Quality	• Provided hauler training and neighbourhood follow up to waste haulers to improve quality of organic and recycling feedstock to plants. • Initiated a program of Recycle Right and Compost Right advertising to improve awareness of feedstock quality issues. • Developed a Neighbourhood Assistance Program that included pre-collection inspection, stickers or letters to residents, and household visits.

Key Initiative	Status
Maximizing Diversion from Landfill.	• Forecast Residential and ICI sector refuse tonnages less than 2% above 2000-01 levels. • Forecast diversion of compostable organics above 2000-01. • Forecast recycling tonnages above 2000-01, partly due to private recycler fire. • Apartment organic diversion program extended to 3,000 units. • New Construction & Demolition Waste License system introduced.
Providing Quality Customer Service and Fostering Public Support	• Revised Communication & Education Program to provide more strategic focus, balance between regular notices and special campaigns (Recycle Right, Precycling) • Provided Green Cart Tips, supporting TV advertising, to ensure green cart nuisances complaints in the summer of 2001 were minimized. • Targeted communications and education programs to selected neighbourhoods within HRM with measurable improvements in green cart and blue bag quality. • Provided regular reporting to Councillors, the Solid Waste/Resource Advisory Committee (SWRAC), the Community Monitoring Committee (CMC) and the Facility Advisory Committees. • Revised internal systems to manage the inventory & distribution of green carts.

Key Initiative	Status
Improving the Effectiveness and Efficiency of Processing Facilities	• Achieved greater financial stability by developing and receiving Council approval for a four year price agreement with MIRROR. • Worked closely with compost plant operators and community representatives to respond to any complaints received. • Established expanded leaf & yard waste processing, and balanced the deliveries of organic waste with the processing capacity of each compost plant. • Initiated, with FCM and RRFB support, a combined marketing & sport fields trial to improve markets and revenues for HRM compost. • Completed construction of the $12 million Residuals Disposal Cell 3 at Otter Lake.
Improving the Effectiveness and Reach of Communication and Education Programs	• Developed a strategic communication and education program to support the target waste diversion volumes that are the basis of the 2001-02 operating budget. • Improved and expanded the financial support and joint programming activity for communication and education with the Resource Recovery Fund and other HRM business units. • Worked with RRFB and Clean Nova Scotia on a comprehensive program of presentations to schools, business groups and special events (NS Recycles Day).

Issue # 1

In spite of good participation in organic diversion and recycling, continuing growth in waste generation is a concern for HRM in terms of waste management facility capacity and financial impacts.

Link to Corporate Priority and/or Program Mission

- Council's Business Strategy on "Planned Growth"

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

Goal 2002/2005

To minimize growth in waste generation within HRM. As an example, residential refuse tonnage for the eight months ending in November 2001 was 3.9% higher than for the previous year. The municipality is on the receiving end of waste generation decisions made elsewhere, particularly in terms of economic and population growth. But HRM can influence growth in waste generation through policies, fees and education.

Objectives 2002/2003

- Objectives have been identified to influence waste generation. HRM needs to develop greater public understanding of the need to reduce waste and to be more active in lobbying, influencing legislation and building partnerships.
- Establish a regular system for identifying waste stream generation rates by each of the 8 collection areas.
- Review the overall Waste Resources Communication Program and develop a comprehensive waste reduction campaign.
- Lobbying, partnering with other organizations (Regional Chairs, RRFB, FCM) on waste reduction strategies
- To provide input to the HRM Regional Planning Process to identify the links between urban form, policies and solid waste management.
- To encourage more diversion of construction and demolition (C&D) waste through the implementation and monitoring of C&D License By-Law L-200

Analysis of Proposed Changes

Service Levels: HRM residents and businesses are very dependent on the existing levels of service for collection and processing of waste resources. The objectives in this Business Plan can be met without a change in service levels.
Financial/Budget: These objectives can be met by re-allocating resources within existing budgets, or by prioritizing work in existing programs. In the longer term, reducing waste volumes can have significant implications for the cost of HRM solid waste management.
Processes: The neighborhood level (collection area) analysis will be used to guide local education activities.
Internal Service Providers: Solid Waste Resources has a full time marketing support person assigned

by Shared Services, and this level of support should be continued to deliver the communications programs effectively
FTE"s: There would be no impact of these activities on the number of FTE's.

Issue # 2

The continued success of the HRM Waste Resource System requires a high level of public participation and support, to maintain rates of source separation and feed stock quality for recycling and composting.

Link to Corporate Priority and/or Program Mission

- Vision 2020 references to "Responsible Active Citizenship" and "Protecting our Natural Environment"
- EMT's Corporate Priority to "Support and Encourage Customer Focussed Service Delivery"

- Solid Waste Resources Mission and Strategic Outcome of "Strong participation, stewardship and support for the HRM system by residents and businesses

Goal 2002/2005

To maintain a high level of source separation and compliance among HRM residents and businesses, in terms of By-Law S-600 and provincial landfill disposal bans.

Objectives 2002/2003

- Regular communications activities and follow up on source separation problems are key elements of the Waste Resources program.
- To revise and update the householder support items. The basic collection schedules and "four stream" information items have been regularly revised but need a comprehensive review, renewal and distribution.
- To improve follow up on neighbourhood level and commercial (ICI) sector waste stream contamination and education issues.
- To improve regular communications between HRM, the Community Monitoring Committee, processing plants and Community Liaison Committees
- To participate in the HRM By-Law Rationalization Project, to improve the effectiveness of HRM's By-Law Compliance Programs.
- To ensure Waste Resource staff resources are organized to provide professional customer service by taking part in Workplace Environment Projects, including Succession Planning, rewards and recognition, SAP/HR.

Analysis of Proposed Changes

Service Levels: Communication and education programs will remain at the same level of service, but the focus of education will be revised to provide review and renewal of householder support items in particular.
Financial/Budget: The communication and education initiatives will be accomplished within existing budgets. A reallocation of moneys from debt accounts will provide one new staff resource to improve neighborhood level monitoring and education, and to follow up on source separation issues identified by processing facilities.
Processes: Business processes for communications & education will be adjusted to reflect the new materials developed in reviewing the existing householder support items. Follow up with processing facilities, ICI generators and haulers will be more responsive.
Internal Service Providers: The revision of householder support information items will require the participation of Shared Services in terms of production, distribution. Advice will also be required from the Corporate Communications Officer. Our staff will work with other business units on the By-Law Rationalization Project.
FTEs: One additional full time FTE will be required to increase the level of follow up on source separation issues.

Issue #3

While HRM has limited ability to influence economic growth and related changes in waste generation, the costs of HRM Solid Waste Resource Management System must be sustainable and predictable over the long term.

Link to Corporate Priority and/or Program Mission

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

Goal 2002/2005

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

Objectives 2002/2003

- To conduct a comprehensive review of the first three years of operation of the HRM Waste Resource Management System, and identify future opportunities, costs, options and directions. By August 2002, the collection and processing contracts will all be into the last year of five year terms.
  A Waste Resources System Futures study is proposed, to include:
  - review of waste generation and characteristics of the waste streams
  - review of collection and processing arrangements in place now.
  - review of contracts to identify required changes for renewals, consider options for HRM on renewal, and changes for collection tenders. contract changes.
  - review of public participation and support.
  - identifying key system changes,
- To establish a Waste Resource Operations Stabilization Reserve to provide funding for external changes in waste generation, regulatory changes that impact HRM solid waste costs.
- To participate in the Long Term Capital Planning Project, in terms of fitting Waste Resources capital requirements into overall HRM requirements.

Analysis of Proposed Changes

Service Levels: The time required to complete the Waste Resources System Futures Study and improvements in performance reporting will require staff to concentrate more time on these issues, and may result in minor delays in providing reports on other issues, follow up on Council requests, etc.
Financial/Budget: Funding for the Waste System Futures Study, estimated to cost $50,000 in terms of external consulting advice for selected components of the Study, has been identified within the budget envelope. Funding for a proposed Operations Stabilization Reserve, and re-payment of the costs of the FEP expansion in 2000 ($300,000) is available from reductions in capital dept payments for 2002-03
Processes: Existing business processes will not be impacted by the work on this goal and objectives in the short term.
Internal Service Providers: The work on contract reviews and creation of an Operations Stabilization Reserve will require support from Finance and Legal Business Units periodically.
F*TE's*: The Futures Study work will not require additional staff, unless particular elements require short term back up for existing staff.

Issue # 4

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

Link to Corporate Priority and/or Program Mission

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

Goals 2002/2005

- To ensure all contracts are managed effectively.
- To ensure regulatory requirements for HRM waste resources infrastructure are met.

Objectives 2002/2003

- To enhance systems for reporting on individual hauler and processor performance, customer service issues. As part of this objective, staff will support the Land Information Systems Project, linking our green cart inventory and call centre records to the new HRM LIS.
- To improve collection efficiency by expanding receiving hours at HRM Compost Plants. Residential waste haulers have identified problems with the receiving hours at the two compost plants. To ensure residential collection is completed by 5:30 p.m., access to the plants is required after that time. Expanded Compost Plant Receiving Hours ($100,000) would improve consistency in completion of daily residential collection routes.
- To expand the level of service for Household Hazardous Waste collection and disposal. The 2001-02 budget provides about 30 days @ $10,000/day of operation of the HHW Depot at Bayers Lake Industrial Park. This Business Plan for 2002-03 proposes an increase in service of $100,000.

Analysis of Proposed Changes

Service Levels: This plan includes increased hours of service at the two compost plants. This will provide better access for HRM residential haulers and commercial haulers.
Financial:/Budget: Funds have been reallocated from reduced capital debt payments to accommodate an increase of $100,000 for additional service hours at the compost plants and $100,000 for additional HHW operating days.

Processes: Current business processes will not be impacted by the expansion of service hours at the facilities.
Internal Service Providers: There will be no impacts on internal service providers.
FTE's: There is no increase in FTE's under this element of the business plan.

Solid Waste Services

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$792,727	$539,174	$485,521	$485,197	$534,800	$49,279	10.1%
Wages	43,581	22,323	0	5,109	0	0	-
Overtime - Salaries and Wages	52,332	21,770	8,000	7,859	11,500	3,500	43.8%
Benefits and Other (Salaries)	106,194	79,948	61,638	80,694	71,000	9,362	15.2%
Benefits and Other (Wages)	27,797	18,690	10,258	12,026	10,800	542	5.3%
Retirement Allowance & Severance	3,396	0	0	0	0	0	-
Clothing Allowance, Stipends, Othe	249	0	0	0	0	0	-
Office Expenses, less Computers	32,605	26,692	35,400	27,930	40,400	5,000	14.1%
Computers Expenses	493	0	1,270	324	1,600	330	26.0%
Consulting Fees	3,905	239	0	0	0	0	-
Other Professional Fees	8,481,524	16,152,663	16,150,406	16,282,463	16,627,700	477,294	3.0%
Contract Fees	15,311,348	8,781,998	10,009,695	9,996,286	10,477,800	468,105	4.7%
Equipment and Supplies	3,987	1,131	0	81	0	0	-
Materials	1,934	176	0	0	0	0	-
Building Repair, Maintenance	36,201	88,854	52,000	7,051	52,000	0	0.0%
Electricity	32,751	12,281	0	0	0	0	-
Equipment Repair, Maintenance	95,237	26,191	0	0	0	0	-
Vehicle Expenses	17,122	2,543	0	0	0	0	-
Diesel Fuel	7,344	3,599	0	0	0	0	-
Gasoline Fuel	1,200	512	3,500	0	2,800	(700)	-20.0%
Membership Dues	814	684	800	741	1,500	700	87.5%
Conferences and Travel	9,939	10,991	11,000	15,112	13,000	2,000	18.2%
Training and Education	418	1,504	2,500	2,897	5,000	2,500	100.0%
Site Preparation	0	104	0	0	0	0	-
Advertising and Promotion	(0)	432,248	337,500	618,750	572,200	234,700	69.5%
Books, Publications and Data	272	347	400	128	400	0	0.0%
Other Goods and Services	12,241	2,073	1,300	668	1,200	(100)	-7.7%
Transfer to/from Reserves	2,384,205	2,038,746	2,121,513	2,156,595	2,371,900	250,387	11.8%
Principal and Interest Charges	12,475,500	13,421,866	13,933,589	13,933,585	13,373,400	(560,189)	-4.0%
Other Fiscal Charges	5,062	0	0	188	0	0	-
Interdepartmental - Fleet	13,374	4,804	0	3,150	0	0	-
Interdepartmental - Other	0	0	(150,000)	(3,236)	(50,000)	100,000	-66.7%
Total	**$39,953,750**	**$41,692,152**	**$43,076,290**	**$43,633,598**	**$44,119,000**	**$1,042,710**	**2.4%**
Revenues							
Transfers from Governments, Other	(2,037,690)	(3,250,003)	(2,500,000)	(3,192,922)	(3,324,700)	(824,700)	33.0%
Other Sales Revenue	(10,421,435)	(11,733,051)	(11,607,350)	(11,371,479)	(11,600,000)	7,350	-0.1%
Environmental Protection/Waste Wa	(129,981)	0	0	0	0	0	-
Other Revenues	(253,821)	(267,444)	(230,000)	(332,048)	(130,300)	99,700	-43.3%
Total	**($12,842,926)**	**($15,250,497)**	**($14,337,350)**	**($14,896,448)**	**($15,055,000)**	**($717,650)**	**5.0%**
Net Cost	**$27,110,825**	**$26,441,655**	**$28,738,940**	**$28,737,150**	**$29,064,000**	**$325,060**	**1.1%**

Solid Waste Services

Summary by Gross Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
M431 Sackville Landfill Reserve	$2,134,336	$1,937,001	$1,657,000	$1,657,000	$1,657,000	$0	0.0%
R311 MA Solid Waste Debt	2,970,900	2,603,195	2,373,401	2,373,401	2,217,400	(156,001)	-6.6%
R312 Halifax Transfer Station	604,757	132,304	0	4,351	0	0	-
R321 Administration - Waste Res.	800,541	977,725	899,887	1,060,336	785,500	(114,387)	-12.7%
R601 See Cost Centre R321	146,126	2,881	0	71	0	0	-
R322 Collection & RRFB	8,890,501	7,202,001	7,358,983	7,286,247	7,274,400	(84,583)	-1.1%
R323 Waste Res System Debt	2,632,200	2,616,894	2,529,441	2,529,439	2,465,700	(63,741)	-2.5%
R324 Compost Fac .Burnside	1,454,589	1,948,217	2,012,000	1,971,180	1,834,900	(177,100)	-8.8%
R325 Compost Fac.Ragged Lake	1,608,256	1,550,374	1,742,000	1,576,379	1,753,900	11,900	0.7%
R328 Rural Depots	92,605	118,497	167,700	115,575	179,400	11,700	7.0%
R330 Material Recovery Facility	2,510,064	2,410,227	2,383,000	2,679,841	2,700,000	317,000	13.3%
R331 Communication & Education - R	0	150,573	0	261,840	234,700	234,700	-
R332 Operating Reserve	0	0	0	0	300,000	300,000	-
R333 Communication & Education	0	0	0	0	337,500	337,500	-
R334 Household Hazardous Waste	0	0	0	0	415,600	415,600	-
R326 Otter Lake WSF	2,897,644	3,575,689	3,537,715	3,547,290	3,544,900	7,185	0.2%
R327 Otter Lake RDF	7,307,770	7,627,515	8,698,408	8,703,368	8,501,200	(197,208)	-2.3%
R329 Otter Lake FEP	5,903,461	8,839,060	9,716,755	9,867,281	9,916,900	200,145	2.1%
Total	**$39,953,750**	**$41,692,152**	**$43,076,290**	**$43,633,598**	**$44,119,000**	**$1,042,710**	**2.4%**

Summary by Revenues

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
R321 Administration - Waste Res.	(9,156,667)	(9,265,678)	(9,549,350)	(9,717,230)	(9,630,300)	(80,950)	0.8%
R601 See Cost Centre R321	(97)	0	0	0	0	0	-
R322 Collection & RRFB	(2,047,765)	(2,607,734)	(2,500,000)	(2,977,923)	(3,090,000)	(590,000)	23.6%
R324 Compost Fac .Burnside	(268,323)	(773,676)	(697,000)	(690,271)	(700,000)	(3,000)	0.4%
R325 Compost Fac.Ragged Lake	(404,789)	(540,240)	(391,000)	(300,142)	(400,000)	(9,000)	2.3%
R330 Material Recovery Facility	(965,284)	(1,348,736)	(1,200,000)	(859,816)	(1,000,000)	200,000	-16.7%
R331 Communication & Education - R	0	(748,593)	0	(386,248)	(234,700)	(234,700)	-
R329 Otter Lake FEP	0	34,160	0	35,182	0	0	-
Total	**($12,842,926)**	**($15,250,497)**	**($14,337,350)**	**($14,896,448)**	**($15,055,000)**	**($717,650)**	**5.0%**

Solid Waste Services

Summary by Net Expenditures

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
M431 Sackville Landfill Reserve	$2,134,336	$1,937,001	$1,657,000	$1,657,000	$1,657,000	$0	0.0%
R311 MA Solid Waste Debt	2,970,900	2,603,195	2,373,401	2,373,401	2,217,400	(156,001)	-6.6%
R312 Halifax Transfer Station	604,757	132,304	0	4,351	0	0	-
R321 Administration - Waste Res.	(8,356,127)	(8,287,953)	(8,649,463)	(8,656,894)	(8,844,800)	(195,337)	2.3%
R601 See Cost Centre R321	146,029	2,881	0	71	0	0	-
R322 Collection & RRFB	6,842,735	4,594,267	4,858,983	4,308,324	4,184,400	(674,583)	-13.9%
R323 Waste Res System Debt	2,632,200	2,616,894	2,529,441	2,529,439	2,465,700	(63,741)	-2.5%
R324 Compost Fac .Burnside	1,186,266	1,174,541	1,315,000	1,280,909	1,134,900	(180,100)	-13.7%
R325 Compost Fac.Ragged Lake	1,203,467	1,010,134	1,351,000	1,276,237	1,353,900	2,900	0.2%
R328 Rural Depots	92,605	118,497	167,700	115,575	179,400	11,700	7.0%
R330 Material Recovery Facility	1,544,780	1,061,490	1,183,000	1,820,025	1,700,000	517,000	43.7%
R331 Communication & Education - R	0	(598,020)	0	(124,408)	0	0	-
R332 Operating Reserve	0	0	0	0	300,000	300,000	-
R333 Communication & Education	0	0	0	0	337,500	337,500	-
R334 Household Hazardous Waste	0	0	0	0	415,600	415,600	-
R326 Otter Lake WSF	2,897,644	3,575,689	3,537,715	3,547,290	3,544,900	7,185	0.2%
R327 Otter Lake RDF	7,307,770	7,627,515	8,698,408	8,703,368	8,501,200	(197,208)	-2.3%
R329 Otter Lake FEP	5,903,461	8,873,220	9,716,755	9,902,462	9,916,900	200,145	2.1%
Total	**$27,110,825**	**$26,441,655**	**$28,738,940**	**$28,737,150**	**$29,064,000**	**$325,060**	**1.1%**

Solid Waste Resources Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Solid Waste	17,745,000	511,000	(17,234,000)	-97.12%
Total Gross Budget	17,745,000	511,000	(17,234,000)	-97.12%
Total Funding	(17,745,000)	(511,000)	17,234,000	-97.12%
Total Net	0	0	0	n/a

TOURISM CULTURE AND HERITAGE MISSION STATEMENT

Who?

HRM Residents, Visitors, Stakeholder groups and partners

Why?

Economic and cultural enrichment of HRM and its communities

What?

Creation of "Pride of Place" within HRM and its communities

Authentic destination
Product development
Attracting and hosting visitors
Celebrations (festivals & events)
Stewardship of cultural and heritage assets
Promotion
Partnerships

Tourism, Culture and Heritage promotes the economic and cultural enrichment of HRM and its communities by growing HRM as an authentic and historic destination for residents to enjoy and to attract visitors.

Description of Program/Service:

The purpose of the Tourism, Culture & Heritage Business Unit (TCH) is to:

1) assist HRM Communities to grow their assets and attributes in order to provide pride of place for citizens;
2) assist travellers seeking to experience HRM's lifestyles;
3) to preserve, present and promote the cultural, historical and natural assets of HRM

TCH uses the dynamic created by its service sections to operationalize its mission. The dynamic is applied to individual community needs through a consultative process, identifying market ready products, growth opportunities and available partnerships. The Business Unit operates or funds 12 Visitor Information Centres, manages a variety of HRM Heritage and Cultural resources/buildings, provides technical resources to cultural and heritage groups, hosts events and festivals and provides for a coordinated tourism marketing approach for the Municipality.

The Capital District is a corporate priority which has been created to establish and maintain a healthy, vibrant urban core for HRM residents and visitors which supports the strength of the entire region by leading an integrated approach to service delivery in the following areas:

- planning
- design
- maintenance
- transit, transportation, access planning
- community safety initiatives

MISSION: TOURISM, CULTURE & HERITAGE promotes the economic and cultural enrichment of HRM and its communities by growing HRM as an authentic and historic destination for residents to enjoy and to attract visitors.

STRATEGIC OUTCOMES	INDICATORS
HRM honours its culture and heritage and therefore is a desirable place to live, visit and do business.	Citizen survey: 1) does HRM honour its culture and heritage 2) is HRM considered a desirable place to live, visit and do business 3) do citizens see the link between the two
Growth of HRM Economy	Growth in visitor expenditures and associated revenues, spin-offs and benefits: • Hotel statistics • Cruise arrivals - # of ships, cruise lines, passengers and crew • Provincial tourism indicators for HRM
Wide variety of tourism, culture and heritage products and services for HRM residents and visitors to access	Product and services inventory: • variety • % change
Enhanced viability of HRM owned cultural and heritage assets.	• # of visitors to sites • profitability • HRM contribution as a percent of site's budget
Recognition of the unique and special character of HRM and its communities (pride of place).	Citizen survey

CLIENT BENEFITS	INDICATORS
Information about, and increased awareness about, HRM tourism, culture and heritage assets	• # of visitors to visitor information centres • # of hits on website • # of inquiries through visitor information centres
Tourism, Culture and Heritage Consulting and Education Services	• Client feedback • Response time to client requests
Partnerships to leverage resources and enhance opportunities	• $ leveraged through partnerships & sponsorships • # of new partnerships annually

CLIENT BENEFITS	INDICATORS
Safe, enjoyable festivals and events.	• # of injuries/accidents preventable by HRM • Citizen feedback on events

FTE's

Tourism, Culture & Heritage had 32.25 FTEs (17 full-time and 15.25 part-time) approved for the 2001/02 budget. Tourism, Culture & Heritage proposes to increase the FTE complement by one for 2002/03 (Urban Designer for Capital District). One new FTE will be needed in Finance to facilitate the administration of the proposed hotel tax. Funding will come from the hotel tax revenue through a transfer to the Finance Unit.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Develop heritage/cultural tourism products	Currently working with HRM owned or associated heritage sites in presenting their product to the marketplace. Plans underway to create Natural Heritage Tourism map, including trails.
Define cultural tourism delivery areas	Hired Cultural Officer Developing, with staff from 8 other business units, a public participation process to focus on Cultural Policy for HRM
Promote HRM as a "Cultural Capital"	Capital District Task Force created to establish and maintain a healthy, vibrant urban core.
Destination Management Organization	Pending enabling legislation to generate hotel room sales tax.
Develop e-commerce marketing	Web site created specifically to promote Entertainment Season Campaign.
"Home Port Status" in the cruise industry	100 cruise ships with over 200,000 passengers and crew visited Halifax in 2001. Canadian Sailing Expeditions Inc. has confirmed plans for 2003 Atlantic Canada cruise itineraries using Halifax as its home port.

Key Initiative	Status
Plan for new events and expanding existing events	Events Reserve has been approved by Council. Funding is pending enabling legislation to generate hotel room sales tax.
Enhance visitor services beyond information centres	Visitor Services strategy is currently underway.
Grow Partnerships	Capital District Task Force established Partnered with Cochrane Entertainment to create "Theodore Tugboat" submission to Mosiaculture in Montreal. Entertainment Season Campaign is currently in its 5th year.
Differentiate HRM's product and market that uniqueness	Creation of new "brand" for use in promotional campaigns, brochures, visual identity. Created brochures for six HRM and community owned heritage sites.

Internal/External Issues Analysis

Issue #1

Establish Capital District Task Force operational funding

The primary goal of the Capital District Task Force is to link together the many service delivery stakeholders in the urban business core to optimize opportunities related to building partnerships, leveraging dollars, providing studied input on managing land use and creating visual recognition and an environment where people feel welcome and safe. (See Appendix A for Capital District Task Force Business Plan).

There is currently no program or initiative which addresses issues in the context of the urban core being the financial, cultural, business, entertainment and governance centre for the capital. HRM may be missing the opportunity for capital city funding and programs at the Federal level.

No mechanism exists to bring together resources of the multiple groups and agencies who provide planning and operational services to the downtown core. Amalgamation provided the opportunity for coordination and cooperation among interests in the urban core to improve opportunities and create efficiencies. It's time to focus on achieving results in this area.

Our quality of life is increasing in value and is a growing economic generator. In order to preserve and improve this destination, there are legislative and educational needs that must be addressed. A coordinated, task force approach is the best way to do this.

In order to address these issues and opportunities through the implementation of the Capital District Task Force, operational resources are required.

Link to Corporate Priority and/or Program Mission

The Capital District Task Force has been identified as one of EMT's Priority Projects. The project supports Council's Business Strategies related to Community Development, Public Safety, Economic Development, Transportation and Fiscal Accountability. The values articulated in HRM 2020 will guide the work. One staff position is dedicated to the initiative, reallocated from the existing Tourism, Culture & Heritage budget. Initial funding of $50,000 has been provided from within the TCH envelope.

Mission: To establish and maintain a healthy, vibrant urban core for HRM residents and visitors, which supports the strength of the entire region and brands this region the Capital of Atlantic Canada.

Goal 2002/2005

Have an approved action plan to support funding for programming over the next three years.

Objectives 2002/03

- Prepare a work plan for the Capital District program.
- Establish an operations budget for research, consulting, etc. to design and initiate the Capital District program ($40,000).

Analysis of Proposed Changes

In the current year, staff resources for the Capital District were achieved by reducing a marketing focus on the Japanese market and reassigning these resources, as well as savings from operational funding for the Discovery Centre.

Service Levels: Funds have been allocated to provide operational support of the Capital District Task Force.
Financial/Budget: We expect participating business units to reallocate capital funding to support this initiative. (See Proposed Capital Budget) Tourism, Culture & Heritage capital budget submission for Capital District will include:

- Streetscapes

- Public Lands study
- Capital District wayfinding (signage) study and year one implementation.. Total cost for year one $75,000 (includes $50,000 from Heritage Reserve), with three year roll out of project.

Processes:

- maintenance processes will change to reflect coordinated approach
- information sharing processes will be created as part of the Communication Plan

Internal Service Providers:
Shared Services - Capital District message and updates on HRM home page

Issue #2

Effects on tourism due to events of September 11

The events of September 11 and the ensuing fallout have changed the way we do business. The initial effects were dramatic, from cancelled conventions and hotel bookings to a reduction in flights and hospitality industry layoffs. Two cruise lines went bankrupt within a month following September 11.

Since that time, the local industry has stabilized and shown improvement in some areas, with the exception of the airlines. The HRM is in a good position to be able to maintain, and even increase, current visitation levels, since a large portion of our market is rubber tire traffic. Existing marketing campaigns already target Atlantic Canada and Quebec. However, the loss of several airlines in a short period of time is a major blow, the effects of which are yet to be felt. Currently, the loss of Icelandair and Canada 3000 translates into a 40% decrease in capacity for European business.

There is a need to put a plan in place that will react to ongoing changes in the industry in order to minimize any negative impact for the HRM.

Link to Corporate Priority and/or Program Mission

Expenditures generated by visitors to HRM are currently estimated to exceed $500 million annually.

Supports Council's Business Strategy on Economic Development by recognizing the importance of the tourism industry within the local economy throughout the HRM and providing services that encourage growth.

Goal 2002/2003

Minimize negative impact on the tourism industry in HRM resulting from changes in travel due to the events of September 11.

Objectives 2002/03

- Maintain and/or enhance marketing campaigns that focus on local markets and rubber tire traffic.
- Create a flexible plan that will enable services to be easily adjusted as the market dictates.

Analysis of Proposed Changes

It will be important to be strategic in the timing of decisions, as world events quickly alter the plans of the travelling public. There will be a greater need to focus on alternatives for travellers. A committee has been established which will monitor the situation on an on-going basis.

Strategies will involve:

1) doing consumer research to test changes in timing and content for marketing campaigns

2) assess market intelligence - determine what's happening in the market and share that information with local industry stakeholders. Monitor what changes local industry are making in their marketing plans.

3) marketing efforts refocusing: to emphasize domestic market and near-U.S. market, convincing Canadians to travel in Canada and attracting rubber tire traffic across the border. The leisure traveller is looking for a safe destination, which has always been a strong asset of this area.
If the gaps in service created by the losses Icelandair and Canada 3000 are filled, then European marketing campaigns will once again be implemented.

Service Levels:
Overall service levels will not change, but focuses may shift. For instance, marketing campaigns will place an even greater emphasis on local markets, in particular Atlantic Canada and Quebec. Our reputation as a safe destination will be utilized. There may be additional requirements for cruise ship visitor servicing if European or Mediterranean itineraries are redeployed to Atlantic Canada. More emphasis may be placed on festivals and events as they have a greater appeal to local markets. Partnerships with local industry will become of increasing importance, as a coordinated approach enables greater impact.
Financial/Budget: No change in current net budget. Alterations will be made within existing budgets to place emphasis where most appropriate.
Processes: No changes.
Internal Service Providers: No impact on internal service providers.

Issue #3

Hotel Tax/Destination Marketing Organization

As a result of an HRM Council resolution, the Province of Nova Scotia has passed enabling legislation that provides HRM with the authority to levy a hotel room tax. The proceeds from the tax would establish and fund a Destination Marketing Organization (DMO) to coordinate tourism marketing efforts in the Municipality. Also funded would be the Events Reserve.

In order for the hotel tax to be implemented, an HRM bi-law will need to be passed. Should the DMO not go forward, the current marketing mandate of TCH needs to be addressed.

Link to Corporate Priority and/or Program Mission

Council's Business Strategy on Economic Development by providing marketing efforts that promote the HRM as a tourist destination in order to maintain and increase revenues in the face of ever increasing competition.
Council's Business Strategy on Taxation by creating a means to raise money for promotional efforts without increasing property taxes.

Goal 2002/2005

To be prepared for the outcome of the planned implementation of a hotel tax.

Objectives 2002/03

- Maintain the marketing budget to the level agreed, as per negotiations with the Hotel Association of Nova Scotia.
- Have a plan in place in the event of a) the implementation of a hotel tax or b) the bi-law is not passed.

Analysis of Proposed Changes

The DMO would incorporate the marketing mandate and associated budget of Tourism, Culture & Heritage. The current Marketing budget, including staff and salaries, would be transferred to the DMO. The hotel tax would provide incremental marketing dollars for the destination. If the bi-law is not passed and the DMO is not created, the Marketing Division mandate will be re-examined to ensure a fit with changing Business Unit needs. It has been determined that maintaining the status quo is not sufficient.

Service Levels: If the DMO is implemented, service levels will increase, as incremental funding will be available for a coordinated marketing effort. If the DMO is not established, service levels in some areas of marketing may be altered.
Financial/Budget: No change in budget. Associated marketing budget would either be transferred to the DMO or remain within TCH business unit, depending on the outcome of the establishment

of the DMO.
Processes: If passed, Tourism, Culture & Heritage Marketing Services would no longer be provided by the HRM. The DMO would assume responsibility.
If the DMO does not go forward, the current mandate of marketing will be re-examined to ensure the most effective use is made of existing funding.
Internal Service Providers:
Human Resources - in the event of a DMO, assistance will be required with the transition for existing Marketing personnel. Professional advice will be required on the process for the transfer of staff to a new public/private sector organization. There are a number of questions that will need to be answered surrounding secondments, pensions, benefits, non-union, and union implications, etc.
Finance - 1 FTE funded from hotel tax to be assigned to Finance Unit to facilitate the administration of the tax.

Issue #4

Upcoming Major Events

There are currently a number of large scale events that have been confirmed for the HRM beginning in 2002, each with varying degrees of commitments by the HRM and expectations from the event organizers. Events include 250th Anniversary of the Ferry Service, World Junior Hockey, Royal Bank Cup, ECMA Halifax 2003, 2003 Brier, 2003 World Theatre Festival and Congrès mondial acadien 2004 (World Acadian Congress). During the bid process, the Municipality committed to $100,000 for the 2003 World Theatre Festival.

An events reserve has been set up to provide funding for exceptional Tourism, Culture, & Heritage events, that typically are national or international in calibre and occur on an infrequent basis, where HRM provides a leading and/or hosting role.
The reserve funding to attract/host events includes costs related to those events such as:
1) Partnering
2) Preparation and making bids
3) Marketing & promoting events
4) Municipal services
5) Capital expenditures to enhance HRM venues

The reserve is to be funded through a portion of the proposed hotel tax. Now that the enabling legislation has been passed, this does have a much greater likelihood of happening. However, even with the reserve in place and funded, some events will not meet the criteria, as the intent is for events of a non-recurring nature.

Link to Corporate Priority and/or Program Mission

Supports the following Council Business Strategies:

- Community Development by emphasizing the value that community events have in contributing to the uniqueness and character of the communities in which they are held.
- Public Safety by providing risk management services to ensure safe public events.
- Economic Development by supporting and encouraging the hosting of major events by the HRM which contribute to the local economy.

Goal 2002/2005

Establish a plan to deal with the funding requests and existing commitments for major events for the HRM.

Objectives 2002/03

- Establish criteria to determining the prioritizing of major events and to what extent they will be funded by the HRM, whether through the Events Reserve or otherwise.
- Deal with each major event on a case by case basis.
- Assist event organizers in investigating other avenues of funding.

Analysis of Proposed Changes

Service Levels: No change
Financial/Budget: Current operating budget transfer to the Events Reserve to remain at $50,000. If implemented, the hotel tax will fund the reserve. If the hotel tax is not approved, there may be requirements for additional funding for specific event commitments.
Processes: No change
Internal Service Providers: Confirmed major events will have to be supported. Other business units such as Public Works and Transportation, Fire and Police may be affected.

Issue #5

Heritage Incentive Program

Request by Council to engage the HRM community to foster the creative use and re-use of HRM's heritage assets. Council recognizes two issues: 1) The deterioration of irreplaceable heritage assets, and 2) the desire of their constituents to be involved in partnerships to support heritage.

In 2001/02, Council provided $25,000 in new funding for this program. Additional funding is required.

Link to Corporate Priority and/or Program Mission

- Capital District is an EMT priority project. A significant number of heritage assets exist within its boundaries.
- Vision 20/20 recognizes Heritage as a stated asset and the subject of heritage is positioned within its vision and beliefs.
- Planned Growth - Creative use of heritage assets can provide affordable housing and retail opportunities. It can act as a lure to attract people and businesses, and in many cases is less expensive to operate/service than new developments.
- Community Development - Heritage assets are an icon of uniqueness for HRM communities. Historic streetscapes, town centres, monuments etc. define HRM's special places and contribute to the character of communities.

Goal 2002/2005

To secure funding to implement the program.

Objectives 2002/03

- To obtain additional HRM funding.
- To identify and access partnership funding from other sources (foundations, provincial/federal governments/private interests etc.)
- To identify priority projects for action according to accepted criteria.

Analysis of Proposed Changes

Service Levels: Increase in service level with the implementation of the program.
Community understanding of the value of heritage to their community.
Improves asset base for HRM.
Financial/Budget:
Year 1 - $150,000 (Includes existing level of $25,000)

Year 2 - $200,000 (Includes existing level of $25,000)

Year 3 - $300,000 (Includes existing level of $25,000)
Processes: Task force approach to program. Program would involve commitment of staff and effort from various business units (Grants, Public Works, Capital District, Culture, Tourism Marketing etc.) Program would integrate human and financial resources to engage communities in heritage redevelopment efforts.
Internal Service Providers:
Integrated approach. Staff from various business units would be involved in providing appropriate technical advice. As well, HRM commitment to complement the investment of the community by addressing streetscapes.

Issue # 6

Alderney Landing

Staff conducted an Operational Review in 2001- 2002 of Alderney Landing Theatre. The projections contained in the Five Year Business Plan (1999- 2004) were based projections drawn from actual operations of less than one year and assumptions based on the operation of other HRM facilities.

The Operational Review was focused on the 2000- 2001 fiscal year. Six issues were identified, including two issues that have direct impact on HRM financial planning: an Operating Budget issue and a Capital Budget issue.

Operating Budget Issue:

In 1999 HRM entered a five year Management Agreement that provides $175,000 on an annual basis through an operating subsidy, provided by Tourism, Culture & Heritage. An Operational Review of fiscal year 2000- 2001 released in January 2002 identified a need for an $75,000 increase in the operating subsidy for fiscal 2002- 2003, based on the long term trends of the two and three quarters preceding fiscal years.

Capital Budget Issue:

In 1999 HRM entered a Loan Agreement that requires a repayment plan and repayments starting on April 01, 2002.

Link to Corporate Priority and/or Program Mission:

The operation of Alderney Landing by a community based, non- profit partner addresses a number of Council priorities: Community development, Planned Growth and Infrastructure. It also meets a number of HRM 20/20 Priorities, including: Communities Working Together, Building Partnerships, Responsible Active Citizenship and Dedication to a learning culture.

Goals 2002/2005

- Operating:
  The long term operational goal of the municipality and Alderney Landing is contained in the Management Agreement (May, 1999) entered by these two parties: "that on-going financial assistance from the municipality will not be required in year six (2004-2005) of the management agreement. The goal for 2002- 2003 is to attain a level of operations that is equal to or less than the operating subsidy.
- Capital
  The long term capital goal of the municipality and Alderney Landing is contained in the Request for Loan (August 24, 1999) "to repay HRM $1,444,000.00 through a dedicated fund raising campaign over a period of five years. The goal for 2002- 2003 is to enter a

repayment plan and to begin the loan repayment.

Objectives 2002/03

- In the Operating Review report staff recommend that a Cultural Assessment be conducted in 2002- 2003, followed by a three year stabilization program, if substantiated by the findings of the assessment.

Analysis of Proposed Changes

Service Levels:
Existing service levels will be maintained.
Financial/ Budget:
Operating:
In the Operational Review Report of January 29, 2002 staff recommends that HRM increase the operating subsidy in 2002- 2003 by $75,000 to a total of $250,000. Staff have identified a revenue source and are in discussions with Alderney Landing. The Operating Subsidy in future years will be determined in relation to a Cultural Assessment, conducted through partnership with the Foundation for the Arts & Heritage.
Capital:
In the Operational Review Report of January 29, 2002 staff recommends that HRM and Alderney Landing support a multi-year repayment beginning on April 1, 2002. Discussions have begun and HRM has received the first repayment.
Processes: All processes are now being managed by Tourism, Culture & Heritage, assisted by Financial Services. This is change from 2001.
Internal Service Providers: Financial Services provides services from time to time on an as needed basis.

Tourism, Heritage & Culture

Summary by General Ledger Object

	1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
Expenditures							
Salaries	$572,517	$634,649	$771,682	$756,218	$834,007	$62,325	8.1%
Wages	207,498	245,488	295,636	322,816	299,000	3,364	1.1%
Overtime - Salaries and Wages	45,248	51,541	10,000	57,479	26,615	16,615	166.2%
Benefits and Other (Salaries)	85,218	84,037	117,515	110,233	129,544	12,029	10.2%
Benefits and Other (Wages)	34,779	37,089	47,061	46,497	54,984	7,923	16.8%
Retirement Allowance & Severance	966	1,287	5,196	5,147	9,506	4,310	82.9%
Clothing Allowance, Stipends, Othe	1,363	50	0	0	0	0	-
Office Expenses, less Computers	118,707	132,260	109,000	114,573	93,800	(15,200)	-13.9%
Computers Expenses	75	243	0	465	0	0	-
Consulting Fees	1,131	1,810	22,000	18,282	10,000	(12,000)	-54.5%
Other Professional Fees	0	6,637	25,000	21,409	15,000	(10,000)	-40.0%
Contract Fees	36,965	90,724	69,850	44,272	13,250	(56,600)	-81.0%
Equipment and Supplies	4,682	22,949	7,650	8,646	6,000	(1,650)	-21.6%
Materials	1,072	837	0	725	0	0	-
Building Repair, Maintenance	25,158	29,761	69,600	9,510	6,600	(63,000)	-90.5%
Heating Fuel	24,166	5,626	0	28,031	14,600	14,600	-
Electricity	18,467	19,112	6,650	19,448	11,725	5,075	76.3%
Equipment Repair, Maintenance	2,409	5,975	0	28,360	0	0	-
Vehicle Expenses	242	0	0	0	0	0	-
Diesel Fuel	999	0	0	0	0	0	-
Gasoline Fuel	34	0	1,500	852	1,600	100	6.7%
Membership Dues	4,916	8,359	5,000	7,085	2,000	(3,000)	-60.0%
Conferences and Travel	32,852	40,389	59,300	53,808	38,000	(21,300)	-35.9%
Training and Education	3,482	12,239	17,300	17,517	12,000	(5,300)	-30.6%
Advertising and Promotion	812,221	302,893	506,515	407,095	164,569	(341,946)	-67.5%
Books, Publications and Data	83,904	37,281	64,800	49,001	56,500	(8,300)	-12.8%
Other Goods and Services	293,827	542,704	514,150	549,081	596,510	82,360	16.0%
Transfers Outside Agencies	722,631	815,638	1,149,780	826,265	914,405	(235,375)	-20.5%
Grants and Tax Concessions	326,372	346,227	330,000	274,614	433,565	103,565	31.4%
Transfer to/from Reserves	0	(111,000)	75,000	75,000	1,779,792	1,704,792	2273.1%
Other Fiscal Charges	6,342	6,753	0	84,114	21,786	21,786	-
Interdepartmental - Fleet	501	1,866	0	506	0	0	-
Interdepartmental - Other	0	0	0	762	0	0	-
Total	**$3,468,743**	**$3,373,422**	**$4,280,185**	**$3,937,810**	**$5,545,358**	**$1,265,173**	**29.6%**
Revenues							
Tax Agreements	0	0	0	0	(1,705,037)	(1,705,037)	-
Transfers from Governments, Other	(97,418)	(23,310)	0	(49,592)	0	0	-
Area Tax Rates and Transfers	(563,818)	(580,741)	(661,520)	(664,405)	(726,191)	(64,671)	9.8%
Recreation and Leisure Revenues	(143,512)	(110,410)	(115,000)	(142,910)	(90,000)	25,000	-21.7%
Other Revenues	(870,422)	(324,728)	(690,310)	(258,978)	(124,130)	566,180	-82.0%
Total	**($1,675,091)**	**($1,039,189)**	**($1,466,830)**	**($1,115,885)**	**($2,645,358)**	**($1,178,528)**	**80.3%**
Net Cost	**$1,793,652**	**$2,334,233**	**$2,813,355**	**$2,821,925**	**$2,900,000**	**$86,645**	**3.1%**

Tourism, Heritage & Culture

Summary by Gross Expenditures

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
C701	Marketing & Sales	$40	$126,358	$143,500	$91,373	$0	($143,500)	-100.0%
C702	Colateral Development	0	10,782	32,000	30,275	0	(32,000)	-100.0%
C703	Comm. Level Market Dev.	0	26,719	25,000	25,073	0	(25,000)	-100.0%
C704	Special Projects	0	0	0	910	0	0	-
C711	MD- Support Services	205,894	247,075	201,740	215,110	2,070,855	1,869,115	926.5%
C712	MD- Atlantic Canada	1,213	91	0	0	0	0	-
C713	MD- Canada	641,949	(8)	0	0	0	0	-
C714	MD- United States	45,766	75	0	0	0	0	-
C715	MD - Asia	38,028	0	0	0	0	0	-
C716	MD - Europe	86,520	5,268	0	40	0	0	-
C717	MD - Media	10,117	41,029	36,500	36,597	0	(36,500)	-100.0%
C718	Strategic Market Planning	0	4,605	13,000	12,007	0	(13,000)	-100.0%
C719	Partnership Development	0	180,682	238,500	181,674	0	(238,500)	-100.0%
C725	Administration	273,925	317,879	385,105	396,514	497,941	112,836	29.3%
C735	Millennium	(1,514)	1,891	0	1,287	0	0	-
C755	Tourism Grants	227,721	227,367	180,000	162,904	145,000	(35,000)	-19.4%
C740	Visitor Services Staff Support	87,782	100,785	222,210	208,125	230,010	7,800	3.5%
C745	International Vistor Centre	87,314	75,698	110,900	127,811	134,160	23,260	21.0%
C750	Visitor Information Centres	158,373	121,332	220,900	216,427	205,050	(15,850)	-7.2%
C730	Heritage	137,512	231,246	367,235	372,677	407,927	40,692	11.1%
C765	Dartmouth Museum	115,669	11,158	50,000	34,263	0	(50,000)	-100.0%
C770	Buildings/Operations	79,673	78,279	89,000	128,127	37,225	(51,775)	-58.2%
C775	Quaker House	349	80	9,900	0	0	(9,900)	-100.0%
C780	Evergreen House	5,210	5,065	20,900	6,220	0	(20,900)	-100.0%
C785	Alderney Gate	190,712	291,120	225,000	222,898	175,000	(50,000)	-22.2%
C760	Community/Civic Events	528,843	700,236	683,315	733,524	683,950	635	0.1%
C779	Capital District	0	0	65,700	69,569	232,049	166,349	253.2%
C510	Business District Comm.	547,647	568,611	959,780	664,405	726,191	(233,589)	-24.3%
	Total	**$3,468,743**	**$3,373,422**	**$4,280,185**	**$3,937,810**	**$5,545,358**	**$1,265,173**	**29.6%**

Summary by Revenues

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
C701	Marketing & Sales	$0	($62,616)	($65,000)	($2,875)	$0	$65,000	-100.0%
C711	MD- Support Services	(50,925)	0	0	(235)	(1,705,037)	(1,705,037)	-
C712	MD- Atlantic Canada	(183,003)	11	0	0	0	0	-
C713	MD- Canada	(326,583)	(45)	0	0	0	0	-
C714	MD- United States	(22,153)	0	0	0	0	0	-
C715	MD - Asia	(34,746)	0	0	0	0	0	-
C716	MD - Europe	(70,484)	(4,000)	0	0	0	0	-
C717	MD - Media	0	(2,742)	0	0	0	0	-
C719	Partnership Development	0	(110,398)	(212,500)	(181,674)	0	212,500	-100.0%
C725	Administration	(53,795)	(46,023)	0	(3,255)	0	0	-
C755	Tourism Grants	(24,410)	(10,000)	0	0	0	0	-
C745	International Vistor Centre	(42,328)	(60,698)	(45,800)	(52,617)	(65,630)	(19,830)	43.3%
C750	Visitor Information Centres	(97,268)	(28,219)	(48,350)	(49,592)	(48,500)	(150)	0.3%
C730	Heritage	(5,578)	(23,305)	(25,000)	(17,321)	(10,000)	15,000	-60.0%
C765	Dartmouth Museum	(44,900)	0	0	0	0	0	-
C775	Quaker House	(1,367)	0	(10,200)	0	0	10,200	-100.0%
C780	Evergreen House	0	0	(10,200)	0	0	10,200	-100.0%
C760	Community/Civic Events	(161,259)	(110,413)	(90,000)	(143,910)	(90,000)	0	-0.0%
C510	Business District Comm.	(556,292)	(580,741)	(959,780)	(664,405)	(726,191)	233,589	-24.3%
	Total	**($1,675,091)**	**($1,039,189)**	**($1,466,830)**	**($1,115,885)**	**($2,645,358)**	**($1,178,528)**	**80.3%**

Tourism, Heritage & Culture

Summary by Net Expenditures

		1999-2000 Actuals	2000-2001 Actuals	2001-2002 Budget	2001-2002 Actuals	2002-2003 Budget	Change over Budget	%
C701	Marketing & Sales	$40	$63,741	$78,500	$88,498	$0	($78,500)	-100.0%
C702	Colateral Development	0	10,782	32,000	30,275	0	(32,000)	-100.0%
C703	Comm. Level Market Dev.	0	26,719	25,000	25,073	0	(25,000)	-100.0%
C704	Special Projects	0	0	0	910	0	0	-
C711	MD- Support Services	154,969	247,075	201,740	214,875	365,818	164,078	81.3%
C712	MD- Atlantic Canada	(181,790)	101	0	0	0	0	-
C713	MD- Canada	315,366	(53)	0	0	0	0	-
C714	MD- United States	23,613	75	0	0	0	0	-
C715	MD - Asia	3,282	0	0	0	0	0	-
C716	MD - Europe	16,036	1,268	0	40	0	0	-
C717	MD - Media	10,117	38,288	36,500	36,597	0	(36,500)	-100.0%
C718	Strategic Market Planning	0	4,605	13,000	12,007	0	(13,000)	-100.0%
C719	Partnership Development	0	70,285	26,000	0	0	(26,000)	-100.0%
C725	Administration	220,130	271,856	385,105	393,259	497,941	112,836	29.3%
C735	Millennium	(1,514)	1,891	0	1,287	0	0	-
C755	Tourism Grants	203,311	217,367	180,000	162,904	145,000	(35,000)	-19.4%
C740	Visitor Services Staff Support	87,782	100,785	222,210	208,125	230,010	7,800	3.5%
C745	International Vistor Centre	44,986	15,000	65,100	75,194	68,530	3,430	5.3%
C750	Visitor Information Centres	61,104	93,113	172,550	166,834	156,550	(16,000)	-9.3%
C730	Heritage	131,934	207,941	342,235	355,356	397,927	55,692	16.3%
C765	Dartmouth Museum	70,769	11,158	50,000	34,263	0	(50,000)	-100.0%
C770	Buildings/Operations	79,673	78,279	89,000	128,127	37,225	(51,775)	-58.2%
C775	Quaker House	(1,018)	80	(300)	0	0	300	-100.0%
C780	Evergreen House	5,210	5,065	10,700	6,220	0	(10,700)	-100.0%
C785	Alderney Gate	190,712	291,120	225,000	222,898	175,000	(50,000)	-22.2%
C760	Community/Civic Events	367,584	589,823	593,315	589,614	593,950	635	0.1%
C779	Capital District	0	0	65,700	69,569	232,049	166,349	253.2%
C510	Business District Comm.	(8,645)	(12,131)	0	0	0	0	-
	Total	**$1,793,652**	**$2,334,233**	**$2,813,355**	**$2,821,925**	**$2,900,000**	**$86,645**	**3.1%**

Tourism, Culture & Heritage Capital Budget

Categories	2001-02 Budget	2002-03 Budget	Dollar Change	% Change
Buildings		251,000	251,000	n/a
Community & Property Development		890,000	890,000	n/a
Total Gross Budget	0	1,141,000	1,141,000	n/a
Total Funding		(1,141,000)	(1,141,000)	n/a
Total Net	0	0	0	n/a

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS PROJECTION
TO MARCH 31, 2003

	Actual March 31, 2002	Contributions	Withdrawals	Projected Balance March 31, 2003
Equipment Reserves	850,380	899,412	(426,400)	1,323,392
Operating Reserves	4,204,844	5,586,379	(4,694,881)	5,096,342
Capital Reserves	25,532,866	17,378,069	(18,304,610)	24,606,325
Pollution Control Reserves	40,368,151	31,228,963	(64,508,452)	7,088,662
	$70,956,241	**$55,092,823**	**($87,934,343)**	**$38,114,721**

HALIFAX REGIONAL MUNICIPALITY
CAPITAL RESERVE FUNDS PROJECTION
to March 31, 2003

		Actual March 31, 2002	2002/03 Projected Contributions	2002/03 Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	2002/03 Other Withdrawals	Projected Balance March 31, 2003
Equipment and Operating Reserves								
Equipment Reserves								
Q204	General Fleet	$1,091,832	$15,000	$22,150				$1,128,982
Q205	Police Vehicles	706,059	70,000	14,893				$790,952
Q206	Fire Vehicles	243,974	330,000	6,745	(426,400)			$154,319
Q209	Radio System Loan	(561,011)	187,004					($374,007)
Q210	CLASS System Loan	(39,135)	13,044					($26,091)
Q211	Library Automation Loan	(611,503)	203,833					($407,670)
Q213	Fuel System	20,164	35,000	1,742				$56,906
	Total Equipment Reserves	**850,380**	**853,881**	**45,531**	**(426,400)**	**0**	**0**	**1,323,392**
Operating Reserves								
Q105	Environmental Control	39,556,187	21,247,000	1,002,697	(47,640,000)	(5,087,540)	(1,000,000)	$8,078,344
Q106	Wastewater/Stormwater Management	811,964	8,971,000	8,266		(10,780,912)		($989,682) *
		40,368,151	30,218,000	1,010,963	(47,640,000)	(15,868,452)	(1,000,000)	7,088,662
Q117	Sludge Tipping Fees	6,835	664,400	7,696				$678,931
Q303	Library Development Fund	9,104		182				$9,286
Q306	Self Insurance	580,701	2,985,000	11,603		(2,985,000)		$592,304
Q308 **	Operations Stabilization	797,400	158,628	24,464			(403,881)	$576,611
Q309	Snow & Ice Control	1,197,375	0	24,324				$1,221,699
Q310	Service Improvement	467,548	340,335	13,653				$821,536
Q311	Cemetery Maintenance	9,906	20,000	583				$30,489
Q312	Heritage & Cultural Tourism	726,620	366,959	10,409	(561,000)			$542,988
Q313	Municipal Elections	125,026	126,770	3,941				$255,737
Q314	EMO Cost Recovery	175,309	25,000	3,787				$204,096
Q315	Special Events	242	595,000	1,142		(545,000)		$51,384
Q316	DNA Costs (HRP and RCMP)	108,778	200,000	2,503		0	(200,000)	$111,281
	Total Operating Reserves	**$44,572,995**	**$35,700,092**	**$1,115,250**	**(48,201,000)**	**($19,398,452)**	**(1,603,881)**	**$12,185,004**
	Total Equipment & Operating Reserves	**$45,423,375**	**$36,553,973**	**$1,160,781**	**(48,627,400)**	**($19,398,452)**	**(1,603,881)**	**$13,508,396**

* Due to a lower than anticipated opening balance, this reserve is now reflecting a negative balance for 3/31/03. Steps will be taken to ensure this negative balance does not occur, as per the the MGA & the HRM Reserve Policy no reserve can be in a deficit position.

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS PROJECTION
To March 31, 2003
Capital Reserves

		Actual March 31, 2002	*2002/03 Projected Contributions*	*2002/03 Projected Interest*	*2002/03 Capital Budget Withdrawals*	*2002/03 Operating Budget Withdrawals*	*2002/03 * Other Withdrawals*	*Projected Balance March 31, 2003*
Q101	Sale of Capital Assets	1,531,591	3,367,204	65,987	(1,300,000)		(2,341,110)	1,323,672
Q121	Business/Industrial Parks Expansion	6,538,554	2,000,000	134,736	(4,600,000)			4,073,290
Q103	Capital Surplus	1,154,198		42,178				1,196,376
Q104	Sewer Redevelopment	4,211,936	2,200,000	110,601	(1,940,000)			4,582,537
Q107	Parkland Development	799,664	150,000	18,363				968,027
Q119	Sackville Landfill Closure	5,582,459	1,657,000	119,951		(1,257,500)		6,101,910
Q120	Otter Lake Landfill Closure	3,715,276	1,100,000	86,749				4,902,025
Q122	Water Treatment Plants Infrastructure	1,722,178	1,000,000	48,175	(1,610,000)			1,160,353
Q123	Waste Resources	99,540	5,250,000	6,865	(5,256,000)			100,405
Q108	Kingswood Water	3,011						3,011
Q110	Windsor Junction Water	34,972	2,000	842				37,814
Q112	5594-96 Morris St	47,909	5,500	1,020				54,429
Q113	Rockingham Community Centre	10,520		210				10,730
Q114	5557 Cunard St	66,954	6,000	1,406				74,360
Q115	Captain William Spry	165						165
Q116	Richmond School	13,939		3,283				17,222
	Subtotal Other	177,470	13,500	6,761	0	0	0	197,731
	Total Capital Reserves	**$25,532,866**	**$16,737,704**	**$640,365**	**($14,706,000)**	**($1,257,500)**	**($2,341,110)**	**$24,606,325**
	TOTAL RESERVES	**$70,956,241**	**$53,291,677**	**$1,801,146**	**($63,333,400)**	**($20,655,952)**	**($3,944,991)**	**$38,114,721**

* Opening balance for Q101 was adjusted for $2,341,110 CBF00444 project on hold until 2002/03 due to less than budgeted revenues in 2001/02. This project is now reflected in the 2002/03 "Other Withdrawals" column.

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS PROJECTION
To March 31, 2003
Capital Reserves

		Actual March 31, 2002	*2002/03 Projected Contributions*	*2002/03 Projected Interest*	*2002/03 Capital Budget Withdrawals*	*2002/03 Operating Budget Withdrawals*	*2002/03 * Other Withdrawals*	*Projected Balance March 31, 2003*
Q101	Sale of Capital Assets	1,531,591	3,367,204	65,987	(1,300,000)		(2,341,110)	1,323,672
Q121	Business/Industrial Parks Expansion	6,538,554	2,000,000	134,736	(4,600,000)			4,073,290
Q103	Capital Surplus	1,154,198		42,178				1,196,376
Q104	Sewer Redevelopment	4,211,936	2,200,000	110,601	(1,940,000)			4,582,537
Q107	Parkland Development	799,664	150,000	18,363				968,027
Q119	Sackville Landfill Closure	5,582,459	1,657,000	119,951		(1,257,500)		6,101,910
Q120	Otter Lake Landfill Closure	3,715,276	1,100,000	86,749				4,902,025
Q122	Water Treatment Plants Infrastructure	1,722,178	1,000,000	48,175	(1,610,000)			1,160,353
Q123	Waste Resources	99,540	5,250,000	6,865	(5,256,000)			100,405
Q108	Kingswood Water	3,011						3,011
Q110	Windsor Junction Water	34,972	2,000	842				37,814
Q112	5594-96 Morris St	47,909	5,500	1,020				54,429
Q113	Rockingham Community Centre	10,520		210				10,730
Q114	5557 Cunard St	66,954	6,000	1,406				74,360
Q115	Captain William Spry	165						165
Q116	Richmond School	13,939		3,283				17,222
	Subtotal Other	177,470	13,500	6,761	0	0	0	197,731
	Total Capital Reserves	**$25,532,866**	**$16,737,704**	**$640,365**	**($14,706,000)**	**($1,257,500)**	**($2,341,110)**	**$24,606,325**
	TOTAL RESERVES	**$70,956,241**	**$53,291,677**	**$1,801,146**	**($63,333,400)**	**($20,655,952)**	**($3,944,991)**	**$38,114,721**

* Opening balance for Q101 was adjusted for $2,341,110 CBF00444 project on hold until 2002/03 due to less than budgeted revenues in 2001/02. This project is now reflected in the 2002/03 "Other Withdrawals" column.

Halifax Regional Municipality
Approved 2002-03 Capital Budget By Category

	2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Requested
Buildings	15,406,000	(7,488,000)	(579,000)	0	(2,416,000)	(72,000)	0	(10,555,000)	(2,224,000)	2,627,000
Community & Property Development	2,415,000	(125,000)	(325,000)	0	0	0	(1,500,000)	(1,950,000)	(465,000)	0
Councillor's Funds	920,000	0	0	0	0	0	0	0	(920,000)	0
Equipment - Heavy	155,000	0	(20,000)	0	0	(135,000)	0	(155,000)	0	0
Equipment - Light	8,418,000	0	(255,000)	0	(48,000)	(15,000)	0	(318,000)	(1,500,000)	6,600,000
Fleet	10,235,400	0	(313,400)	0	(250,000)	(15,000)	0	(578,400)	(2,157,000)	7,500,000
Industrial Parks	4,600,000	0	(4,600,000)	0	0	0	0	(4,600,000)	0	0
Information Technology	1,630,000	0	0	0	0	0	0	0	(1,630,000)	0
Parks & Playgrounds	5,366,000	(1,623,000)	(1,000,000)	0	0	0	0	(2,623,000)	(834,000)	1,909,000
Roads & Streets	14,680,000	(300,000)	0	(1,475,000)	0	0	0	(1,775,000)	(2,810,000)	10,095,000
Sewers	52,512,000	0	(51,190,000)	0	0	0	0	(51,190,000)	(1,322,000)	0
Sidewalks, Curbs & Gutters	3,150,000	0	0	(800,000)	0	0	0	(800,000)	(150,000)	2,200,000
Solid Waste	511,000	0	(511,000)	0	0	0	0	(511,000)	0	0
Traffic Improvements	1,322,000	0	0	0	0	0	0	0	(932,000)	390,000
Metro Centre	780,000	0	0	0	0	0	0	0	0	780,000
Crespool										(7,256,000)
Totals	**122,100,400**	**(9,536,000)**	**(58,793,400)**	**(2,275,000)**	**(2,714,000)**	**(237,000)**	**(1,500,000)**	**(75,055,400)**	**(14,944,000)**	**24,845,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget By Business Unit

	2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Requested
Administrative Services	0	0	0	0	0	0	0	0	0	0
CAO & Governance	47,960,000	0	(47,040,000)	0	0	0	0	(47,040,000)	(920,000)	0
Financial Services	0	0	0	0	0	0	0	0	0	0
Fire & Emergency Services	3,657,400	0	(606,400)	0	(1,814,000)	(237,000)	0	(2,657,400)	0	1,000,000
Human Resources	50,000	0	0	0	0	0	0	0	(50,000)	0
Information Services	995,000	0	0	0	0	0	0	0	(995,000)	0
Integrated Communications Committee	3,300,000	0	0	0	0	0	0	0	0	3,300,000
Library Services	70,000	0	0	0	0	0	0	0	(70,000)	0
Metro Centre	780,000	0	0	0	0	0	0	0	0	780,000
Parks & Recreation	5,366,000	(1,623,000)	(1,000,000)	0	0	0	0	(2,623,000)	(834,000)	1,909,000
Planning & Development	1,525,000	0	0	0	0	0	(1,500,000)	(1,500,000)	(25,000)	0
Public Works & Transportation	24,624,000	(300,000)	(4,150,000)	(2,275,000)	0	0	0	(6,725,000)	(5,214,000)	12,685,000
Real Property Services	18,149,000	(7,488,000)	(4,925,000)	0	(900,000)	0	0	(13,313,000)	(2,209,000)	2,627,000
Regional Police Services	6,257,000	0	0	0	0	0	0	0	(2,957,000)	3,300,000
Shared Services	7,465,000	0	0	0	0	0	0	0	(965,000)	6,500,000
Solid Waste Resources	511,000	0	(511,000)	0	0	0	0	(511,000)	0	0
Tourism, Culture & Heritage	1,141,000	(125,000)	(561,000)	0	0	0	0	(686,000)	(455,000)	0
Transit Services	250,000	0	0	0	0	0	0	0	(250,000)	0
Crespool										(7,256,000)
Totals	**122,100,400**	**(9,536,000)**	**(58,793,400)**	**(2,275,000)**	**(2,714,000)**	**(237,000)**	**(1,500,000)**	**(75,055,400)**	**(14,944,000)**	**24,845,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Buildings											
	Real Property Services											
1	CB100095 North Preston Recreation Centre	2,000,000	(1,333,000)						(1,333,000)		667,000	0
2	CBC00721 St Margarets Arena	3,000,000	(1,500,000)						(1,500,000)	(700,000)	800,000	
3	CB100091 Mainland Commons Recreation Facility	100,000							0	(100,000)	0	
4	CB200378 Capital District - Grand Parade Electrical	170,000							0	(170,000)	0	
5	CBR00748 200 Illsley Ave. - Air Quality Improvements	300,000							0		300,000	50,000
6	CB100077 Transit Facilities Upgrade	70,000							0		70,000	317,000
7	CBR00750 200 Illsley Ave. - Safety Upgrades	200,000							0		200,000	200,000
8	CBF00036 Knightsridge Dr. - Station 7 Repairs	250,000							0	(250,000)	0	0
9	CB100070 Wharf Repair	350,000							0	(350,000)	0	0
10	CBR00050 Facilities Upgrades - General	340,000							0		340,000	250,000
11	CB200244 Capital District - Bishop's Landing - Public Washrooms	84,000							0	(84,000)	0	50,000
12	CB100175 Eric Spicer Building Enhancements	160,000							0	(160,000)	0	
13	CB100071 Various Recreation Centres - Upgrade	100,000		0					0	(100,000)	0	302,000
14	CB100072 HRM Administration Buildings - Upgrades	160,000							0	(160,000)	0	195,000
15	CB200240 Management Agreement Comunity Ctrs. - Upgrades	75,000							0	(75,000)	0	150,000
16	CB100078 HRM Depots - Upgrades	250,000							0		250,000	385,000
17	CB200382 Energy Performance Upgrade Contract	3,000,000	(3,000,000)						(3,000,000)		0	
18	CB200375 Facilities Operation Consolidation to Cowie Hill	300,000		(300,000)					(300,000)		0	
19	CB200374 Corporate Record Storage Consolidation	150,000	(150,000)						(150,000)		0	
20	CB200373 Bloomfield School Site Redevelopment	1,500,000	(1,500,000)						(1,500,000)		0	
21	CB200395 Grand Lake Community Centre (Area Rated)*	90,000	(5,000)	(25,000)		0			(30,000)	(60,000)	0	
22	CB200399 Beaver Bank Recreation/Community Centre	900,000				(900,000)			(900,000)		0	
23	CB100225 Arena Upgrades	0							0			196,000
24	CB100080 Fire Services - Station Upgrades	0							0			332,000
25	CB100066 Regional Library - Facilities Upgrade	0							0			250,000
26	CBC00025 Major Facilities Upgrades	0	0						0			1,000,000
27	CBA00629 Environmental Remediation & Building Demolition	0							0			200,000
28	CBA00630 Code Requirements/Upgrades	0							0			130,000
29	CB100067 Boiler Replacement & Gas Conversions	0							0			180,000
30	CBR00436 Fountains/Wading Pools/Backflow Preventers	0							0			170,000
31	CB100069 Air Quality Testing/Remediation	0							0			160,000
32	CB200243 Equipment Replacement	0							0			116,000
33	CBR00755 Underground Tanks and Chimney Liner Replacement	0							0			130,000
34	CBR00439 Dingle Tower Facade Restoration	0							0			70,000
35	CBQ00016 Hfx.City Hall - Exterior Restoration Program	0							0			500,000
36	CB200241 Community Projects	0							0			40,000
37	CB200242 Paving of HRM Parking Lots	0							0			300,000
38	CBJ00049 Station Signage (Fire Services)	0							0			60,000
39	CB100073 Business Unit Priority Projects	0							0			500,000
40	Dartmouth Patrol Office								0			1,500,000
41	Bedford Ice Rink								0			1,500,000
	Total	13,549,000	(7,488,000)	(325,000)	0	(900,000)	0	0	(8,713,000)	(2,209,000)	2,627,000	9,233,000

* To be funded through $5,000 of the District Capital Fund (District 2) and an internal loan to Grand Lake Society financed by HRM through Capital from Operating or other Non-Debenture sources.

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
		Fire & Emergency Services											
1	CBF00444	Beaverbank Station Replacement	1,500,000				(1,500,000)			(1,500,000)		0	6,950,000
	CBJ00340	New Roof Shingles (Bay Road)	15,000					(15,000)		(15,000)		0	
	CBJ00342	Building Repairs (Chezzetcook)	16,000				(16,000)			(16,000)		0	10,000
	CBJ00343	Exhaust Extraction System (Lake Echo)	30,000		(18,000)			(12,000)		(30,000)		0	
	CBJ00344	Cement Apron (Lake Echo)	25,000					(25,000)		(25,000)		0	
	CBJ00356	Exhaust Extraction System (Chezzetcook)	20,000					(20,000)		(20,000)		0	
	CBJ00347	New Sub-Station (Seabright)	0							0		0	275,000
	CBJ00366	Haliburton Hills Station (Hammonds Plains)	0							0		0	100,000
	CBJ00044	Corporate Training Centre	0							0		0	1,750,000
	Total		1,606,000	0	(18,000)	0	(1,516,000)	(72,000)	0	(1,606,000)	0	0	9,085,000
		Library Services											
1	CBW00312	Collection Infrastructure	0							0		0	800,000
2	CBW00295	Spring Garden Library Public Consultation Needs Asse	0							0		0	80,000
3	CBW00299	Library-Bulding Refurbishing, Renovation, Furniture	0							0		0	50,000
4	CBW00298	Signage Library Buildings	0							0		0	80,000
	Total		0	0	0	0	0	0	0	0	0	0	1,010,000
		Public Works & Transportation											
	CBU00237	Snow & Ice Salt Storage	0							0		0	400,000
	Total		0	0	0	0	0	0	0	0	0	0	400,000
		Shared Services											
	CBD00291	Repair Garage - Fire Services	0							0		0	2,500,000
	Total		0	0	0	0	0	0	0	0	0	0	2,500,000
		Tourism, Heritage & Culture											
1	CBG00300	Bicentennial Theatre - Repairs (Musquodoboit)	131,000		(116,000)					(116,000)	(15,000)	0	15,000
2	CBG00301	City Hall- Carpet, Lighting, Wall coverings	50,000		(50,000)					(50,000)		0	0
3	CBG00314	Visitor Information - Centre Upgrades	25,000		(25,000)					(25,000)		0	50,000
4	CBG00307	Capital District - Ferry Terminals - Exterior Signage	20,000		(20,000)					(20,000)		0	52,000
5	CBG00306	Evergreen House - Install heating System	25,000		(25,000)					(25,000)		0	65,000
	CBG00308	Capital District - Grand Parade - Install Lighting System	0		0					0		0	60,000
	Total		251,000	0	(236,000)	0	0	0	0	(236,000)	(15,000)	0	242,000
		Transit Services											
	CBQ00001	Bus Stop Accessibility	0							0		0	150,000
	CBQ00002	Park & Ride Lots	0							0		0	1,300,000
	Total		0	0	0	0	0	0	0	0	0	0	1,450,000
		Total Buildings	**15,406,000**	**(7,488,000)**	**(579,000)**	**0**	**(2,416,000)**	**(72,000)**	**0**	**(10,555,000)**	**(2,224,000)**	**2,627,000**	**23,920,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Community & Property Development											
	Planning & Development											
	CDS00397 Suburban Commercial Streetscapes	25,000							0	(25,000)	0	50,000
	CDS00274 Capital Cost Contribution - Infrastructure Dev.	1,500,000						(1,500,000)	(1,500,000)		0	1,500,000
	Total	1,525,000	0	0	0	0	0	(1,500,000)	(1,500,000)	(25,000)	0	1,550,000
	Tourism, Heritage & Culture											
1	CDG00271 Capital District - Downtown Streetscapes	350,000		(50,000)					(50,000)	(300,000)	0	300,000
2	CDG00334 Capital District - Public Lands Study	50,000							0	(50,000)	0	50,000
3	CDG00331 Gateway Signage	50,000							0	(50,000)	0	50,000
4	CDG00305 Deadman's Island - Public Access Pathway	80,000		(65,000)					(65,000)	(15,000)	0	15,000
5	CDG00311 Scott Manor House	225,000	(125,000)	(100,000)					(225,000)		0	0
6	CDG00333 Community History Boards	35,000		(35,000)					(35,000)		0	35,000
7	CDG00332 Capital District - Wayfinding	50,000		(25,000)					(25,000)	(25,000)	0	25,000
8	CDG00302 Community Pride Program - Community Signage	25,000		(25,000)					(25,000)		0	50,000
9	CDG00303 Cultural Tourism Exhibit	25,000		(25,000)					(25,000)		0	0
	CDG00313 Africville Monument								0		0	50,000
	Total	890,000	(125,000)	(325,000)	0	0	0	0	(450,000)	(440,000)	0	575,000
	Total Community & Property Development	**2,415,000**	**(125,000)**	**(325,000)**	**0**	**0**	**0**	**(1,500,000)**	**(1,950,000)**	**(465,000)**	**0**	**2,125,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Councillors Funds											
	CAO & Governance											
CCV00176	District 1 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00177	District 2 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00178	District 3 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00179	District 4 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00180	District 5 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00181	District 6 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00182	District 7 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00183	District 8 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00184	District 9 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00185	District 10 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00186	District 11 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00187	District 12 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00188	District 13 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00189	District 14 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00190	District 15 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00191	District 16 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00192	District 17 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00193	District 18 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00194	District 19 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00195	District 20 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00196	District 21 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00197	District 22 Councillor Allocation	40,000							0	(40,000)	0	40,000
CCV00198	District 23 Councillor Allocation	40,000							0	(40,000)	0	40,000
	Total	920,000	0	0	0	0	0	0	0	(920,000)	0	920,000
	Total Councillor's Funds	**920,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(920,000)**	**0**	**920,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Equipment - Heavy												
	Fire & Emergency Services												
	CHJ00159	Fire District 3: Dry Hydrants	50,000					(50,000)		(50,000)		0	
	CHJ00410	Zone 4 Fire Dept: Water Supply	50,000					(50,000)		(50,000)		0	
	CHJ00363	Dry Hydrants (Musquodoboit Harbour)	20,000					(20,000)		(20,000)		0	
	CHJ00367	Dry Hydrants (Hammonds Plains)	20,000		(20,000)					(20,000)		0	20,000
	CHJ00371	Dry Hydrant (Chezzetcook)	15,000					(15,000)		(15,000)		0	
	CHJ00369	Rescue Boat (Hammonds Plains)								0		0	30,000
	CHJ00160	Fire District 3: Equip. Replacement Program								0		0	340,000
	CHJ00353	Emergency Generator (Black Point)								0		0	
	CHJ00050	Command Post	0							0		0	350,000
	CHJ00250	Haz Mat Trailer	0	0						0		0	0
	CHJ00254	Mobile Compressor Unit	0	0						0		0	75,000
	Total		155,000	0	(20,000)	0	0	(135,000)	0	(155,000)	0	0	815,000
	Public Works & Transportation												
1	CHU00238	Material Recycling (Mobile Screening Plant)	0							0		0	120,000
	CHU00131	Low Maintenance Packers	0							0		0	160,000
	CHU00236	Snow & Ice Salt Management	0							0		0	200,000
	Total		0	0	0	0	0	0	0	0	0	0	480,000
	Shared Services												
	CHD00060	Farebox Replacement	0							0		0	5,500,000
	Total		0	0	0	0	0	0	0	0	0	0	5,500,000
	Total Equipment - Heavy		**155,000**	**0**	**(20,000)**	**0**	**0**	**(135,000)**	**0**	**(155,000)**	**0**	**0**	**6,795,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Equipment - Light											
	Financial Services											
	CEM00239 Parking Meter Intallation	0							0		0	142,000
	Total	0	0	0	0	0	0	0	0	0	0	142,000
	Fire & Emergency Services											
1	CEJ00047 High Volume Hose - Fire	75,000		(75,000)					(75,000)		0	100,000
2	CEJ00251 Specialized Rescue Equipment	60,000		(60,000)					(60,000)		0	60,000
3	CEF00702 Opticom Signalization System	80,000		(80,000)					(80,000)		0	80,000
	CEJ00359 Self Contained Breathing Apparatus (Prospect Rd)	48,000				(48,000)			(48,000)		0	
	CEJ00362 Bunker Gear (Musquodoboit Harbour)	15,000					(15,000)		(15,000)		0	
	CEJ00365 Thermal Imager Camera (Hammonds Plains)	30,000		(30,000)					(30,000)		0	
	CEJ00368 Air Conditioning System (Hammonds Plains)	10,000		(10,000)					(10,000)		0	
	CEJ00370 Air Compressor (Hammonds Plains)								0		0	20,000
	CEJ00351 Thermal Imaging Camera (Lakeside)								0		0	45,000
	Total	318,000	0	(255,000)	0	(48,000)	(15,000)	0	(318,000)	0	0	305,000
	Integrated Communications											
	CEY00281 Trunked Mobile Radio System	3,300,000							0		3,300,000	4,800,000
	Total	3,300,000	0	0	0	0	0	0	0	0	3,300,000	4,800,000
	Parks & Recreation											
1	CEC00686 Athletic Field/Park Equipment	0							0		0	100,000
2	CEC00457 Program & Aquatic Equipment	0							0		0	70,000
	Total	0	0	0	0	0	0	0	0	0	0	170,000
	Police Services											
1	CEK00286 Bomb Disposal Robot	100,000							0	(100,000)	0	0
1	CIP00763 Computer Aided Dispatch System (CAD)	4,300,000							0	(1,000,000)	3,300,000	1,400,000
1	CEK00338 Bio-Hazard Equipment	400,000							0	(400,000)	0	0
1	CEK00339 CDPD Palm Pilot Project	0							0		0	600,000
	Total	4,800,000	0	0	0	0	0	0	0	(1,500,000)	3,300,000	2,000,000
	Total Equipment - Light	**8,418,000**	**0**	**(255,000)**	**0**	**(48,000)**	**(15,000)**	**0**	**(318,000)**	**(1,500,000)**	**6,600,000**	**7,417,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Fleet											
	Fire & Emergency Services											
1	CVJ00223 Apparatus Replacement	1,000,000							0		1,000,000	1,500,000
2	CVJ00253 Mobile Vehicle Maintenance Unit	58,400		(58,400)					(58,400)		0	0
3	CVJ00224 Utility Vehicle Replacement	153,000		(153,000)					(153,000)		0	168,000
	CVJ00345 Repair Engine 58 (Lakeside)	20,000		(20,000)					(20,000)		0	
	CVJ00346 New Tanker (Ostrea Lake)	250,000				(250,000)			(250,000)		0	
	CVJ00355 All-Terrain Vehicle (Lawrencetown)	15,000					(15,000)		(15,000)		0	
	CVJ00364 4 x 4 Utility Vehicle (Hammonds Plains)	40,000		(40,000)					(40,000)		0	
	CVJ00400 4 x 4 Utility Truck (Bay Road)	42,000		(42,000)					(42,000)		0	
	CVJ00341 New Tanker (Bay Road)								0		0	250,000
	CVJ00348 Replace Utility 55 (Seabright)								0		0	125,000
	CVJ00358 New Tanker (Prospect Road)								0		0	247,000
	CVJ00360 Operational Support Vehicle (Herring Cove)								0		0	60,000
	CVJ00361 Utility Support Vehicle (Herring Cove)								0		0	35,000
	CVJ00154 Utility Truck (Musquodoboit Harbour)								0		0	120,000
	CVJ00350 Tanker Replacement (Black Point)								0		0	285,000
	CVJ00352 Replace Engine 55A (Seabright)								0		0	275,000
	CVJ00354 Rescue Pumper (Lakeside)								0		0	
	CVJ00255 Woodland Fire Fighting Apparatus	0							0		0	350,000
	CVJ00043 Additional Utility Vehicles	0	0						0		0	50,000
	CVJ00252 Rehab Unit	0							0		0	350,000
	Total	1,578,400	0	(313,400)	0	(250,000)	(15,000)	0	(578,400)	0	1,000,000	3,815,000
	Library Services											
	CVW00296 Mobile (Bookmobile) Replacement								0		0	300,000
	Total	0	0	0	0	0	0	0	0	0	0	300,000
	Police Services											
1	CVK00287 Police Vehicles - Marked	710,000							0	(710,000)	0	710,000
1	CVK00288 Police Vehicles - Unmarked	547,000							0	(547,000)	0	547,000
	Total	1,257,000	0	0	0	0	0	0	0	(1,257,000)	0	1,257,000
	Shared Services											
	CVD00276 Mid Life Ferry Refit	150,000							0	(150,000)	0	300,000
	CVD00277 Replacement Access-a-buses	400,000							0		400,000	400,000
	CVD00278 Replacement Buses	6,100,000							0		6,100,000	5,600,000
	CVD00279 Fleet Replacement Vehicles more than 10 yrs	750,000							0	(750,000)	0	1,500,000
	CVD00275 Purchase of Transit Buses	0							0		0	3,200,000
	CVD00280 Fleet Replacement Vehicles less than 10 yrs	0							0		0	3,000,000
	CVD00292 Four Vehicles & One Van	0							0		0	220,000
	CVD00294 Rebuild 4 Transit buses	0							0		0	1,000,000
	Total	7,400,000	0	0	0	0	0	0	0	(900,000)	6,500,000	15,220,000
	Total Fleet	**10,235,400**	**0**	**(313,400)**	**0**	**(250,000)**	**(15,000)**	**0**	**(578,400)**	**(2,157,000)**	**7,500,000**	**20,592,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
Industrial Parks													
Real Property Services													
1	CQ200404	Extension-Crane Lake Dr., Bayers Lake Park	1,100,000		(1,100,000)					(1,100,000)		0	0
2	CQ200402	Phase 11-1 and 11-2 Burnside: Grading	3,000,000		(3,000,000)					(3,000,000)		0	0
3	CQ200409	Lot Grading: Burnside & Bayers Lake	300,000		(300,000)					(300,000)		0	0
4	CQ200407	Landscaping Upgrades	125,000		(125,000)					(125,000)		0	0
5	CQ200408	Business Parks Entrance Signage	75,000		(75,000)					(75,000)		0	
	Total		4,600,000	0	(4,600,000)	0	0	0	0	(4,600,000)	0	0	0
	Total Industrial Parks		**4,600,000**	**0**	**(4,600,000)**	**0**	**0**	**0**	**0**	**(4,600,000)**	**0**	**0**	**0**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Information Technology												
	Administrative Services												
	CIH00290	Electronic Document / Record Management	0							0		0	150,000
	Total		0	0	0	0	0	0	0	0	0	0	150,000
	Human Resources												
	CIN00200	SAP HR Information Project	50,000							0	(50,000)	0	
	Total		50,000	0	0	0	0	0	0	0	(50,000)	0	0
	Information Services												
1	CIO00108	Land Information System - Phase II	895,000							0	(895,000)	0	400,000
2	CIO00262	Network Infrastructure Upgrade	100,000							0	(100,000)	0	100,000
3	CIO00261	Desktop Software Upgrade	0							0		0	360,000
4	CIO00263	Backup Computer Site	0							0		0	250,000
	Total		995,000	0	0	0	0	0	0	0	(995,000)	0	1,110,000
	Library Services												
	CIW00297	Self Check Equipment	70,000							0	(70,000)	0	0
	Total		70,000	0	0	0	0	0	0	0	(70,000)	0	0
	Shared Services												
	CID00283	Call Centre Technology Upgrade	65,000							0	(65,000)	0	0
	CID00284	Smart Card Technology	0							0		0	800,000
	Total		65,000	0	0	0	0	0	0	0	(65,000)	0	800,000
	Police Services												
1	CIK00289	CPIC-Interface - Hardware & Software	200,000							0	(200,000)	0	200,000
	Total		200,000	0	0	0	0	0	0	0	(200,000)	0	200,000
	Transit Services												
	CIT00142	Transit Scheduling Software	250,000							0	(250,000)	0	0
	Total		250,000	0	0	0	0	0	0	0	(250,000)	0	0
	Total Information Technology		**1,630,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(1,630,000)**	**0**	**2,260,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
		Parks & Playgrounds											
		Parks & Recreation											
1	CPC00303	Playground Upgrades & Replacements	683,000	(123,000)						(123,000)		560,000	900,000
2	CPC00683	Sports Field Upgrades	106,000							0	(44,000)	62,000	500,000
3	CPC00304	Ball Field Upgrades	50,000							0		50,000	200,000
4	CPC00680	Park Upgrades	257,000							0		257,000	500,000
5	CPC00467	Regional Trails Development	300,000							0	(300,000)	0	650,000
6	CPR00316	HRM Wide Tree Planting	50,000							0	(50,000)	0	200,000
7	CPC00675	Track and Field Upgrades	80,000							0		80,000	160,000
8	CPC00814	Mainland Commons Upgrades	250,000							0		250,000	500,000
9	CPB00059	HRM Urban Forest Master Plan	50,000							0	(50,000)	0	50,000
10	CPR00618	Dartmouth Common Upgrades	50,000							0	(50,000)	0	55,000
11	CPB00259	Sustainable Management Research Project - Athletic Fi	50,000							0	(50,000)	0	60,000
12	CPR00619	Public Garden Upgrades	250,000	(200,000)	0					(200,000)		50,000	400,000
13	CPC00677	New Playground Development	150,000							0		150,000	500,000
14	CPC00676	New Park Development	150,000	(100,000)						(100,000)		50,000	300,000
15	CPC00682	Skateboarding Facilities	50,000							0	(50,000)	0	250,000
16	CPS00041	Lawn Bowling Facilities	20,000							0	(20,000)	0	100,000
17	CPC00678	New Sportfield Development	2,400,000	(1,000,000)	(1,000,000)					(2,000,000)		400,000	250,000
18	CPB00376	Capital District - Granville Mall Upgrades	120,000							0	(120,000)	0	0
19	CDB00393	Capital District - Victoria Park Food Bank Legacy Proje	200,000	(200,000)						(200,000)		0	
20	CDB00394	Capital District - Gottingen Street (planters & public ame	50,000							0	(50,000)	0	
21	CPC00313	Regional Park Washroom Facilities	50,000							0	(50,000)	0	
22	CPR00325	Walkways-HRM Wide Program	0							0		0	100,000
23	CPC00684	Sports Court Upgrades	0							0		0	250,000
24	CPS00042	Halifax Common Upgrades	0							0		0	150,000
25	CPS00040	Point Pleasant Park Upgrades	0							0		0	75,000
26	CPB00260	Strategic and Sustainable Resource Management Plan	0							0		0	60,000
27	CPR00330	Cemetery Upgrades	0							0		0	50,000
28	CPC00809	Westphal/Cole Harbour Commonn (NSHCC)	0							0		0	300,000
29	CPC00685	New Ball Field Development	0							0		0	175,000
30	CPC00679	New Sports Court Development	0							0		0	55,000
31	CPC00810	Outdoor/Spray Pools and Fountains	0							0		0	250,000
32	CPB00085	Park Monument and Status	0							0		0	50,000
33	CPR00620	Parkland Environmental Upgrades	0							0		0	50,000
	Total		5,366,000	(1,623,000)	(1,000,000)	0	0	0	0	(2,623,000)	(834,000)	1,909,000	7,140,000
	Total Parks & Playgrounds		**5,366,000**	**(1,623,000)**	**(1,000,000)**	**0**	**0**	**0**	**0**	**(2,623,000)**	**(834,000)**	**1,909,000**	**7,140,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
		Roads & Streets											
		Roads - New											
		Public Works & Transportation											
1	CXR00332	New Paving inside the Core area	1,500,000			(750,000)				(750,000)	(450,000)	300,000	500,000
2	CXR00483	New Paving outside the Core area	600,000	(300,000)		(300,000)				(600,000)		0	600,000
		Total	2,100,000	(300,000)	0	(1,050,000)	0	0	0	(1,350,000)	(450,000)	300,000	1,100,000
		Roads - Renewals											
		Public Works & Transportation											
1	CYR00991	Paving Renewal Program	4,500,000			(225,000)				(225,000)	(1,005,000)	3,270,000	4,500,000
		Total	4,500,000	0	0	(225,000)	0	0	0	(225,000)	(1,005,000)	3,270,000	4,500,000
		Roads - Resurfacing											
		Public Works & Transportation											
1	CZR00357	Resurfacing	6,620,000			(200,000)				(200,000)	(1,000,000)	5,420,000	6,620,000
4	CZR00355	Main Artery Patching	800,000							0		800,000	800,000
		Total	7,420,000	0	0	(200,000)	0	0	0	(200,000)	(1,000,000)	6,220,000	7,420,000
		Roads - Other											
		Public Works & Transportation											
	CRU00231	Other Road Related Works	505,000							0	(200,000)	305,000	505,000
	CDU00381	Capital District Barrington Streetscape Improvements	155,000							0	(155,000)	0	155,000
	CRU00273	Road Weather Information Stations	0							0		0	100,000
		Total	660,000	0	0	0	0	0	0	0	(355,000)	305,000	760,000
		Total Roads & Streets	**14,680,000**	**(300,000)**	**0**	**(1,475,000)**	**0**	**0**	**0**	**(1,775,000)**	**(2,810,000)**	**10,095,000**	**13,780,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
		Sewers											
		Sewers - General											
		Public Works & Transportation											
1	CGR00788	Studies & Investigations - Various Locations	57,000							0	(57,000)	0	150,000
2	CGU00029	Humber Park, Westphal - Sewage & Drainage Improve	100,000							0	(100,000)	0	0
3	CGR00791	Hugh Allen Dr. Area Storm Sewer	140,000							0	(140,000)	0	150,000
4	CGU00388	Ellenvale Run Study	60,000							0	(60,000)	0	
5	CGU00121	Old Sambro Rd. (Sussex to MacIntosh Bridge) Storm	50,000							0	(50,000)	0	0
6	CGR00488	Water Resource Management Policy, Phase II	50,000							0	(50,000)	0	50,000
7	CGR00492	Ross Road Area, Westphal - Storm Sewer	200,000							0	(200,000)	0	0
8	CGU00322	Stairs St - Sanitary Sewer Rehabilitation - Lining	85,000							0	(85,000)	0	0
9	CGU00119	Hydrostone Lanes - Sewer Rehabilitation (Lining)	130,000							0	(130,000)	0	0
10	CGU00320	Oakland Rd. (Robie to Beafort) Sewer Rehabilitation -	190,000							0	(190,000)	0	0
11	CGU00329	Ashgrove Ave. - Sanitary Sewer Rehabilitation - Lining	200,000							0	(200,000)	0	0
12	CGU00325	Tamarack Circle - Storm Sewer Renewal	60,000							0	(60,000)	0	0
13	CGR00370	Leiblin Park, Halifax - Storm Sewers	0							0		0	250,000
14	CGU00323	Storm/Wastewater Infrastructure Data Base	0							0		0	200,000
15	CGU00324	Stormwater & Wastewater Systems Modeling	0							0		0	200,000
16	CGR00137	Cole Harbour - Local Storm & Sanitary Sewer								0		0	200,000
	Total		1,322,000	0	0	0	0	0	0	0	(1,322,000)	0	1,200,000
		Sewers - Other											
		CAO & Governance											
	CSE00386	Pollution Control - Halifax Harbour	47,040,000		(47,040,000)					(47,040,000)		0	107,989
	Total		47,040,000	0	(47,040,000)	0	0	0	0	(47,040,000)	0	0	107,989
		Public Works & Transportation											
1	CGR00374	Port Wallace Area Sewers - Dartmouth	600,000		(600,000)					(600,000)		0	0
2	CSU00174	Holland Ave, Bedford - Storm Sewer	200,000		(200,000)					(200,000)		0	0
3	CGR00371	Upgrading Pumping Stations & Forcemains	350,000		(350,000)					(350,000)		0	250,000
4	CSU00110	Wastewater Treatment Plants - Capital Equipment	200,000		(200,000)					(200,000)		0	200,000
5	CSU00146	North Preston STP Upgrade	400,000		(400,000)					(400,000)		0	0
6	CSU00265	E.Passage WPCP - Overflow Chamber Upgrade	100,000		(100,000)					(100,000)		0	0
7	CSU00315	Water Pollution Control Plants Upgrades	60,000		(60,000)					(60,000)		0	400,000
8	CSU00138	Aerotech Sewage Treatment Plant, Goffs Upgrade	800,000		(800,000)					(800,000)		0	1,100,000
9	CSU00330	Morash Pond, Dartmouth - Rehabilitation	200,000		(200,000)					(200,000)		0	0
10	CSU00319	Little Sackville River, Sackville - Stormwater Control	250,000		(250,000)					(250,000)		0	0
11	CSU00328	Whimsical Lake, Hfx - Outfall Upgrade	100,000		(100,000)					(100,000)		0	0
12	CSU00321	Salmon River Terrace, Bedford - Storm Drainage	75,000		(75,000)					(75,000)		0	0
13	CSU00318	Idlewylde Rd. to Herring Cove Rd. easement - Storm S	100,000		(100,000)					(100,000)		0	0
14	CSR00503	Infiltration/Inflow Reduction Projects (Various Locations	250,000		(250,000)					(250,000)		0	250,000
15	CSU00116	Fairview Overpass - Combined Sewer Rehabilitation	300,000		(300,000)					(300,000)		0	300,000
16	CSU00316	Belmont Ave., Dartmouth - Trunk Sewer	50,000		(50,000)					(50,000)		0	1,300,000
17	CGR00783	Caldwell Rd, Pumping Station Rehabilitation	65,000		(65,000)					(65,000)		0	0
18	CSU00317	BLT STP Odour Control System	50,000		(50,000)					(50,000)		0	500,000
19	CGR00365	Cole Harbour - Trunk Storm & Sanitary Sewers								0		0	400,000
20	CGR00792	Kempt Rd (Young to Columbus) Storm Sewer								0		0	
21	CSU00327	Wellington STP & Frame Subdivision STP								0		0	
	Total		4,150,000	0	(4,150,000)	0	0	0	0	(4,150,000)	0	0	4,700,000
		Total Sewers	**52,512,000**	**0**	**(51,190,000)**	**0**	**0**	**0**	**0**	**(51,190,000)**	**(1,322,000)**	**0**	**6,007,989**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
Sidewalks, Curbs & Gutters												
Sidewalks - New												
Public Works & Transportation												
1	CJR00956 New Sidewalks	1,600,000			(800,000)				(800,000)		800,000	1,600,000
	Total	1,600,000	0	0	(800,000)	0	0	0	(800,000)	0	800,000	1,600,000
Sidewalks - Renewals												
Public Works & Transportation												
1	CKU00141 Sidewalk Renewals	1,400,000							0		1,400,000	1,400,000
	CKU00380 Capital District - Downtown Brick sidewalk renewal	150,000							0	(150,000)	0	150,000
	Total	1,550,000	0	0	0	0	0	0	0	(150,000)	1,400,000	1,550,000
	Total Sidewalks, Curbs & Gutters	**3,150,000**	**0**	**0**	**(800,000)**	**0**	**0**	**0**	**(800,000)**	**(150,000)**	**2,200,000**	**3,150,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
Solid Waste												
Solid Waste Resources												
CWI00086	Entrance Improvement - Recycling	65,000		(65,000)					(65,000)		0	0
CWI00100	Green Carts for New Residents	128,000		(128,000)					(128,000)		0	0
CWI00272	Replace processing equipment - Otter Lake	318,000		(318,000)					(318,000)		0	0
Total		511,000	0	(511,000)	0	0	0	0	(511,000)	0	0	0
Total Solid Waste		**511,000**	**0**	**(511,000)**	**0**	**0**	**0**	**0**	**(511,000)**	**0**	**0**	**0**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Traffic Improvement
Public Works & Transportation

Priority			2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
1	CTR00416	Traffic Signal Installation	390,000							0		390,000	600,000
2	CTR00420	RA5 Replacement	200,000							0	(200,000)	0	140,000
3	CTR00530	Traffic Signal Control System Integration	250,000							0	(250,000)	0	350,000
4	CTR00905	Intersection Improvement Plan	200,000							0	(200,000)	0	250,000
5	CTR00529	Various Traffic Related Studies	80,000							0	(80,000)	0	150,000
6	CTU00337	Controller Cabinet Replacement	52,000							0	(52,000)	0	0
7	CTU00377	Capital District Intersection Improvements-Alderney/Po	100,000							0	(100,000)	0	
8	CTR00906	Pedestrian Safety & Access Program	50,000							0	(50,000)	0	50,000
	CTR00417	Young/Windsor/Bayers Intersection Improvements	0							0		0	2,100,000
		Cole Harbour Rd./Bisset Road Upgrade								0			
	CTR00531	Main St Study Recommendations	0							0		0	350,000
		Herring Cove Rd. (Rotary to Cowie Hill)								0			
		Armdale Rotary Improvements								0			
		Bedford Highway Upgrading								0			570,000
	Total		1,322,000	0	0	0	0	0	0	0	(932,000)	390,000	4,560,000
	Total Traffic Improvements		**1,322,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(932,000)**	**390,000**	**4,560,000**

Halifax Regional Municipality
Approved 2002-03 Capital Budget

Priority		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Funded from Operating Cost Centre	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Major Facilities											
	CHZ00207 Metro Centre Equipment	780,000									780,000	3,760,000
	Total Metro Centre	780,000	0	0	0	0	0	0	0	0	780,000	3,760,000
	Total Major Facilities	**780,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**780,000**	**3,760,000**
	Crespool											
	Crespool	0	0	0	0	0		0	0	0	(7,256,000)	
	Total Budget	**122,100,400**	**(9,536,000)**	**(58,793,400)**	**(2,275,000)**	**(2,714,000)**	**(237,000)**	**(1,500,000)**	**(75,055,400)**	**(14,944,000)**	**24,845,000**	**102,426,989**
	Canada-NS Infrastructure Amounts budgeted in 2001/2002 and not realized										6,615,000	
	Area Rate to be repaid from Grand-Lake Oakfield										(60,000)	
	Debt to be Issued under Debt Policy										**31,400,000**	

Note: The following funding adjustments are made to:

CBR00080 Fire Services Consolidation - Dartmouth Ferry Terminal							
Original Budget	1,146,000	(1,065,000)				(1,065,000)	81,000
Revisions to Project	(596,000)	1,065,000	(469,000)			596,000	0
Final	550,000	0	(469,000)			(469,000)	81,000
CEY00006 Communications Equipment - Area Rated							
Original Budget	395,362	0		(395,362)		(395,362)	0
Revisions to Project	0	0		395,362		395,362	395,362
Final	395,362	0		0		0	395,362

Note: This project was established as an Area Rated Loan through Council approval of December 7, 1999. In line with the financing for CEY00281 (Trunked Mobile Radio System) the capital costs are to be general rated.

Capital Projects for Transit Buses:

Note: The following two capital projects for transit buses are to be closed and the funds transferred to Crespool. A withdrawal from Crespool appears in this budget. The 2002-2003 Fiscal Services budget includes $1,530,000 to provide for an operating lease for the buses ordered under these two capital projects.

CVA00974	2,836,375
CVD00051	4,420,000
Total Capacity Available	**7,256,375**
Lease Costs:	1,020,000
Net Capacity Change	**C$6,236,375**

Halifax Regional Municipality
Capital District Projects included in the Approved Budget

Page		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Buildings										
	Real Property Services										
A4	CB200378 Capital District - Grand Parade Electrical	170,000	0	0	0	0	0	0	(170,000)	0	0
A11	CB200244 Capital District - Bishop's Landing - Public Washrooms	84,000	0	0	0	0	0	0	(84,000)	0	50,000
		254,000	0	0	0	0	0	0	(254,000)	0	50,000
	Tourism, Heritage & Culture										
A32	CBG00307 Capital District - Ferry Terminals - Exterior Signage	20,000	0	(20,000)	0	0	0	(20,000)	0	0	52,000
	CBG00308 Capital District - Grand Parade - Install Lighting System	0	0	0	0	0	0	0	0	0	60,000
	Total	20,000	0	(20,000)	0	0	0	(20,000)	0	0	112,000
	Total Buildings	**274,000**	**0**	**(20,000)**	**0**	**0**	**0**	**(20,000)**	**(254,000)**	**0**	**162,000**
	Community & Property Development										
	Tourism, Heritage & Culture										
B3	CDG00271 Capital District - Downtown Streetscapes	350,000	0	(50,000)	0	0	0	(50,000)	(300,000)	0	300,000
B4	CDG00334 Capital District - Public Lands Study	50,000	0	0	0	0	0	0	(50,000)	0	50,000
B9	CDG00332 Capital District - Wayfinding	50,000	0	(25,000)	0	0	0	(25,000)	(25,000)	0	25,000
	Total	450,000	0	(75,000)	0	0	0	(75,000)	(375,000)	0	375,000
	Total Community & Property Development	**450,000**	**0**	**(75,000)**	**0**	**0**	**0**	**(75,000)**	**(375,000)**	**0**	**375,000**
	Parks & Playgrounds										
	Parks & Recreation										
H18	CPB00376 Capital District - Granville Mall Upgrades	120,000	(200,000)	0	0	0	0	0	(120,000)	0	0
H19	CDB00393 Capital District - Victoria Park Food Bank Legacy Project	200,000	0	0	0	0	0	(200,000)	0	0	0
H20	CDB00394 Capital District - Gottingen Street (planters & public amenities)	50,000	0	0	0	0	0	0	(50,000)	0	0
	Total	370,000	(200,000)	0	0	0	0	(200,000)	(170,000)	0	0
	Total Parks & Playgrounds	**370,000**	**(200,000)**	**0**	**0**	**0**	**0**	**(200,000)**	**(170,000)**	**0**	**0**
	Roads & Streets										
	Roads - Other										
	Public Works & Transportation										
I11	CDU00381 Capital District Barrington Streetscape Improvements	155,000	0	0	0	0	0	0	(155,000)	0	155,000
	Total	155,000	0	0	0	0	0	0	(155,000)	0	155,000
	Total Roads & Streets	**155,000**	**0**	**0**	**0**	**0**	**0**	**0**	**(155,000)**	**0**	**155,000**

Halifax Regional Municipality
Capital District Projects included in the Approved Budget

Page		2002-03 Gross Budget	Cost Sharing	Reserves	LIC	Area Rated	Capital Cost Contribution	Total 2002-03 Funding	Capital from Operating	2002-03 Debt Recommended	2003-04 Gross Requested Budget
	Sidewalks, Curbs & Gutters										
	Sidewalks - Renewals										
	Public Works & Transportation										
K5	CKU00380 Capital District - Downtown Brick sidewalk renewal	150,000	0	0	0	0	0	0	(150,000)	0	150,000
	Total	150,000	0	0	0	0	0	0	(150,000)	0	150,000
	Total Sidewalks, Curbs & Gutters	**150,000**	**0**	**0**	**0**	**0**	**0**	**0**	**(150,000)**	**0**	**150,000**
	Traffic Improvement										
	Public Works & Transportation										
M7	CTU00377 Capital District Intersection Improvements-Alderney/Portland	100,000	0	0	0	0	0	0	(100,000)	0	0
	Total	100,000	0	0	0	0	0	0	(100,000)	0	0
	Total Traffic Improvements	**100,000**	**0**	**0**	**0**	**0**	**0**	**0**	**(100,000)**	**0**	**0**
	Total Capital District Projects included in Proposed Budget	**1,499,000**	**(200,000)**	**(95,000)**	**0**	**0**	**0**	**(295,000)**	**(1,204,000)**	**0**	**842,000**

Summary of Current Infrastructure Requests and Funding

	Total
Original 2001-2002 Request (excludes Harbour Solutions)	33,383,733
Less: Projects Approved	(7,304,999)
Less: Projects Completed outside program	(933,000)
Add: Additional Requests for 2002-2003	43,756,000
Total Requests	**68,901,734**
Available Funds Remaining	**18,488,001**
Variance	**($50,413,733)**

Proposed 2002-2003 HRM Infrastructure Requests

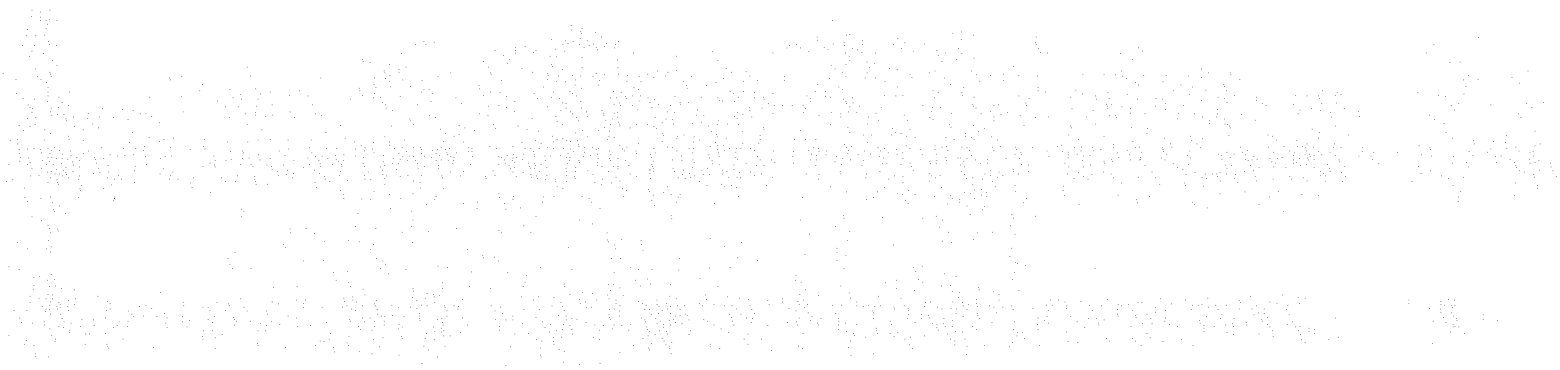
Approved by Council January 22, 2002; Revised by Council May 28, 2002

Priority	Requested Projects	Total Cost	Federal/ Provincial Share
1	Halifax Harbour Solution	$315,000,000	$210,000,000
2	Beaver Bank Water - Phase IV, BC	2,043,000	1,362,000
3	North Preston Recreation Centre	3,000,000	2,000,000
4	Beaver Bank Sewer Services - Phase IV D&E	2,700,000	1,800,000
5	Beaver Bank Water Services - Phase IV D&E	2,400,000	1,600,000
6	Beaver Bank Water Reservoir	2,500,000	1,667,000
7	Herring Cove Sewer Services	6,520,000	4,347,000
8	Herring Cove Water Services	7,770,000	5,180,000
9	Shearwater Connector Phase I	7,000,000	4,667,000
10	Artificial Outdoor Soccer Facility	1,100,000	733,000
11	North Preston Sewage Treatment Plant	1,200,000	800,000
12	Prince's Lodge Sewer	1,500,000	1,000,000
13	Prince's Lodge Water	600,000	400,000
14	Maplewood Water Service - Phase II	650,000	433,000
15	Penhorn Fire Station	2,500,000	1,667,000
16	Beaverbank Fire Station	1,500,000	1,000,000
17	Waste Water Treatment Upgrade - Aerotech Park	5,548,000	3,699,000
18	Anderson Street Sewage Pump Station Upgrade	750,000	500,000
19	Morris Lake Pump Sewage Station Upgrade	500,000	333,000
20	Bayers Lake Sewage Pump Station and Forcemain Upgrade	800,000	533,000
21	Sackville Sanitary Trunk Sewer Upgrade	2,000,000	1,333,000
22	Roach's Pond Sewage Forcemain Upgrade	750,000	500,000
23	Fairview Overpass Structural Repairs	500,000	333,000
24	Mainland North Recreation Facility	8,000,000	5,333,000
25	Ice Arena - St. Margaret's Bay	3,000,000	1,500,000
26	Paving of Gravel Streets	2,000,000	1,333,000
27	Bayers Road Improvements	700,000	467,000
28	Sidewalk - Cobequid Road	750,000	500,000
29	Fall River Recreation Centre	500,000	333,000
30	Recreation Facility - East Dartmouth	1,000,000	667,000
31	Beazley Fieldhouse - Renovate	550,000	367,000
32	Outdoor Track Facility - Resurface	200,000	133,000
33	Regional Trails	600,000	400,000
34	Ice Arena/Recreation Centre - Bedford (Rocky Lake Recreation Society)	4,500,000	3,000,000
35	Moser River Fire Station	500,000	333,000
36	Beaverbank Recreation Facility	1,000,000	667,000
37	Water Storage Tank - Middle Musquodoboit	150,000	100,000
38	Fall River Village Water Service - Phase 1-9	3,900,000	2,600,000
39	West Chezzetcook Sanitary Sewer*	4,500,000	3,000,000
40	Musquodoboit Harbour Water & Sewer*	na	0
41	Shubie Campground - renovate	400,000	267,000
41	Park and Ride Lots, Stations (Commuter Rail)	na	0
42	Greenvale School	1,600,000	1,066,667
43	Shore Road Erosion	300,000	200,000
44	Cleaning and Lining Water Mains (HRWC)	1,621,600	1,081,067
45	Bi-High Interchange	8,500,000	5,667,000
46	Hubbards Cove Sewer*	na	na
47	Northwest Arm Ferry	6,000,000	4,000,000
	Total	**419,102,600**	**278,901,734**
	Total (before Harbour Solutions)	**104,102,600**	**68,901,734**

Approved HRM Infrastructure Projects

Priority	Requested Projects	Total Cost	Federal/ Provincial Share	Federal/Provincial Share 2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	TOTAL
2	Little Salmon River Water	1,900,000	1,266,666	1,266,666	<< Timing to be announced						
3	Maplewood Water, Phase I	450,000	300,000	300,000	0	0	0	0	*Only if Spread over 7 Years*		300,000
4	Beaverbank Water - Phase IV, A	657,000	438,000	438,000	0	0	0	0			438,000
5	Miller Lake Water	200,000	133,333	133,333	0	0	0	0			133,333
6	Beaverbank Sewer Services - Phase IV AB&C *	6,000,000	4,000,000	1,330,000	1,330,000	1,340,000	0	0			4,000,000
10	Sanitary Sewer Upgrade - MacIntosh Run	1,000,000	667,000	333,500	333,500	0	0	0			667,000
13	Beaverbank Road Trunk Sewer Upgrade	750,000	500,000	500,000	0	0	0	0			500,000
	Total	**10,957,000**	**7,304,999**	**4,301,499**	**1,663,500**	**1,340,000**	**0**	**0**	**0**	**0**	**7,304,999**
	Total Available		**25,793,127**	**5,158,600**	**5,158,600**	**5,158,600**	**5,158,600**	**5,158,600**			**25,793,127**
	Estimated Funds Remaining		**18,488,128**	**857,101**	**3,495,100**	**3,818,600**	**5,158,600**	**5,158,600**	**0**	**0**	**18,488,001**
	Estimated CarryForward				857,101						
	Estimated Funds Remaining with Carryforward				**4,352,201**						

* Staff is recommending that $1.3 million be transferred to Beaver Bank Sewer Services Phase IV D&E



GLOSSARY OF TERMS

ABC	Agencies, Boards and Commissions
Area Rate	A tax rate levied on a portion of HRM, normally for a specific use such as a local fire department.
BIDCs	Business Industrial District Commissions. Downtown Halifax, Downtown Dartmouth, Spring Garden Road and Quinpool Road. HRM collects taxes on behalf of the Commissions through an aea rate on businesses in the defined areas.
BLT	Beechville, Lakeside, Timberlea
BMS	Building Management Services (now Real Property Services)
BSFR	Bedford/Sackville/Fall River
Business Unit (BU)	The divisions within HRM based on service delivery
By-Law	Legislation approved by Council in accordance with the Municipal Government Act
CAD/RMS	Computer Aided Dispatch and Records Management System - system to be used by Police, Fire, RCMP & 911
CAO	Chief Administrative Officer
CAP sites	Computer sites at the Halifax Regional Library available for public use
CBRM	Cape Breton Regional Municipality
CCC	Capital Cost Contribution
C & E	Communication and Education
CEPA	Canadian Environmental Protection Act
CH, P & LE	Cole Harbour, Preston & Lake Echo
CMHC	Canadian Mortgage and Housing Corp
CPP	Canadian Pension Plan
CR/CP	Community Relations/Crime Prevention
CSA	Canadian Standards Association
Capital Budget	Items must have a minimum value of $ 50,000 and a useful life of more than one year
Capital District Task Force	Corporate Initiative to respond to the Capital District of HRM (downtown Dartmouth & Halifax)
CLASS	Computer system used by Recreation business unit
DMO	Destination Marketing Organization

DND	Department of National Defense
DOE	Department of Environment
EAP	Employee Assistance Program
ECMA	East Coast Music Awards
EDM	Electronic Data Management
EMO	Emergency Measures Operations
EMT	Executive Management Team
ERT	Emergency Response Team
ESL	English as a Second Language
E-portal	Tool to allow payments or information to flow from the customer on the HRM Internet site
Employee Survey	Survey conducted to understand employee concerns
Envelope (budget)	Each business unit has received their base budget with the addition of the cost of living and salary adjustment to allocate to their service delivery
FAC	Facility Advisory Committee
FCM	Federation of Canadian Municipalities
FDM	Fire data management system
FEP	Front End Processer
FI/CO	Modules in SAP financial system - finance and costing
FOIPOP	Freedom of Information and Protection of Privacy
FTE	Full time equivalent
Fiscal accountability	Best value for dollar spent
GHP	Greater Halifax Partnership
GIS	Geographical Information Systems or under Halifax Regional Police Services: General Investigative Section
GISS	Geographical Information Systems and Services
GSA	General Service Areas
HHW	Household Hazardous Waste
HIA(A)	Halifax International Airport Authority
HR	Human Resources
HRL	Halifax Regional Library
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police
Hansen	Selected as the Land Information system
ICI	Industrial, commercial, institutional
IRTS	Interim Regional Transportation Strategy
IS	Information Services

IT	Information Technology
IVR	Interactive Voice Response
Intranet	Internal Internet for staff usage
LIC	Local Improvement Charge
LIS	Land Information system - property based data
LWF	Lockview, Windsor Junction, Fall River
Long Term Capital Plan	Plan to identify areas of capital expenditures in the long term
MA	Metropolitan Authority
MAPP	Municipal Association of Police Personnel
MD	Market Development
MGA	Municipal Government Act
MH	Musquodoboit Harbour
MIRROR	Company who is contracted by HRM Solid Waste
MPS	Municipal Planning Strategy
MYFS	Multi Year Financial Strategy
NSUPE	Nova Scotia Union of Public Employees
OHS (W)	Occupational Health and Safety (Wellness)
P & D	Planning and Development
P & R	Parks and Recreation
PC	Personal Computer
PDP	Performance Development Process
PPP	Priority Placement Program
PWT or PW&T	Public Works and Transportation
Park & Ride	Parking space for individuals to ride the transit
Police Study	Study to address the challenges of this service in HRM
RAPID	Regionally Applied Police Information Delivery System
RDF	Residuals Disposal facility
RFP	Request for Proposal
RFM	Rose Management Facility
ROW	Right of Way
RPS	Real Property Services
RRFB	Resource Recovery Fund Board
Regional Plan	Corporate Initiative to plan growth as a Region
SAP	Financial system
SAP/HR	Corporate Initiative to implement a Human Resources management system
SAP/PM	Financial system connecting to Plant Management

SES	Special Enforcement Section
SLA	Service Level Agreements
SMT	Senior Management Team
STP	Sewer Treatment Plant
SW	Solid Waste
Strategic Transit Study	Study to be presented to Council March 5, 2002 to make recommendation on this service
Succession Planning	A program in HRM to facilitate career advancement
TAC	Transportation Association Canada
TBD	To be determined
TCH	Tourism, Culture and Heritage
TDM	Transportation Demand Management
TMR	Truck Mobile Radio - communication system
VICLAS	Violent Crime Linkage Analysis System
VC-Ops	International Visitor Centre Operations
Vision 20/20	Exercise to obtain the HRM vision of HRM residents and business in 2000
WCB	Workers Compensation Board
WHMIS	Workplace Hazardous Materials Information Systems
WSF	Waste Stabilization Facility
WW	Waste Water
WWT	Waste Water Treatment