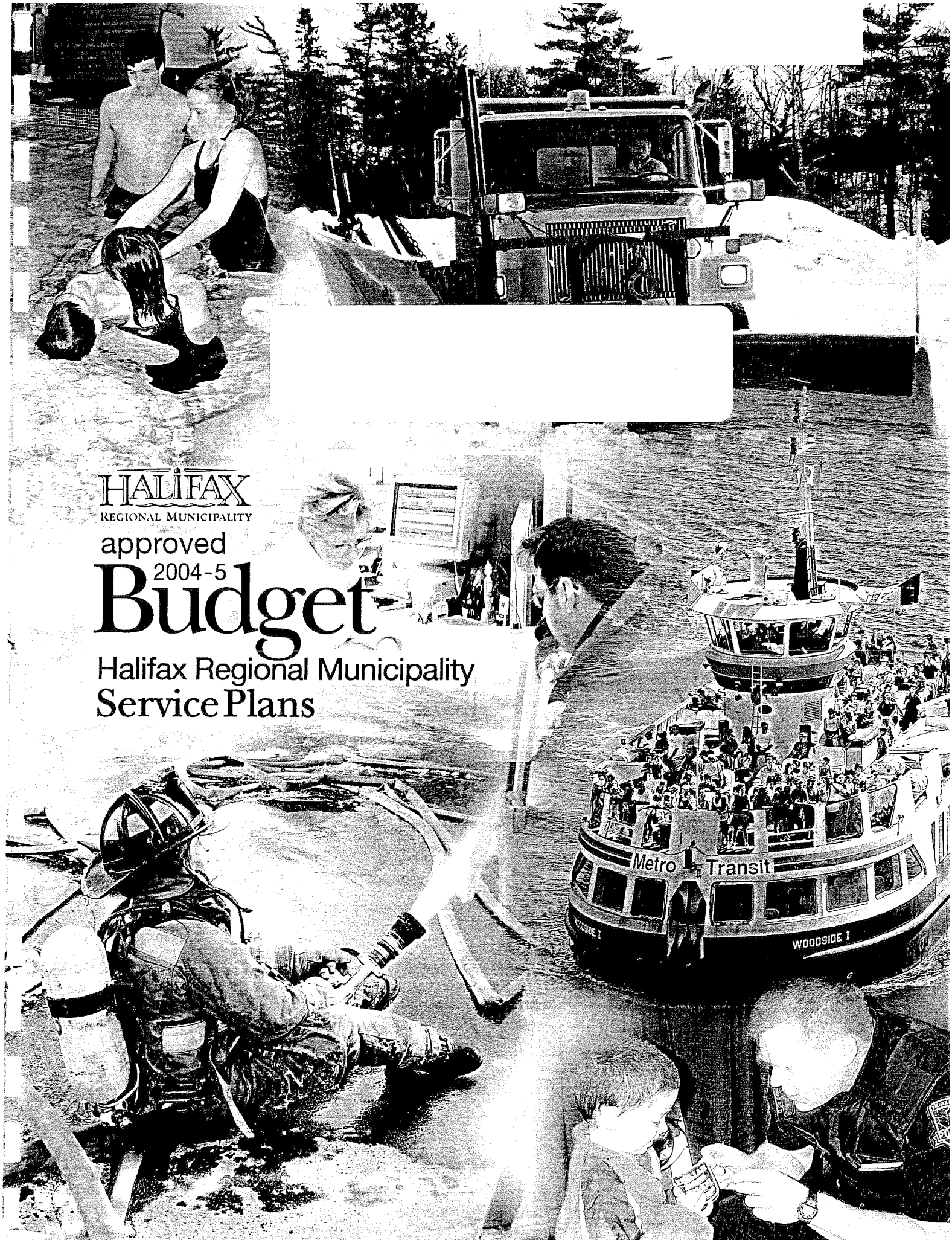


HALIFAX
REGIONAL MUNICIPALITY

approved

2004-5

Budget

Halifax Regional Municipality
Service Plans

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HALIFAX REGIONAL MUNICIPALITY

2004/2005 Operating & Capital Budget

RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2004/2005[1]

It is hereby resolved that:

a) the Capital Budget in the amount of **$139,362,200** be approved, and

b) the Operating Budget in the amount of **$ 551,047,719** gross expenditures, **$ 441,443,000** non-departmental revenues, and **$ 109,604,719** departmental revenues be approved, which reflects all adjustments approved by Council to the Budget tabled on April 6, 2004, and further;

c) that the general rates of taxation on commercial and business occupancy be set at

(i) **$3.272 for the urban area;**

(ii) **$3.272 for the suburban area; and**

(iii) **$2.999 for the rural area**

applied to the full assessed value of the property.

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

(i) **$1.283 for the urban area;**

(ii) **$1.182 for the suburban area; and**

(iii) **$1.176 for the rural area**

applied to the full assessed value of the property.

e) that the boundary of the urban, suburban and rural areas is as delineated in the attached "Tax Structure Map" and the amendments as detailed in Maps A to B.

---

[1] Based on the April 6, 2004 Proposed Resolution, changes approved by Council on April 20, 2004, and Area Rates as approved by Council on May 25, June 8, July 6 and July 13, 2004.

f) that Area rates shall be set on taxable residential, resource, commercial assessment, including business occupancy, as per the attached Schedule of Area Tax Rates.

g) that **Supplementary Education** shall be set at the rate of $0.098 to the residential and resource assessment and set as $0.249 to the commercial assessment including business occupancy of the former City of Halifax; and $0.081 to the residential and resource assessment and $0.206 to the commercial assessment including business occupancy of the former City of Dartmouth; and an area rate of $0.037 to the residential, resource, commercial 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.

h) 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;

i) that the final tax bills will become **due on Thursday, September 30, 2004.**

j) 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, 2004 to March 31, 2005.

k) 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, 2004 to March 31,2005.

l) that the interest rate on all reserves except for those identified in j) and k) will be set at the rate of return on funds invested by HRM for the period April 1, 2004 to March 31,2005.

m) 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

GENERAL TAX RATES

	Residential and Resource Rate	Commercial and Business Occupancy Rate
URBAN AREA		
General Tax Rate	1.283	3.272
SUBURBAN AREA		
General Tax Rate	1.182	3.272
RURAL AREA		
General Tax Rate	1.176	2.999

AREA TAX RATES

	Residential and Resource Rate	Commercial 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	0.098	0.249
Supplementary Education - Dartmouth	0.081	0.206
Supplementary Education - Bedford & County	0.037	0.037
Sidewalks		
Waverley	0.004	n/a
Fall River	0.039	n/a
Sidewalk Snow Plowing		
Urban Core, Waverley, Fall River, Current Districts 15 and 16	0.016	0.0160
Prior Year Deficit - Urban Core, Waverley, Fall River, Current Districts 15	0.005	0.0050
Prior Year Deficit - Current District 15	0.003	0.0030

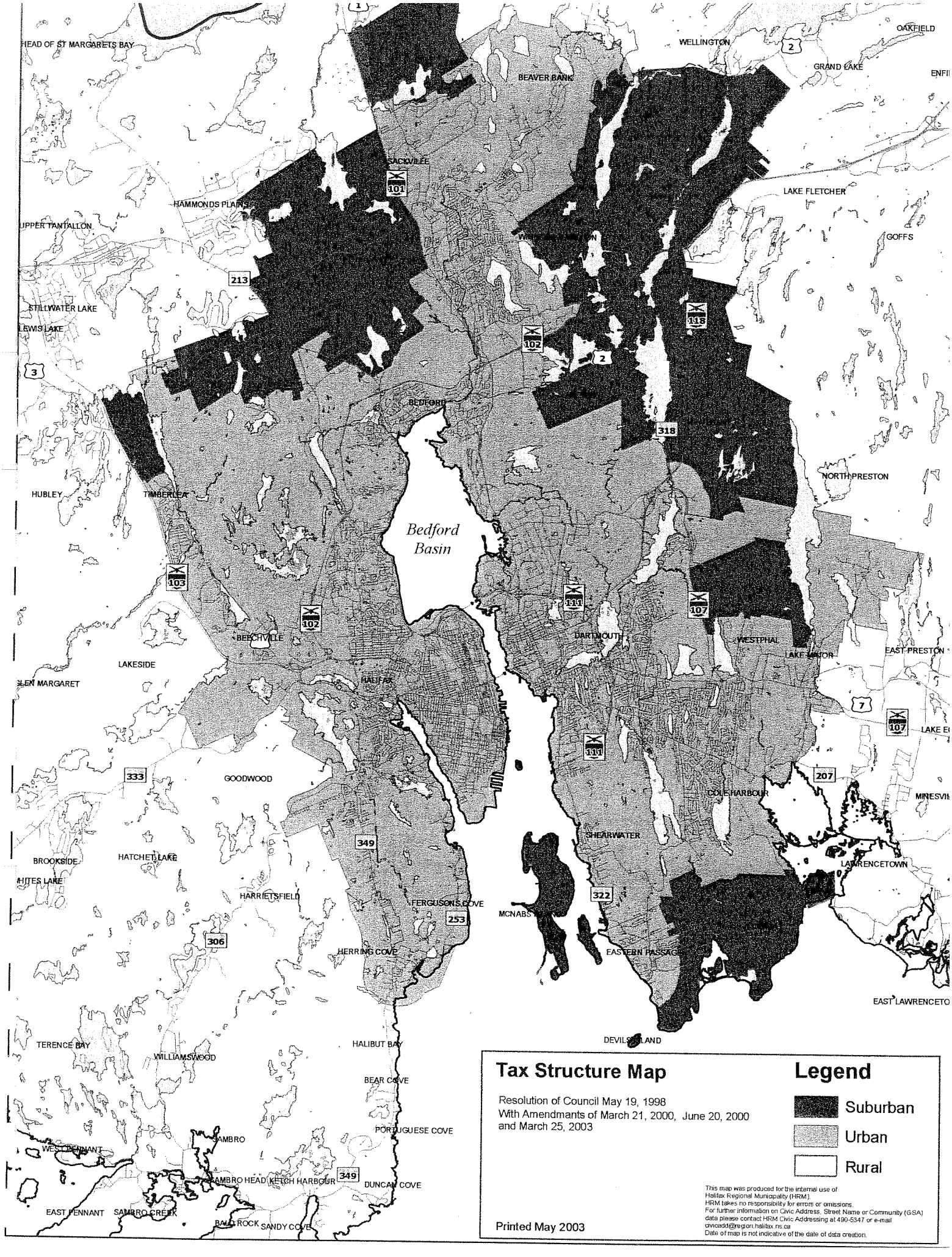
Transit				
Hammonds Plains		0.006		n/a
Lake Echo/Porters Lake/Grand Desert		0.047		n/a
Beaverbank		0.070		n/a
Crosswalk Guards				
Harrietsfield		0.005		n/a
Hatchett's Lake		0.005		n/a
Recreation, Parks, Commissions and Other				
Beaver Bank Recreation Centre		0.070		n/a
District 3 Capital Fund		0.024		n/a
Dutch Settlement (Riverline)		0.032		n/a
East Preston		0.050		n/a
Grand Lake Community Centre		0.021		n/a
Haliburton Highbury		0.023		n/a
Hammonds Plains Common Rate		0.005		n/a
Harrietsfield/Sambro		0.019		n/a
Highland Park		0.005		n/a
Hubbards Recreation Centre		0.031		n/a
Kingswood Ratepayers (flat fee per property)	$50.00	Flat Fee	$50.00	Flat Fee
LWF Recreation Centre (Urban Core)		0.030		n/a
Maplewood Ratepayers (flat fee per property)	$50.00	Flat Fee	$50.00	Flat Fee
Mineville Community Assoc (flat fee per property)	$20.00	Flat Fee	$20.00	Flat Fee
Musquodoboit Harbour		0.005		n/a
Prospect		0.023		n/a
Sackville Heights School Redevelopment		0.010		0.010
Silversides Residents Association (flat fee per property)	$60.00	Flat Fee	$60.00	Flat Fee
Upper Hammonds Plains		0.236		n/a
Westwood Hills Residents Assoc. (flat fee per property)	$50.00	Flat Fee	$50.00	Flat Fee

Business Improvement Districts

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	0.0265
Business Occupancy	n/a	0.5545
Quinpool Road (Minimum $35, Maximum $3,000):		
Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718
Spryfield & District (Minimum $50, Maximum $1,000):		
Commercial	n/a	0.0859
Business Occupancy	n/a	0.1718
Sackville Drive (Minimum $50, Maximum $750):		
Commercial	n/a	0.1400
Business Occupancy	n/a	0.1000

Local Improvement Charges

District 4	0.0023	0.0023
District 5	0.0091	0.0091
District 6	0.0020	0.0020
District 16 (Mapped Area; Refer to Map C)	0.0004	0.0004
District 19	0.0107	0.0107
District 20	0.0053	0.0053
District 21	0.0148	0.0148
District 22 (Mapped Area; Refer to Map D)	0.0312	0.0312



Tax Structure Map

Resolution of Council May 19, 1998
With Amendments of March 21, 2000, June 20, 2000 and March 25, 2003

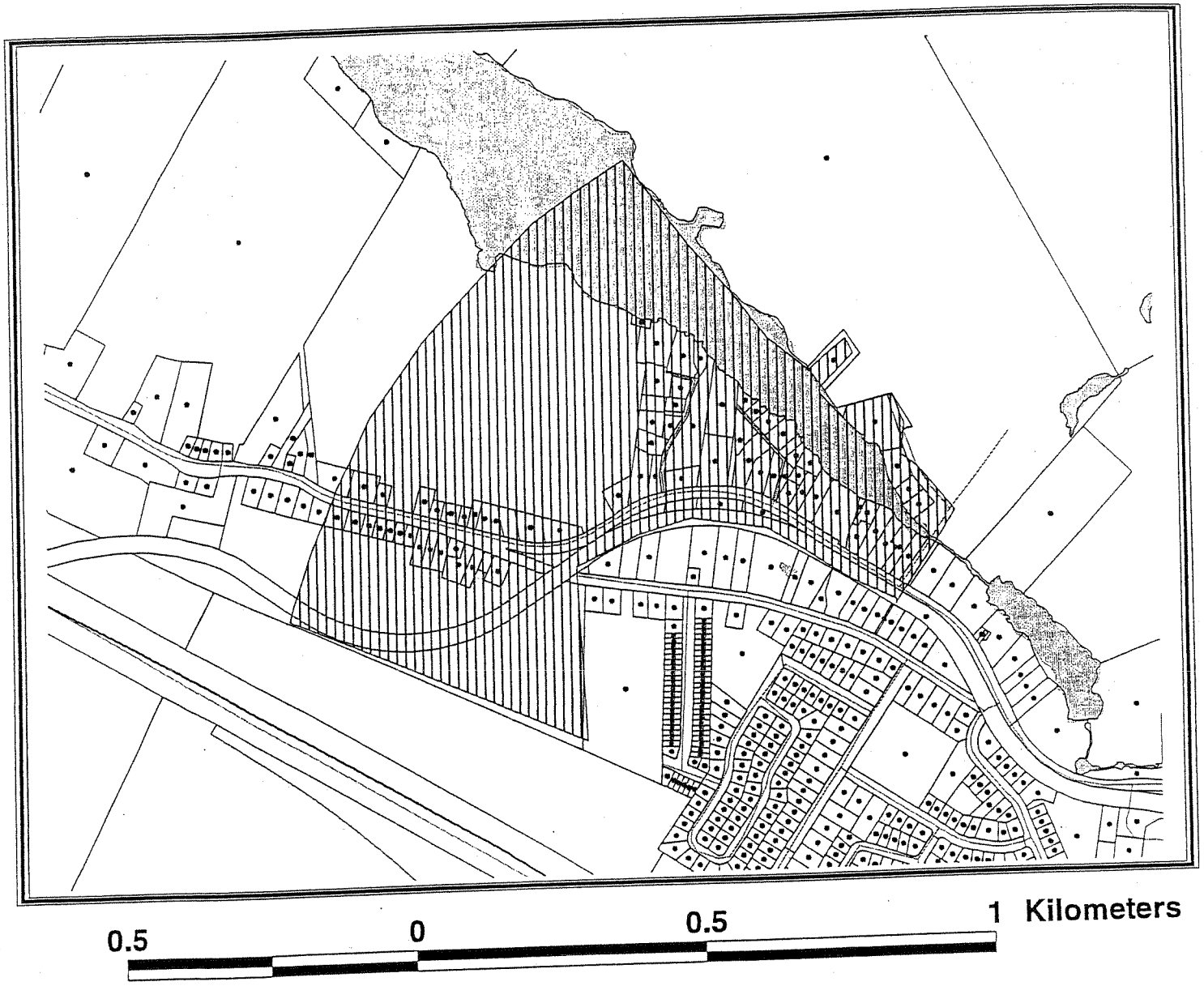
Printed May 2003

Legend

- Suburban
- Urban
- Rural

This map was produced for the internal use of Halifax Regional Municipality (HRM).
HRM takes no responsibility for errors or omissions.
For further information on Civic Address, Street Name or Community (GSA) data please contact HRM Civic Addressing at 490-5347 or e-mail civicadd@region.halifax.ns.ca
Date of map is not indicative of the date of data creation.

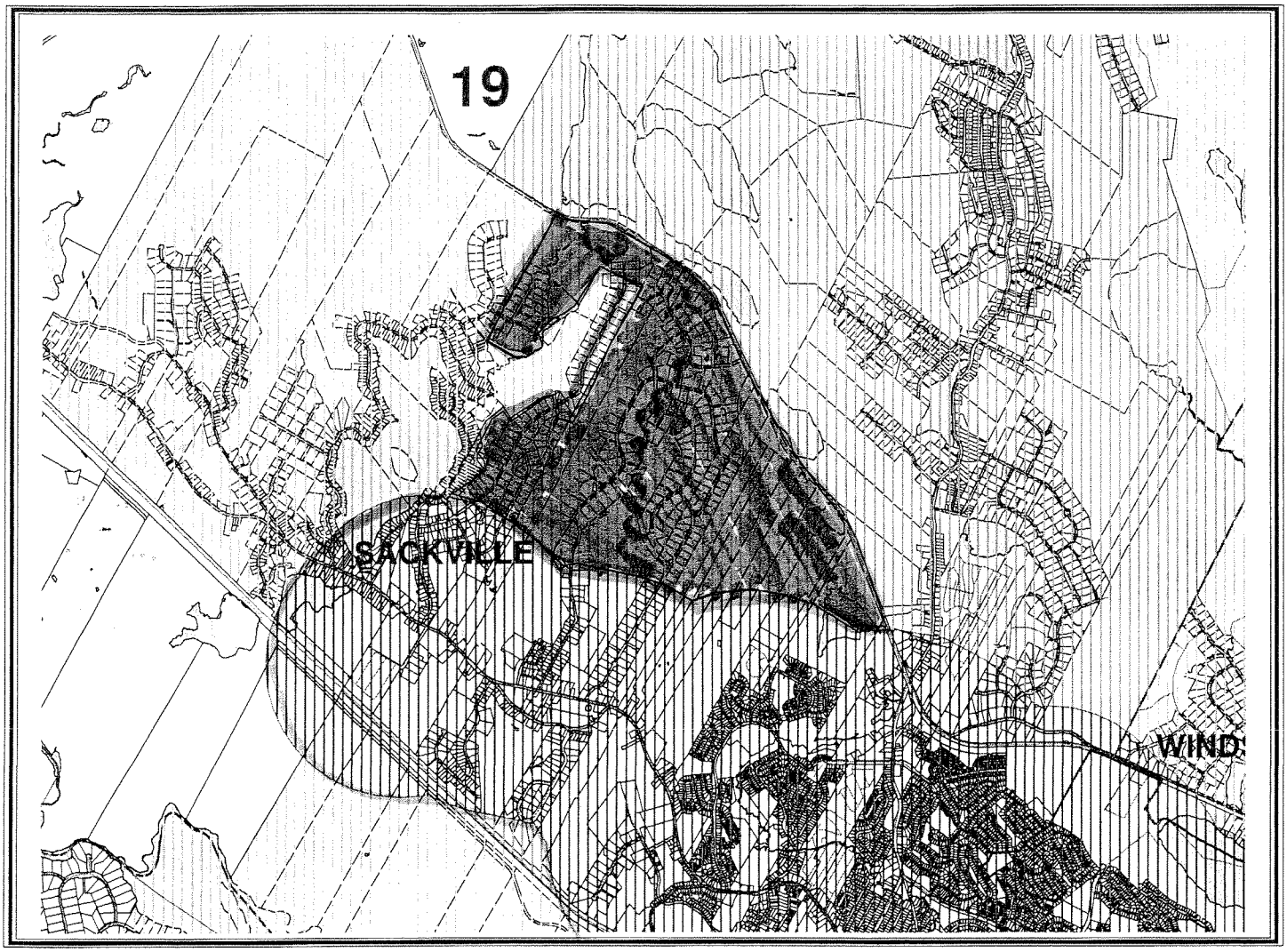
Timberlea



Map A - Timberlea

It is recommended that the highlighted area be changed from Urban to Suburban

Halifax Regional Municipality



Map B - Middle Sackville

It is recommended that the area highlighted in Red be changed from Urban to Suburban

WHAT SERVICES DOES EACH AREA PAY FOR? - Residential Taxpayers

Based upon Approved Tax Structure and 2004-2005 Approved Budget

Excludes Rural Area Rates

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	**$1.213**	**$1.219**	**$1.373**	**$1.417**	**$1.413**
Equalization Transfer (Urban to Rural)	0.000	0.000	0.000	0.000	0.000
General Tax Rate prior to Equalization	**$1.213**	**$1.219**	**$1.373**	**$1.417**	**$1.413**
HRM General and Area Tax Rates					
Supplementry Education - Halifax	-	-	-	-	0.098
Supplementry Education - Dartmouth	-	-	-	0.081	-
Education - Bedford and Former County	0.037	0.037	0.037	-	-
Sidewalk Plowing	-	-	0.021	0.021	-
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....	-	-	0.035	0.035	0.035
Recreational and Community Facilities	-	0.004	0.004	0.004	0.004
Crosswalk Guards	-	0.002	0.002	0.002	0.002
Parks and Recreational:					
- Recreation and Leisure Programming	0.016	0.016	0.016	0.016	0.016
- Parks and Natural Services	0.012	0.012	0.012	0.012	0.012
- Sportsfields and Playgrounds	0.013	0.013	0.013	0.013	0.013
- Other	0.001	0.001	0.001	0.001	0.001
Solid Waste:					
- Waste Resources	0.085	0.085	0.085	0.085	0.085
- Former Sackville Landfill	0.007	0.007	0.007	0.007	0.007
Public Works and Transportation:					
- Engineering Services	0.018	0.018	0.018	0.018	0.018
- Streetlighting	0.016	0.016	0.016	0.016	0.016
- Streets and Roads	0.004	0.004	0.004	0.004	0.004
- Snow and Ice Control	0.029	0.029	0.029	0.029	0.029
- Other	0.000	0.000	0.000	0.000	0.000
Planning and Development	0.017	0.017	0.017	0.017	0.017
Library	0.042	0.042	0.042	0.042	0.042
Regional Police	0.189	0.189	0.189	0.189	0.189
Fire Services:					
- Fire Fighting	0.120	0.120	0.120	0.120	0.120
- Administration, Training and Prevention	0.014	0.014	0.014	0.014	0.014
Tourism, Culture & Heritage	0.012	0.012	0.012	0.012	0.012
Fiscal Services:					
- Mandatory Education	0.251	0.251	0.251	0.251	0.251
- Other Mandatory Provincial Contributions	0.047	0.047	0.047	0.047	0.047
- Debt Charges	0.129	0.129	0.129	0.129	0.129
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	0.000
- Other Fiscal Charges	0.189	0.189	0.189	0.189	0.189
General Government, Administrative, Other	0.184	0.184	0.184	0.184	0.184
Water Service (Based on HRWC Bill, not property tax)	0.000	0.000	0.000	0.000	0.000
Other Revenues	(0.221)	(0.221)	(0.221)	(0.221)	(0.221)

Total Base General Tax Rate of $1.176

Total Suburban General Tax Rate of $1.182

General Tax Rate of $1.283

(With Fire Protection rate of 3.2 cents the total rate is $1.315)

sidewalk snowplowing adds 2.1 cents to certain areas

Amounts represent the amount charged to residential taxpayers. The cost of providing the actual service is often higher.

Mandatory Provincial Contributions			
School Board - Mandatory	0.251	0.251	0.640
Social Assistance	0.000	0.000	0.000
Assessment Recovery	0.016	0.016	0.041
Correctional Centre	0.024	0.024	0.061
Metropolitan Regional Housing Authority	0.008	0.008	0.020
Total	**0.298**	**0.299**	**0.762**

WHAT SERVICES DOES EACH AREA PAY FOR? - COMMERCIAL TAXPAYERS

Based upon Approved Tax Structure and 2004-2005 Approved Budget

Excludes Rural Area Rates

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	**$3.036**	**$3.309**	**$3.413**	**$3.582**	**$3.604**
Equalization Transfer (Urban to Rural)	0.000	0.000	0.000	0.000	0.000
General Tax Rate prior to Equalization	**$3.036**	**$3.309**	**$3.413**	**$3.582**	**$3.604**
HRM General and Area Tax Rates					
Supplementry Education - Halifax	-	-	-	-	0.249
Supplementry Education - Dartmouth	-	-	-	0.206	
Education - Bedford and Former County	0.037	0.037	0.037	-	-
Sidewalk Plowing	-	-	0.021	0.021	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.083	0.083	0.083
Transit	-	-	0.000	0.000	0.000
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.000	0.000	0.000
Recreational and Community Facilities	-	0.010	0.010	0.010	0.010
Crosswalk Guards	-	0.005	0.005	0.005	0.005
Parks and Recreational:					
- Recreation and Leisure Programming	0.041	0.041	0.041	0.041	0.041
- Parks and Natural Services	0.032	0.032	0.032	0.032	0.032
- Sportsfields and Playgrounds	0.034	0.034	0.034	0.034	0.034
- Other	0.003	0.003	0.003	0.003	0.003
Solid Waste:					
- Waste Resources	0.216	0.216	0.216	0.216	0.216
- Former Sackville Landfill	0.019	0.019	0.019	0.019	0.019
Public Works and Transportation:					
- Engineering Services	0.047	0.047	0.047	0.047	0.047
- Streetlighting	0.040	0.040	0.040	0.040	0.040
- Streets and Roads	0.011	0.011	0.011	0.011	0.011
- Snow and Ice Control	0.073	0.073	0.073	0.073	0.073
- Other	0.000	0.000	0.000	0.000	0.000
Planning and Development	0.042	0.042	0.042	0.042	0.042
Library	0.108	0.108	0.108	0.108	0.108
Regional Police	0.481	0.481	0.481	0.481	0.481
Fire Services:					
- Fire Fighting	0.307	0.307	0.307	0.307	0.307
- Administration, Training and Prevention	0.036	0.036	0.036	0.036	0.036
Tourism, Culture & Heritage	0.031	0.031	0.031	0.031	0.031
Fiscal Services:					
- Mandatory Education	0.640	0.640	0.640	0.640	0.640
- Other Mandatory Provincial Contributions	0.120	0.120	0.120	0.120	0.120
- Debt Charges	0.328	0.328	0.328	0.328	0.328
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	0.000
- Other Fiscal Charges	0.483	0.483	0.483	0.483	0.483
General Government, Administrative, Other	0.468	0.726	0.726	0.726	0.726
Water Service (Based on HRWC Bill, not property tax)	0.000	0.000	0.000	0.000	0.000
Other Revenues	(0.563)	(0.563)	(0.563)	(0.563)	(0.563)

Total Base General Tax Rate of $2.999

Total Suburban General Tax Rate of $3.272

General Tax Rate of $3.272

(With Fire Protection rate of 8.3 cents the total rate is $3.355)

Amounts represent the amount charged to commercial taxpayers. The cost of providing the actual service may differ.

Note: General Government, Administrative and Other includes Transfers from the General Tax Rate and Transfers from the Urban Tax Rate (Transit). Transfers from the Urban Ta

INTRODUCTION

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

The land area of the municipality is 5,577 square kilometers (2,224 square miles), which is an area slightly larger than the Province of Prince Edward Island. With approximately 200 communities within its boundaries and a population of 359,111 (2001 Census), HRM is Nova Scotia's largest and most diverse municipality. Approximately 40 per cent of the total population of the province resides within HRM.

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

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

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

The Local Economy

While Halifax has a diverse economy, 86% of the workforce is employed in the service sector, and only 14% in the goods sector. Total employment in 2002 was about

HRM Statistics

HRM RDP - $10.8 Billion
Inflation (Municipal) - 2.85%
Inflation (CPI) - 1.6%
Population - 366,100
Population growth - 0.7 %
Household growth - 1.2%
Taxable Assessment - $21.4 Billion
Average Residential Assessment - $141,200

184,000. The public sector is the largest employer with over 12,000 people working for the three levels of government (Federal, Provincial and Municipal). Personal income per capita in 2002 averaged $27,600 compared to the national average of $28,700. The total value of building permits in 2003 was about $477 million, an increase of 1.7% over 2002. Almost 2.9 million passengers came through the Halifax International Airport in 2002.

The Municipal Government

The municipality is governed by a Council/Chief Administrative Officer form of government, which includes one Councillor for each of the 23 Districts and a Mayor elected-at-large. It is the responsibility of the Chief Administrative Officer to provide advice to Council and carry out its policies and programs, as well as oversee the operation of the Administration and its 3,000 full-time employees.

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

- 1,460 kilometers of streets maintained
- 736 kilometers of sidewalks
- 634 park properties
- 481 playgrounds, 206 ballfields, 120 sports fields, and 11 arenas
- 177 transit buses, 17 Access-A-Buses, and 3 ferries carrying 14.3 million passengers annually
- 115,000 households served with curbside organic waste collection
- 12 business and industrial parks housing 1,600 + companies
- 14 branch libraries lending 3.9 million items annually
- 3,669 building permits issued in 2001
- 2,000 + emergency and non-emergency calls handled by the 911 Centre each day
- 62 Fire Stations of which 44 are in the rural area
- 44 front line fire trucks in the urban area, and 96 emergency fire vehicles in the rural area
- 140 schools servicing more than 58,000 students

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

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

- The Multi-Year Financial Strategy outlines Councils "Principles of Financial Management" as well as its reserve, debt and capital spending policies;
- Business Plans are required of all HRM Business Units including a Mission Statement, Strategic Outcomes, Client Benefits, Performance Measures and issues analysis;

- Under HRM's Tax Structure, there are three general property tax rates (urban, Suburban and Rural) and variety of area property tax rates;
- The Reserve Budget.

As an attempt to improve its processes, HRM prepared its first three-year Capital Plan in 2003-2004. Included with this document is an up-dated three-year Capital Plan with the 2004-2005 Capital Budget as year 1. Years two and three of the plan are planning documents and are subject to revision and alteration.

In an effort to provide a framework to debate program and service priorities, HRM is continuing the development of a corporate scorecard and performance measurement initiative. Through the work of Council's Program and Service Committee, Council had identified four themes, or primary outcomes, that represent the essence of what the community expects from its municipal government:

- Safe communities
- Healthy, sustainable, vibrant communities
- Excellence in governance
- Excellence in service delivery

The initial concentration has been on the outcomes from the perspective of the citizen and the taxpayer. Staff has also begun to look at identifying the major processes which HRM must excel at if it is to better achieve the outcomes Council has identified, as well as the creation of a learning environment that will support the scorecard outcomes. Additional information on the Corporate Scorecard is found in the "Corporate Scorecard" of this publication.

Halifax Regional Municipality Key Map

Hali-Facts...

Population: 342,900 (more than one-third of Nova Scotia's population)

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

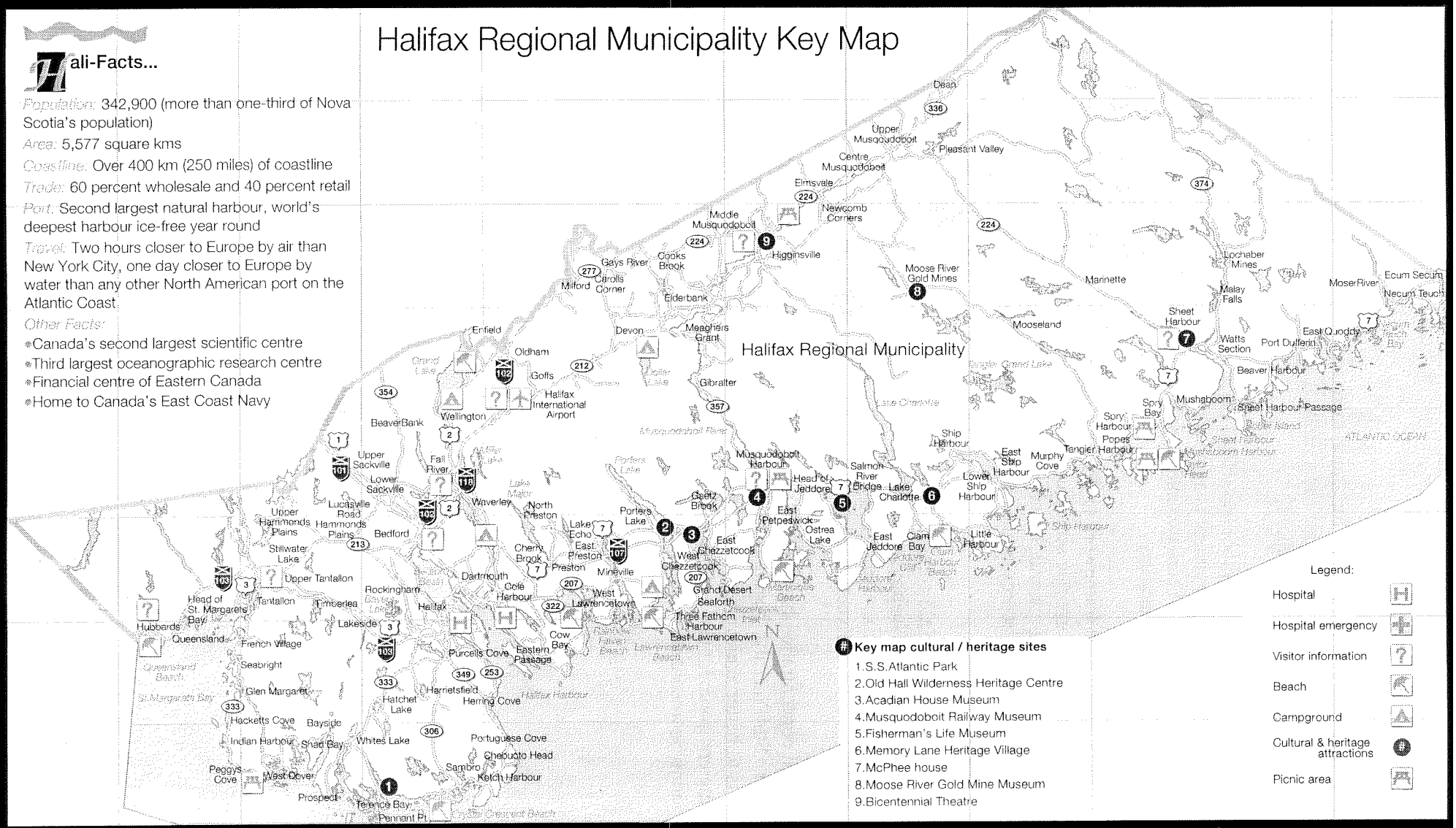
Trade: 60 percent wholesale and 40 percent retail

Port: Second largest natural harbour, world's deepest harbour ice-free year round

Travel: Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

Other Facts:

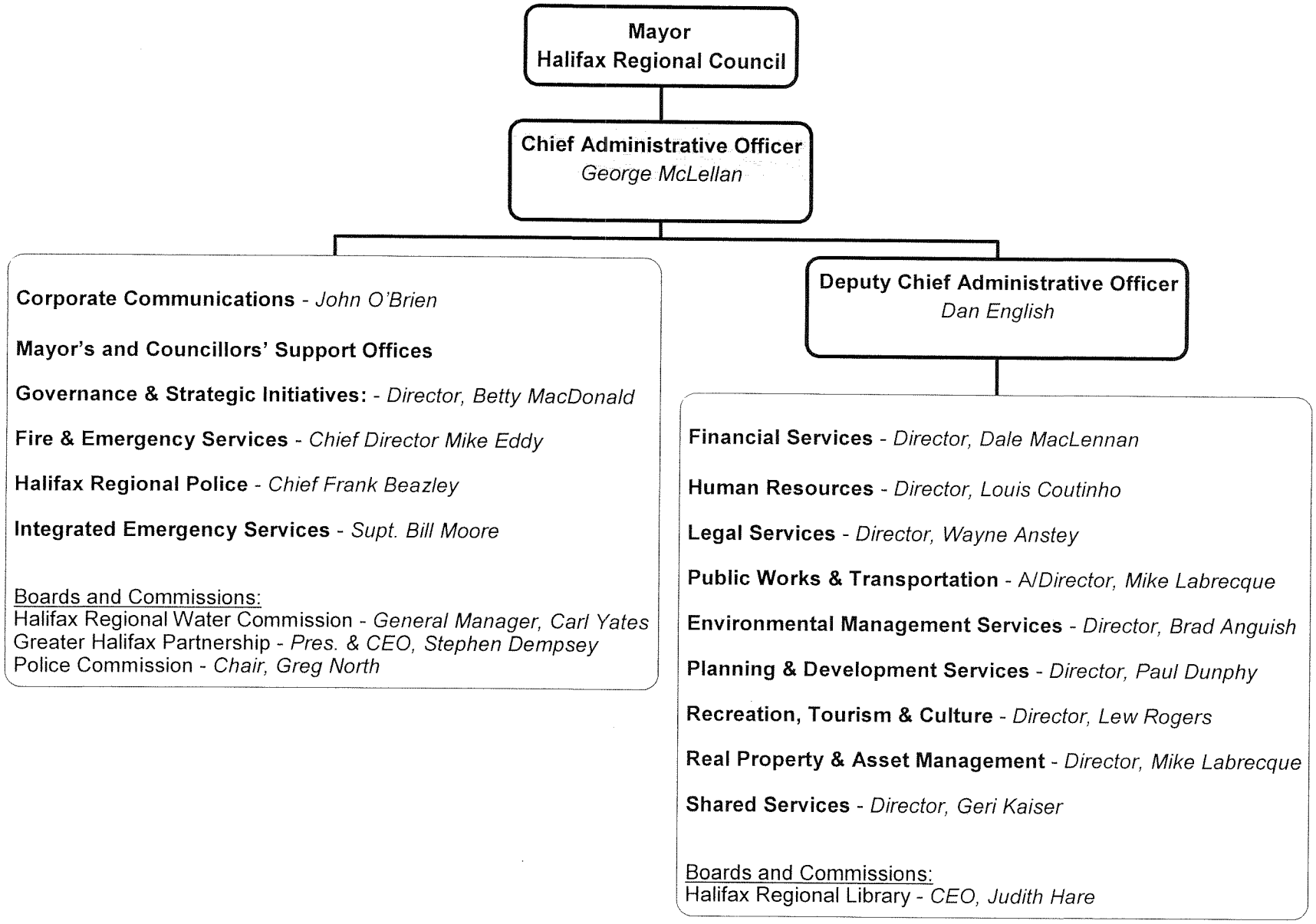
- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



 # Key map cultural / heritage sites

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

Halifax Regional Municipality



Overview of Budgets

HRM's Operating and Capital budgets along with the business plans from each of its business units was approved by Council on April 20, 2004. Area rates were approved by Council on May 25, June 8, July 6 and July 13, 2004.

Budget Summary

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

- The gross amount of the **Operating Budget** is $551.0 million, an increase of $21.8 million or 4.1% over the 2003-2004 Budget. This increase includes a $15.1 million increase in business unit costs and a $6.7 million increase in fiscal services items. Collective agreements, regulatory requirements, inflation, and increased demand due to growth are some of the main reasons for increases to business unit costs. Fiscal services includes significant increases in Provincial Mandatory Costs ($6.0 million), Operating costs for new Capital assets ($1.2 million), Debt charges ($1.4 million), and Insurance ($0.9 million).
- In the operating budget there are business unit revenues of $109.6 million. Non-departmental revenues are equal to $441.4 million.
- The gross amount of the **Capital Budget** is $139.4 million. In total, HRM will have to borrow $35.5 million to finance the capital budget. In addition, there is $26.1 million of capital from operating available of which $6.5 million is being transferred to the solid waste reserve. About $4.5 million of funding is provided from Capital Surplus, Crespool, and deferral of some projects. There is $59.2 million in Reserve withdrawals. An additional $2.0 million of capital projects are secured with local improvement and capital cost contribution charges.

Key Assumptions in the Budget

Inflation (CPI) - 1.6%
Inflation (Municipal) - 2.85%
Population growth - 0.7 %
Household growth - 1.2%
Canadian $ - $0.725 U.S.
HRM RDP - $10.8B
Oil per Barrel (WTI) - $29.48
Diesel Fuel - 37.5¢*
Gasoline Fuel - 50.0¢*
Heating Fuel - 33.2¢*
Uniform Assessment (HRM) - $20.7B
Uniform Assessment (NS) - $42.8B
Education Rate - 35.10¢ per $100
Debenture Rate - 5.00%
Short-Term Interest Rate - 2.75%

* Under HRM price contracts

- Cost sharing under the capital budget totals $18.2 million. Included within this HRM has budgeted to receive $1.0 million under the Canada-Nova Scotia Infrastructure Program towards the cost of beginning the Highway 111/ Portland Street Interchange. HRM has also budgeted to receive a portion of the $60 million in funding provided by the Federal Government towards the Harbour Solutions Project.
- **Reserve** balances are projected to decrease from $75.4 million to $57.9 million largely due to the start of the Harbour Solutions Project. Reserves provide for the timely

replacement of municipal infrastructure and avoid large swings in the annual costs of services. In order to cover its share of the 2004-2005 costs of Hurricane Juan, HRM expects to make significant additional contributions to its reserves in 2003-2004. As there is considerable uncertainty still involved, the projected closing reserve balances to March 31, 2004 outlined in this document are subject to change.

Key Assumptions and Results

- HRM's general property tax rates will decrease by approximately 2.4%. General Property Tax revenues will increase by $14.8 million.
- As of February 1, 2004 the Federal GST rebate available to municipal governments will increase from 57.14% to 100%. This effectively reduces the cost of HRM's goods and services by 3%. This 3% reduction has been included as a decrease in the cost of HRM's taxable goods and services. This change saves HRM approximately $3 million in its operating budget and $2.1 million in its capital budget. There are additional savings associated with costs (operating and capital) funded through reserves as well as existing capital projects.
- Debt charges for HRM are $39.6 million principal and $13.4 million interest for a total cost of $53.0 million. This represents 9.6% of gross operating expenditures. Debt charges are found in both Fiscal Services and Operating Business Units.
- No Operating Surplus or Deficit is being forecast for 2003-2004. This assumption has been included in the 2004-2005 operating budget.
- Mandatory Education has been calculated at the estimated uniform assessment of $20.7 billion times a Education rate of 35.10¢. This produces a contribution amount of $72.6 million, an increase of $6.0 million over the 2003-04 budget. For 2004-05, it is proposed that Supplementary Education remain at the 2003-04 amount of $20.8 million.
- HRM has budgeted $26.1 million for capital from operating. 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 $1.0 million or 4.8% over last year's budget.
- Insurance premiums are expected to rise by $915,000 due to factors affecting the insurance industry such as claims and investment returns.
- In 2004-2005 HRM has estimated it will pay $4.5 million for its share of the cost of operating the provincial property assessment system.
- The Consumer Price Index (CPI) is expected to rise by 1.6%. The CPI does not, however, include the goods and services typically purchased by municipalities. Inflation for HRM, based on its typical purchases, is estimated to rise by 2.85%.
- The number of households will increase by 1.2% while population will increase by 0.7%.
- Interest from investments and taxes is estimated at $7.4 million, an increase of just over $0.5 million or about 7.4%.
- 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 2004-2005.
- Under its pricing arrangements with vendors, HRM has budgeted for fuel prices of 50.0¢ for gasoline, 37.5¢ for diesel, and 33.2¢ for heating oil. HRM has assumed a $29.48 per barrel oil price (WTI).

The Business Planning and Budgeting Process

The HRM's Business Planning and Budgeting Process was developed based on the Multi-Year Financial Strategy (MYFS). Regional Council approved the MYFS as a means of dealing with the financial pressure programs and services were experiencing as the result of flat revenues and growing non-discretionary costs. The MYFS addresses the integration of corporate priorities, business planning and budgeting, the creation of reserves, and the implementation of a Debt Servicing Plan in the absence of a legal debt limit. The debt service plan restricts the issuance of new debt to 80% of the debt retired in the same year. The goal under the Debt Servicing Policy was to reduce debt by 13.2% from $347.5 million in 1999-2000 to $301.8 million by the end of 2003-04. This goal has been exceeded. Debt at the end of 2003-2004 is estimated to be $297.2 million. By the end of 2004-05, it will be further reduced to an estimated $289.4 million.

In order to prepare long-term planning, it was necessary to develop a computer model to forecast the long term financial results and position of HRM. The Model for Integrating Service and Expenditure Rationalization (MISER) estimates future revenues and expenditures by setting a series of economic and demographic assumptions, detailing over sixty cost drivers and one hundred thirty-seven service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors. By understanding where HRM is headed in terms of future revenues and expenditures, strategies can be developed earlier for responding to the demands for programs and services. In terms of the annual Business Planning and Budgeting Process, MISER provides Business Units with budget envelopes within which they develop business plans for the fiscal year.

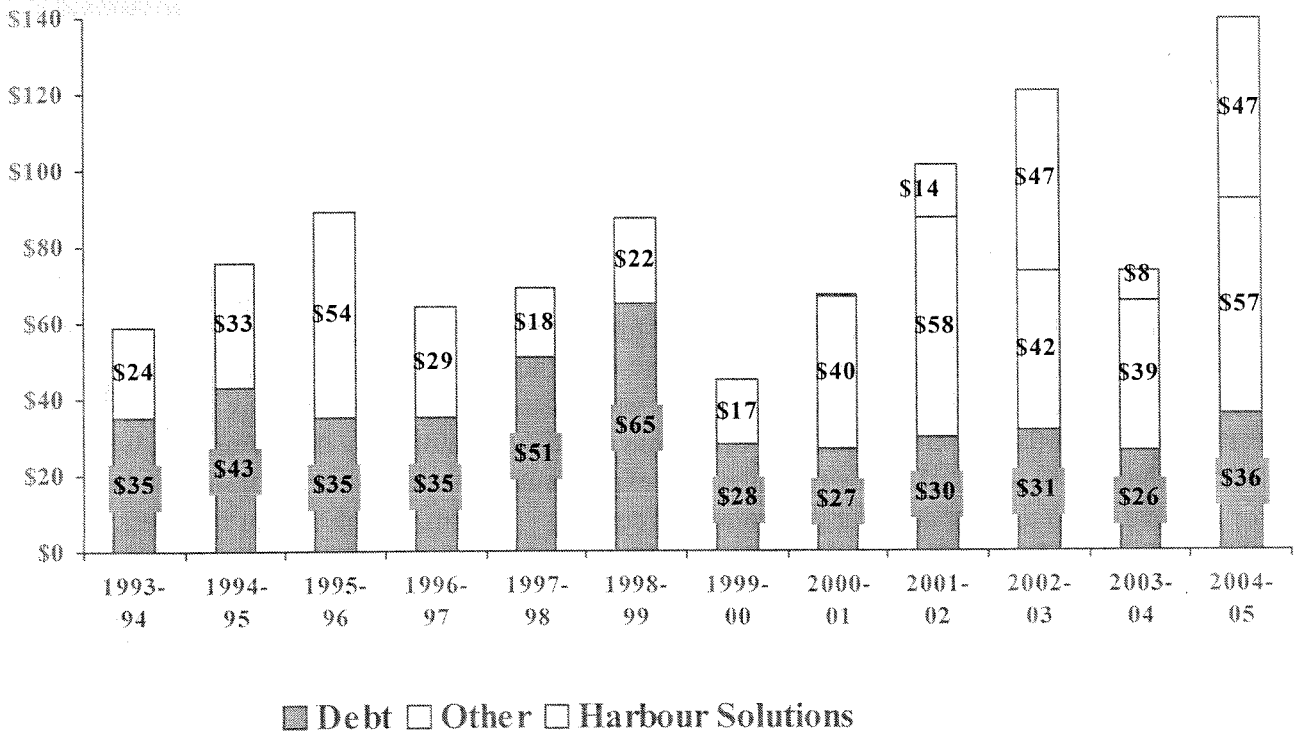
Preliminary estimates of revenues and expenditures undertaken at the start of 2004-2005 indicated there would be a shortfall for the upcoming fiscal year. While property tax revenues were forecast to rise there were significant costs on the horizon including the costs of servicing new properties, the impact of Hurricane Juan, and an increase in mandatory provincial costs. As a result, business units were provided with a budget envelope within which to manage. New initiatives were to be prioritized under the Corporate Scorecard and funding for them identified by the Corporate Scorecard Theme Teams and confirmed by the Corporate Scorecard Steering Committee. Further details on the Corporate Scorecard are provided in a separate section of this book. It was assumed that HRM would not take the entire assessment lift but would maintain a more neutral tax burden and lower the tax rates, as it did in three of the last four years.

Through the business planning process, Business units examined the priorities expressed by Council throughout the year and the priorities set out by the Executive Management Team. They also examined the needs and issues arising from the approved Citizen and Taxpayer outcomes of the Corporate Scorecard, the Budget Consulations exercise and the Program and Service Review committee of Council. Priorities were ranked and resources applied, and in some cases re-allocated by Theme Teams of the Corporate Scorecard.

The Proposed Budget was tabled with Regional Council on April 6, 2004. Council debated and

Debt as a Share of Capital

Debt Approved through Budgets - $ Millions



Jump to first page

amended the Budget at Committee of the Whole during the week of April 13 to 16. The portion of the budget funded through the general property tax rate was approved by Council on April 20, 2004. The area-rated portions of the budget were approved in several steps, the last being July 13, 2004.

Concurrent with the approval of the budget is the setting of the property tax rates for 2004-2005. Because the setting of the tax rates fixes the revenue budgeted for the year, the "double entry" principal must be used by staff or Council to amend the approved budget. The double entry principal requires Regional Council to remove a budgeted expenditure in order to add another. In this way, the expenditure budget remains balanced to the revenue budget.

Once approved, the Operating Budget cannot be altered and the general rates of taxation cannot be changed. Staff and Council manage the budget throughout the year through the use of the double-entry principle: any new expenditure must have an offsetting reduction. Such changes are

tracked and reported through monthly financial projections. The only changes that can be made to the budget are the introduction of additional area rates or the re-statement or transfer of amounts within the overall budget. The latter would be done in the case of internal re-organizations or the allocation of contingency accounts to specific business units.

A mechanism that is available for amending the Capital Budget following adoption is the Capital Reserve Pool (Crespool). Any debt authority remaining after the completion of a capital project is transferred to Crespool. With approval of Council, accumulated funds in Crespool can then be used to provide additional debt authority for capital projects which are over budget or can be carried forward into the next budget year.

2004-2005 Business Planning and Budgeting Calendar

Step	*Description*	*Completed*
1	Public consultation round table discussions	October 9, 2003
2	The Long Term Capital Planning Committee determines the implications of the Base and Capability envelopes contained in the 3 Year Capital Plan and provides this information to the Corporate Scorecard Theme Teams	November 21, 2003
3	The Theme Teams develop a Priority list of Capital and Operating initiatives in support of the outcomes under each of the four themes	January 15, 2004
4	Business Units develop Business Plans and Budgets with objectives for 2004-05 which complement the outcomes under the four themes	January 16-February 2, 2004
5	Revenue projections revised based on the Final Assessment Role are presented to the Corporate Scorecard Steering Committee along with the Priority list developed by the Theme Teams, and the implications of the Base and Capability Capital envelopes	January 16, 2004
6	The Corporate Scorecard Steering Committee reviews the Theme Team Priority lists, the Operating and Capital Budget envelopes, and Strategic Initiatives	February 6, 2004
7	Business Plans and Budgets are reviewed by Directors along with the Corporate Scorecard Steering Committee decisions	February 9-10, 2004
8	Business Plans and Budgets are reviewed by EMT, Directors and Financial Planning to identify and resolve challenges, gaps, duplication, issues with clarity, and envelope variances	February 13, 2004

Step	*Description*	*Completed*
9	Update Business Plans, Theme Plans, implications sheets, Capital and Operating as a result of the resolution of the challenges, gaps, duplication and clarity issues	February 16, 2004
10	Final approval by the Corporate Scorecard Steering Committee of the draft Business Plans, Theme Plans, and Operating and Capital Budget	February 17, 2004
11	Business plans, Theme Plans and performance measurement data presented to the Program and Service Review Committee	March 1, 2004
12	The Corporate Scorecard Steering Committee reviews the issues and challenges identified by the Program and Service Review Committee during the presentation and make necessary changes to the Theme Plans	March 7, 2004
13	An error in property assessment data leads to a $5 million downward revision in the initial revenue estimates. Business Plans and Budgets are consequently revised.	March 8, 2004
14	Final Proposed Business Plans and Budgets due from Business Units	March 29, 2004
15	Tabling of Budget with Regional Council	April 6, 2004
16	Committee of the Whole presentations	April 16, 2004
17	Approval of the 2004-05 General Tax Rate Operating and Capital Budget	April 20, 2004
18	Approval of 2004-05 Area Rate Operating and Capital Budget	May 25, June 8, July 6 and July 13, 2004.

The Basis of Budgeting and Accounting

Under the Multi-Year Financial Strategy (MYFS), HRM's overall financial policies are driven by the requirements of the NS Municipal Accounting Manual (issued by the Province of Nova Scotia) and supported by the strategic direction of the Public Sector Accounting Board (PSAB), a committee of the Canadian Institute of Charted Accountants.

As part of that series of rules, HRM operates under a fund accounting system with an Operating fund, a Capital fund, and a Reserve fund. Capital projects must be included in the Capital Budget and are capitalized on the balance sheet but are not depreciated. The value of the

Municipality's fixed assets is written to nil at the end of their estimated useful lives as prescribed by the Province. Debt is typically issued through the NS Municipal Finance Corporation, although HRM does possess a credit rating from Standard and Poors.

All Business Units are consolidated into the HRM financial statements and budget including those of the Halifax Regional Library, a separate board of Regional Council. The major exception to consolidation is the Halifax Regional Water Commission (HRWC), a separate corporation wholly-owned by HRM and regulated under the Nova Scotia Utility and Review Board (URB). HRM partnerships with certain Agencies, Boards and Commissions (often in the recreation area) are not wholly consolidated.

HRM adheres to Generally Accepted Accounting Principles (GAAP) as adopted for Nova Scotia municipalities and follows what is best described as a modified accrual system. Major revenue items are recorded on an accrual basis. Certain sources of revenue are recorded on a cash basis. In the Operating fund, HRM accrues outstanding purchase orders for goods and services received at fiscal year end. In the Capital fund, expenditures on capital contracts are accrued only to the extent for work which has been completed at fiscal year end. Interest on debenture debt is not accrued at fiscal year-end, but is recorded as an expenditure when paid.

Under the Municipal Government Act (MGA), HRM is not allowed to budget for an operating deficit. As a matter of general policy, it does not budget for operating surpluses. All estimated surpluses and deficits are included in the subsequent year's budget. As such, HRM budgets for an Accumulated Surplus (also know as "Fund Balance") of zero. The only amounts deposited or withdrawn to the Accumulated Surplus account relate to area rate accounts or are small amounts not yet brought into the operating budget. (Usually variations between the estimated and actual surplus/deficit).

The method of budgeting follows the audited financial statements very closely. There are several minor anomalies. For instance, the Provincial Library Operating Grant is recorded in the budget as revenues for the library, and in the financial statements as non-departmental revenues. The budget generally presents business unit figures on a net basis while the financial statements separate out revenues and expenditures.

HRM files its audited financial statements with the Province of Nova Scotia through Service Nova Scotia and Municipal Relations. As required by that department, it also files its financial statements on a functional (as opposed to business unit) breakdown. For example, in the budget document, debt charges are primarily in Fiscal Services with some debt charges in the budgets for Environmental Management Services (Solid Waste and Wastewater Treatment Plants) and Public Works and Transportation (Transit Services). In the financial statements filed with the Province, all debt charges appear in Fiscal Services. Area rate revenues and transfers to and from reserves show in business unit budgets, but are included in Fiscal Services in the statements filed with the Province.

In September 2003, the Canadian Institute of Chartered Accountants (CICA) made revisions to their standards that will have a significant impact on financial statement presentation for Nova

Scotia municipalities. Staff are working with Service Nova Scotia and the CICA to quantify what the impact will be in the current and future years.

Significant Budgetary Issues and Trends

Strategic Initiatives for 2004-2005

As part of its ongoing prioritization efforts, HRM has identified a series of "Strategic Initiatives" which it is moving forward on. These initiatives often span more than a single year and are generally tied very closely into the Business Planning objectives and the operating and capital budgets.

- **By-Law Rationalization** - An ongoing review of all HRM by-laws to ensure their relevancy and appropriateness and to improve their enforcement.

- **Computer Aided Dispatch (CAD) and Records Management System (RMS)**- a Single Integrated Computer Assisted Dispatch System for 911, Police and Fire Services, a replacement Records Management System for Police and an upgraded RMS for Fire and Emergency Services providing access at the station level. The integrated system will create more efficient and effective systems and services supporting closest to location dispatching, data sharing, integrated case management and more streamline incident reporting.

- **Capital District Task Force** - The Capital District initiative recognizes the strategic economic and cultural benefits the area provides to the Region and the Province. There is a need to coordinate the many agencies and levels of government operating in and affecting this area, and to renew wearing out infrastructure. The Capital District is the means by which we come together to identify common goals and enable stronger, better, outcomes with greater impact.

- **Civic Address Project** - The Civic Address Data Base is a foundation data set for HRM and includes the street network system, property boundaries, civic address, general service areas and the building foot print layer. Whether used to dispatch emergency services, provide routes for transit and road maintenance services or identify a property for taxation or ownership purposes, it is essential that the data be complete, current, synchronized and reliable.

- **Community Response** - A small team of individuals to help communities deal with specific issues that make them feel unsafe in their neighbourhoods. The team helps communities assess the situation, generate solutions, and develop partnerships to implement the best solution. The team liaises with HRM business units as needed to develop and implement the solution.

- **Corporate Scorecard** - The tool being used by HRM to synthesize and clarify the set of outcomes expected by Council and the community from HRM. The approach is being led

by the Executive Management Team, with Council's Program and Service Review Committee. It provides the context for corporate priorities, the allocation of resources and long term capital plan.

- **Harbour Solutions** - Implementation of the project aimed at improving the quality of water in Halifax Harbour, including financial, communication and contract management.

- **Integrated Dispatch and Telecommunication Centre** - a phased project that is intended to fully integrate the emergency and non-emergency call taking and dispatch services in HRM while building capacity to accommodate partner agencies.

- **Integrated City Concept** - a concept where citizens can easily access and receive government services irrespective of the organizational structure and accountabilities inherent in various business units. It embodies a philosophy that we are all part of the solution. It uses technology to focus on client needs, allowing the organization to share critical information accurately and quickly, organization wide. Entering data and information once, automatically sending it to where it needs to go to ensure service action, and then allowing access to the information to whomever requires it, will save time, eliminate duplication of the data, and improve service. Several projects fall within the scope of this concept including Trunked Mobile Radio, Land Information System, Civic Addressing, Computer Aided Dispatch/Records Management System, SAP/HR, the Integrated Dispatch Centre, Physical Asset tracking, a new Revenue system, and the Corporate Dashboard.

- **Land Information System** - the implementation of an enterprise wide corporate solution that will support sound and integrated business processes and practices. The development of this solution will involve all business units, including our partner Halifax Regional Water Commission with an initial focus on Customer Service, Infrastructure and Permitting. This solution will result in more effective and efficient service delivery to the citizens of HRM.

- **Police Study** - Implementation of the recommendations contained in the review of HRM police services (HRP and RCMP). Work will be undertaken with the Police Commission and the two police forces to enhance service throughout the municipality. One of the major recommendations arising from the study, an integrated dispatch service, is a significant project on its own.

- **Regional Planning** - the initiative by which we will translate HRM citizens' aspirations for the region into a concrete, implementable plan. The Plan will deliver policy and where applicable, mapping, for the following: Balanced Growth, Transportation, Economic Development, Environment, Harbour Plan and Capital District. A Community Stakeholder Committee will guide this process. One of their first tasks is to develop Principles which will translate citizen values into statements to guide our decision making and enable choice between competing interests. The Principles will be the first step by which we integrate outcomes within the identified delivery areas.

- **Revenue System** - A new revenue system is required to replace aging and at risk technology around the recording, billing, reporting and collecting for all HRM revenues including taxes, local improvement charges, all lienable charges eg false alarms, unsightly properties, and various other revenue streams. It would also substantially improvement staff productivity and turnaround time on inquiries from the public.

- **SAP/HR (Human Resources System)** - The technical tool chosen to run HRM's payroll and benefits as well as future HRM Human Resources business needs such as recruitment, succession planning, training, and improved HR reporting, to name a few. The SAP HR module should increase the value of employee-related 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. This project will integrate the people resources of HRM into the same system (SAP) as our other corporate resources resulting in more accurate, timely, and efficient information.

- **Tax Structure (Rural Fire Service)** - 2003-04 was the first year that the rural fire service was funded through the general tax rate rather than through separate area rates for each rural department. This pooling of tax revenue has made it possible to develop a capital program which targets high priority rural areas for the upgrade of equipment, vehicles, and buildings. The three year capital plan contains the elements of this program.

- **Trunked Mobile Radio (TMR)/Paging** - a response to the need for a single integrated radio system capable of providing for the needs of all radio system users within HRM and for a consolidated paging system for the volunteer fire service. The project is to be implemented over a three year period. Phase one, Rural Fire TMR/Paging is complete. Phase two, Core-Area Fire and EMO is scheduled to go live before the end of 2003-04. Phase three involves the upgrade of equipment for HRP and remaining HRM radio users. In addition, Vehicular Repeaters are included as a two year implementation to provide Fire Services with reliable in-building and open space coverage in rural areas as well as in-building coverage in large core-area buildings. Fire Services will also require a new station alerting system which is compatible with TMR.

- **Strategic Transit Study/Bus Rapid Transit** - embark on a five year program to enhance transit service in response to recommendations of the Strategic Transit Study. The main focus of the Program is to ensure the timely replacement of Metro Transit's aging infrastructure and increased service as required to meet the Transit Service Standards from the Study.

Service Initiatives for 2004-2005

In addition to the Strategic Initiatives, there are a variety of service enhancements which are included in the 2004-2005 Business Plans and Budgets. These were identified as priorities by the Corporate Scorecard Theme teams and confirmed by EMT and the Corporate Scorecard Steering

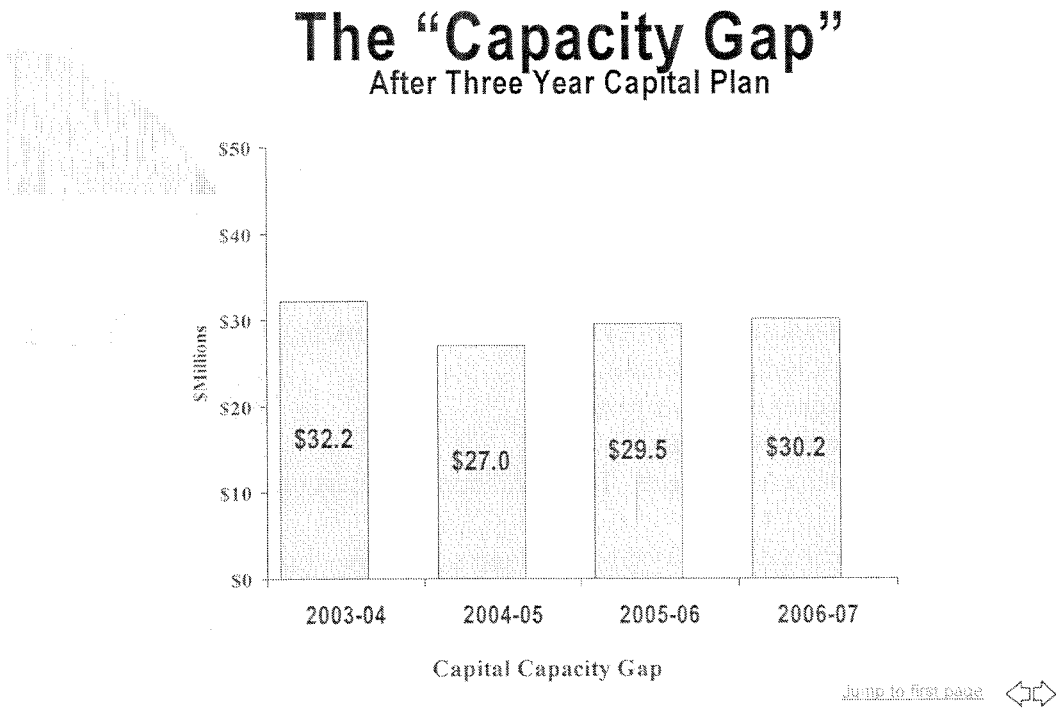
Committee. There are a number of initiatives in this year's business plans that are aimed at doing things better. Some highlights are:

- enhanced opportunities for public participation and development of a best practices guide for public participation
- enhanced survey capabilities on the HRM website
- TTY service installed to enable those with a hearing disability to be able to better communicate with the Clerk's office
- establishment of service delivery parameters and options with federal agencies
- establishment of a Transportation Authority
- proactive approach to seeking new federal and provincial funding and/or partnerships -
- proposal to establish a Capital Commission
- development of a customer contact strategy
- formalize customer feedback system
- operational review of Roads & Streets, Technical and Underground Services and Right of Way services
- financial model for environmental systems and infrastructure - Finance
- improvements to timeliness and accuracy for land use investigations
- implementation of ROAR - on-line and touch tone registration options for recreation programs
- collection of unreported construction activity and associated permit and tax revenue
- coordinated approach to encouraging and recognizing HRM volunteers
- greenhouse gas reduction plan and management
- closer integration of Regional Trails with HRM
- completion of urban forestry plan
- build all-weather field facility in Dartmouth
- development of a comprehensive approach for children and youth
- increased sportsfield availability with new artificial turf and 13 schools
- maintenance and repairs at Halifax North and Spring Garden Rd libraries to maintain current operations
- development of HRM cultural policy
- support recruitment and retention of volunteers

The Capital Budget and Long Term Capital Plan

Most funding for the Capital Budget is provided for through reserves, debt financing, and "pay-as-you-go" (Capital from Operating). Since all of these funding sources require payments from the Operating Budget, the processes for Operating and Capital Budgets are closely linked. The Debt Servicing Plan, MISER and cash flow projections from Reserve Business Cases are all used to determine the total funding capacity available for the Capital Budget. Contributions to Reserves, principal and interest payments, and Capital from Operating are included in the Operating Budget.

In an effort to anticipate future capital requirements and match it to the funding available as



provided for under the Debt Servicing Plan, a Long Term Capital Planning Committee was formed in 2001. This committee of staff included representatives from all business units which typically have capital requirements. The original terms of reference were:

- To identify HRM's Long Term Capital Requirements over a minimum of the next 10 years including capital assets which need to be replaced, major capital spikes, and capital needs and wants.

- To identify available capital funding sources and alternatives, what the "capacity gap" is, and how to narrow the capacity gap.

- To develop a strategy and a process for prioritizing and approving capital projects.

Staff have developed a far more comprehensive understanding of HRM's "Base" (or maintenance) requirements and its "Capability" (or service enhancement) requirements. Its base requirements are critical factors in its success. Older aging infrastructure is causing higher operating costs and presents difficulties in adequately delivering services. At the same time, HRM is a rapidly growing area and is trying to deliver not only new services but services to new areas of the municipality. Staff calculated the cost of funding HRM's base requirements and a very modest amount of capability funding. The resulting "capacity gap" identified is about $27 million for 2004-05.

As was the case in 2003-04, Council is being requested to approve not only the Capital Budget for the coming year (2004-2005), but also approve *in principal* the detailed capital plans for the following two years (2005-2006 and 2006-2007). These capital plans anticipate a continuation of the capacity gap while continuing to comply with the Debt Servicing Plan. In addition, HRM is now budgeting for the operating costs of new capability projects.

Another important aspect of Long Term Capital Planning is the Regional Planning initiative launched by Regional Council in February 2002 to set the direction for the management of growth and development in the Region for the next 25 years. The Regional Plan will:

- identify areas for new development and the best use of infrastructure such as roads, water and sewer;
- recommend road improvements;
- recommend transit service enhancement;
- recommend bicycle and pedestrian paths;
- identify initiatives to manage transportation pressures;
- guide programs and municipal investment to enhance the safety, character, attractiveness and livability of communities, and
- develop policies to protect and manage lakes and waterways, green space, cultural landscapes and coastal areas.

The Capital Budget and Plan includes contingencies of $7 million in each of 2005-06 and 2006-07 to implement recommendations from the Regional Plan to address transportation infrastructure needs.

There are other initiatives which impact the Long Term Capital Planning process. The Strategic Transit Study provides for a five year capital plan for the replacement and expansion of the Transit fleet and fixed assets. The Capital District initiative includes a three year capital plan to upgrade streets, sidewalks and other infrastructure to revitalize the downtown areas.

Hurricane Juan

On September 28, 2003, Hurricane Juan, a Category 2 storm event, severely impacted the Halifax Regional Municipality. The eye of Juan had a diameter of 35 to 40 km, and the windstorm had

sustained winds of 158 km/h and gusts up to 185 km/h. The last time the Halifax area experienced a storm of this size was in 1893.

As a result of Hurricane Juan the Halifax Regional Municipality suffered significant damage to the city's infrastructure and required a substantial clean up and emergency response effort. While the emergency response effort has been over for some time, the actual clean up of various sites along with repairs to the municipality's infrastructure is still on going. It is anticipated that much of the work required as a result of Hurricane Juan will last well into the 2004-2005 fiscal year.

Immediately following the Hurricane, HRM established the Disaster Financial Assistance Claim Team (D-FACT) with the primary objective to maximize the financial assistance from the DFA Program. D-FACT has been working closely with the Provincial Disaster Recovery Team in order to maximize their efforts, and lessen the burden on the HRM Budget.

The anticipated costs as a result of Hurricane Juan will amount to $24.8 million with $15 million incurred in the 2003-2004 fiscal year and the remaining $9.8 million in the 2004-2005 fiscal year. These costs have basically four sources of funding available which are:

- Insurance Proceeds - many of the assets damaged in the Hurricane would have been covered under the current HRM insurance policy,
- Donations - as a result of the damage to some of the highly regarded sites in HRM such as Point Pleasant Park and the Public Gardens, individuals and businesses have donated funds to assist in the recovery and improvement to these sites,
- Disaster Financial Assistance (DFA) Program proceeds - a joint program between the federal and provincial governments allows for municipalities to obtain financial assistance for such a disaster,
- HRM Costs - all costs not covered by one of the three previous sources of funding will need to be funded by HRM.

The impact of Hurricane Juan on HRM costs is expected to be $2.5 million to $5.0 million in 2003-2004 and an additional $2.5 million to $4.1 million in 2004-2005.

February 19th Blizzard

On February 19, 2004 HRM experienced its second disaster of the fiscal year, with a record setting snow fall in excess of 90 cm (36 inches) and winds with gusts of up to 100 km/h. The costs associated with the storm are approximately $5,000,000.

It is not known at the present time if there will be any federal or provincial financial assistance resulting from this snow storm, without which the full financial impact of the storm would go to the HRM Budget.

HRM Tax Structure

In 1997-1998, the Halifax Regional Municipality created a tax structure. This structure included a Base or General Tax Rate that is paid by Rural taxpayers; a Suburban General Tax Rate; and an Urban General Tax Rate. That structure was revised as of January 1, 2003. The guiding principles of HRM's tax structure are to ensure that:

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

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

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

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

Approved Tax Structure Model
(Effective January 1st, 2003)

<table>
<tr><th>Service</th><th>Rural (Base) General Tax Rate</th><th>Suburban General Tax Rate</th><th>Urban General Tax Rate</th></tr>
<tr><td>Policing, Solid Waste, Recreation Programs, Planning, Libraries, Sports fields, Playgrounds, Administration</td><td colspan="3" rowspan="4">Included in the Base General Tax Rate</td></tr>
<tr><td>Fire Suppression</td></tr>
<tr><td>Street lighting</td></tr>
<tr><td>Recreational and Community Facilities (Capital Costs - Cost Sharing)</td></tr>
<tr><td>Recreational and Community Facilities (Operating Costs)</td><td>Area Rate</td><td colspan="2" rowspan="2">Included in the Urban and Suburban General Tax Rates</td></tr>
<tr><td>Crosswalk Guards</td><td>Area Rate</td></tr>
<tr><td>Transit</td><td>Area Rate</td><td>Area Rate</td><td rowspan="2">Included in the Urban General Tax Rate</td></tr>
<tr><td>Sidewalks</td><td>Area Rate</td><td>Area Rate</td></tr>
<tr><td>Fire Hydrants</td><td>Area Rate</td><td>Area Rate</td><td>Area Rate</td></tr>
</table>

Federal-Provincial - Municipal Fiscal Relations

HRM receives several sources of funds from the Province of Nova Scotia. This includes an operating grant to the Halifax Regional Library which has remained at around $3 million for the past several years. In terms of capital assistance, the current Canada- Nova Scotia Infrastructure Program provides for a maximum one-third funding from the Province, and one-third funding from the Federal Government, while the HRM contributes the remaining amount. The current program is scheduled to expire in 2007 and has now been fully budgeted for. Funding has been formally approved for all but one project.

HRM has recieved additional Federal Funding for the Harbour Solutions projects. In 2004-2005 the Capital Budget includes a portion of this funding. In addition, the Federal GST rebate available to municipal governments has increased, effectively reducing the cost of HRM's goods and services by 3%. This change saves HRM approximately $3 million in its operating budget and $2.1 million

in its capital budget. There are additional savings associated with costs (operating and capital) funded through reserves as well as existing capital projects.

The HRM is required to transfer a significant portion of it's annual operating budget to fund services that come within the Province's mandate. These "mandatory" costs include:

- $72.6 million budgeted as a mandatory contribution to the Halifax Regional School Board. This is an increase of over 20% since 1996-97, and represents 13.2% of the Municipality's total operating budget for 2004-05. The amount of the annual contribution is set by a formula established by the Province.

Key Revenue Figures in the Budget

Residential Assessment - up $1.2 B or 8.0%
Commercial Assessment - up $202 M or 4.2 %
General Tax Rates - decrease by 2.4%
General Property Tax Revenues - up $14.8 M
Deed Transfer Taxes - up $1.0 M or 4.8%

- A contribution to the Province to fund the cost of correctional services. The contribution is set by Provincial formula, and has increased from about $6 million in 1996-97 to almost $7 million in 2004-05.

- A share of the costs of the Metropolitan Regional Housing Authority. The contribution is calculated as 12.5% of the prior year's operating loss. In 2004-2005 this is budgeted at $2.2 million.

- Since 2001-2002, HRM is required to share in the cost of operating the Provincial assessment system. Using a formula based on HRM's share of the Provincial Uniform Assessment and assessment accounts, the 2004-05 contribution is budgeted at $4.5 million.

In 2004-05, the above mandatory Provincial costs make up $86.3 million or 15.7% of the total operating budget. This compares to $80.3 million or 15.2% of the total operating budget in 2003-04. HRM is concerned over it's lack of control in this area since the Province sets these costs. In addition:

- Beginning April 1, 2004 the cost of DNA analysis provided to municipal police forces will be allocated by the Province among all municipal units according to Uniform Assessment as opposed to a $1,664 fee per each DNA analysis.

- HRM maintains relationships with the Province over a wide variety of issues such as transportation and maintenance of roads and the Harbour Solutions project.

- The Province is responsible for legislation governing HRM and other municipalities in a variety of areas including municipal finance and governance, and environmental issues including solid waste.

Assessments and Taxation

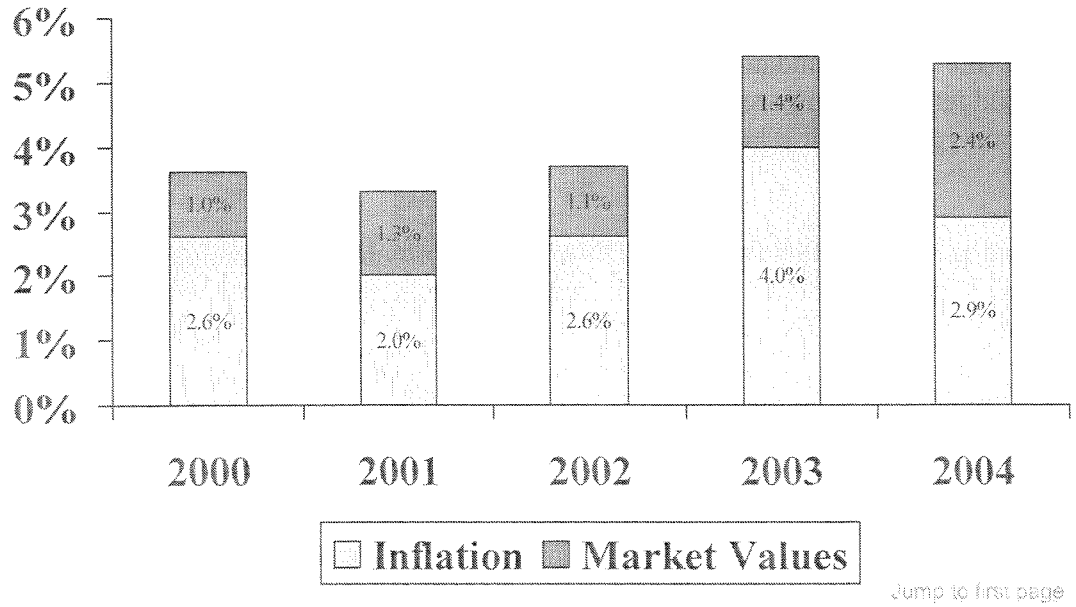
- The Province of Nova Scotia, through Service Nova Scotia and Municipal Relations, provides an updated property assessment roll to all municipalities within the Province in December of each year.

- In the 2004 assessment base, **Residential and Resource assessment** increased from $15.1 billion to just under $16.4 billion. The total increase was $1.2 billion or 8.0%. The average residential home in HRM increased in value from $134,140 to $141,164 or 5.25%. The remaining 2.8% of this increase was due to new properties.

- As part of its revenue strategy, HRM takes that part of the assessment lift related to new homes (which bring additional costs) and related to inflation. As such, it has lowered the tax rate for the difference between the increase in the assessed value of the average home and HRM's cost of inflation. It has done this in three of the last four years. As mentioned, 2.8% of the increase in assessment comes from new homes. The remaining 5.25% is due to re-assessments.

Assessment Impacts

Change in Value of Average Home

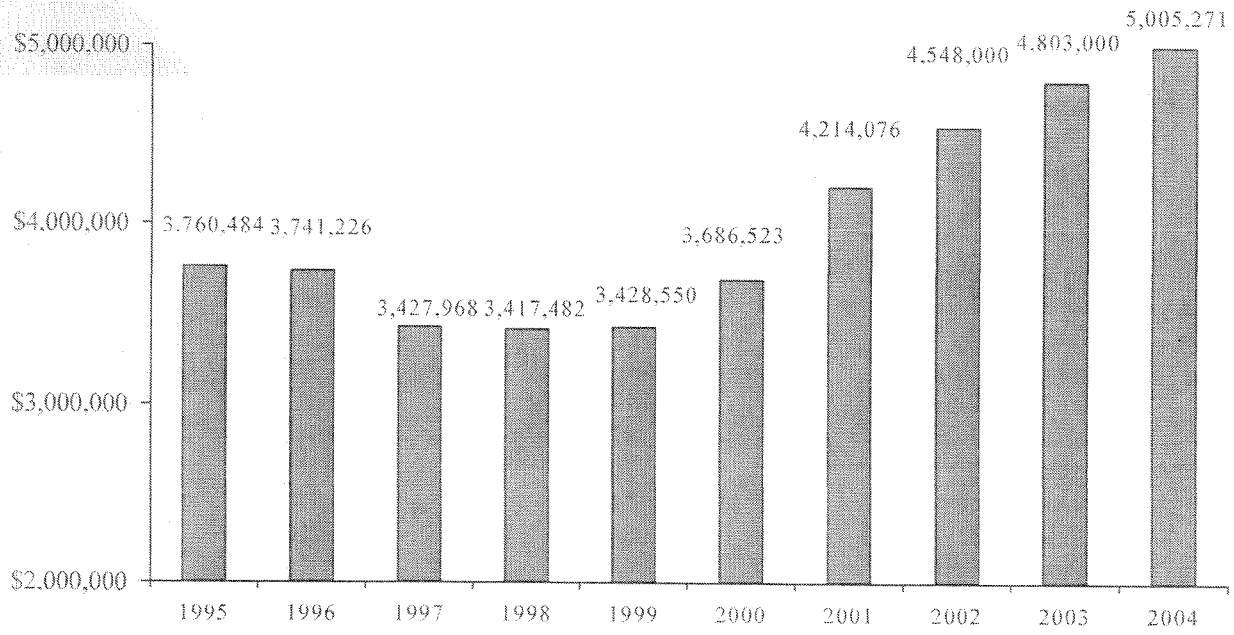


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Inflation is estimated at 2.85% of that 5.25% increase. Therefore, it was proposed that HRM reduce the general tax rate by 2.4% thereby taking only the portion of the assessment lift related to inflation.

- **Commercial and Business Occupancy assessment** increased from $4.8 billion to nearly $5.1 billion. The total increase was $200 million or 4.1%. This compares to an increase of 5.6% in 2003, 7.9% in 2002 and 14.3% in 2001. Since commercial property is taxed higher than residential, this has a significant impact on tax revenue. Maintaining healthy growth in commercial assessment is key to the economic and fiscal stability of HRM.

Commercial Assessment
1995 - 2004



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Summary of Average Residential Assessment

Area	Average 2003	Average 2004	Average Change
District 1	54,347	56,232	3.47%
District 2	132,863	136,608	2.82%
District 2 - Suburban	146,609	150,988	2.99%
District 2 - Rural	100,749	103,022	2.26%
District 3	92,995	97,956	5.34%
District 3 - Urban	62,781	63,799	1.62%
District 3 - Rural	94,343	99,481	5.45%
District 4	101,967	107,496	5.42%
District 5	107,718	113,193	5.08%
District 6	131,026	137,220	4.73%
District 7	103,754	108,808	4.87%
District 8	123,587	130,642	5.71%
District 9	126,538	131,264	3.74%
District 10	146,264	155,539	6.34%
District 11	141,600	148,998	5.22%
District 12	254,677	271,868	6.75%
District 13	315,369	341,588	8.31%
District 14	181,155	190,922	5.39%
District 15	142,659	149,387	4.72%
District 16	235,619	251,525	6.75%
District 17	170,992	185,279	8.36%
District 18	101,070	104,496	3.39%
District 18 - Urban	102,245	105,068	2.76%
District 18 - Suburban	108,990	111,049	1.89%
District 18 - Rural	96,248	101,109	5.05%
District 19	95,012	98,134	3.28%
District 19 - Urban	92,681	95,570	3.12%
District 19 - Suburban	110,817	116,027	4.70%
District 19 - Rural	100,397	103,064	2.66%
District 20	100,776	104,734	3.93%
District 21	172,174	176,973	2.79%
District 22	134,084	140,210	4.57%
District 22 - Urban	100,544	105,770	5.20%
District 22 - Suburban	163,135	170,650	4.61%
District 22 - Rural	145,751	151,836	4.17%
District 23	117,159	122,800	4.82%
Total	**134,140**	**141,164**	**5.24%**
Urban	146,094	154,201	5.55%
Suburban	139,642	144,736	3.65%
Rural	96,824	101,162	4.48%
Total	**134,140**	**141,164**	**5.24%**

Note: This average is based on properties with dwellings units for both 2003 and 2004. It includes different sizes and types of residential units. (Averages provided in previous budget documents have been based on properties in existence from 1996 onwards).

- With a 2.4% decrease in the general tax rates, general property tax revenues will increase by

$14.8 million. This compares to 2003-04 when the tax rate was keep flat over the previous year resulting in an increase of $25.5 million in general property tax revenues.

- While the average assessment has risen 5.25%, there is considerable variation in assessment changes. Just over 30% of properties have seen an increase of 2.4% or less. Hence, these properties will see a decline in their tax bills. Roughly 60% have an increase in assessment of between 2.4% and 10%. Only a minority or properties (nearly 12%) have increases in excess of 10%.

Growth in Residential Assessment - 2003 to 2004

	Number of Properties	Percent Properties	Average 2003	Average 2004	Average Change
Declining	5,289	4.8%	140,574	128,993	-8.24%
0% to 2.4%	28,240	25.9%	117,590	119,049	1.24%
2.5% to 5%	35,078	32.1%	138,247	143,418	3.74%
5% to 10%	27,612	25.3%	142,281	152,052	6.87%
10% to 25%	11,229	10.3%	141,176	160,281	13.53%
25% to 50%	1,143	1.0%	135,231	179,035	32.39%
50% plus	632	0.6%	109,102	222,199	103.66%
Total	**109,223**	**100.0%**	**134,140**	**141,164**	**5.24%**

Note: This average is based on properties with dwellings units for both 2003 and 2004. It includes different sizes and types of residential units.

General Property Tax Revenues ($000)

	Amount	Change	Percent
Residential Property Taxes	203,209	10,437	5.4%
Commercial Property Taxes	113,739	2,409	2.2%
Business Occupancy Taxes	44,293	185	0.4%
Machinery & Equipment Taxes	0	(246)	-100.0%
Resource Property Taxes	1,777	25	1.4%
Total	**$363,018**	**$12,810**	**3.7%**

- Allowance for Assessment Appeals has been budgeted at $2.0 million. Property tax revenues are included net of these appeals. Fiscal 2003-04 was the last year for the Machinery and Equipment Assessment category which was phased out by the Province over ten years.

- The following are the proposed general rates of taxation for Residential and Resource Assessment:

Residential General Tax Rates
(per $100 of Assessment)

	Current Tax Rates	Proposed Tax Rates	Change per $100	Percent Change
Urban	1.315	1.283	-0.032	-2.43%
Suburban	1.212	1.182	-0.03	-2.48%
Rural	1.205	1.176	-0.029	-2.41%

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

Commercial General Tax Rates
(per $100 of Assessment)

	Current Tax Rates	Proposed Tax Rates	Change per $100	Percent Change
Urban	3.359	3.272	-0.087	-2.59%
Suburban	3.359	3.272	-0.087	-2.74%
Rural	3.086	2.999	-0.087	-2.82%

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

- Due to strong growth in the housing market, Deed Transfer Taxes are projected to total $24 Million in 2003-04. It is anticipated that for 2004-05, Deed Transfer Taxes will level off at $22.0 Million which is an increase of $1.0 Million or 4.8% over the amount budgeted for 2003-04.

- For 2003-04, a favourable spread of $440,000 was budgeted between Business Occupancy Openings and Closings. The volatility of this revenue source makes it difficult to predict for budgetary purposes. For 2004-05 budget, the spread has been conservatively estimated to remain at $440,000.

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 are allocated to Public Works and Transportation, and those for Solid Waste and

Debt Indicators

Total Debt - $289.4 million
Debt Per Capita - $790 per person
Debt/GDP - 2.7%
Credit Rating - A
Debt Charges/Revenues - 9.6%

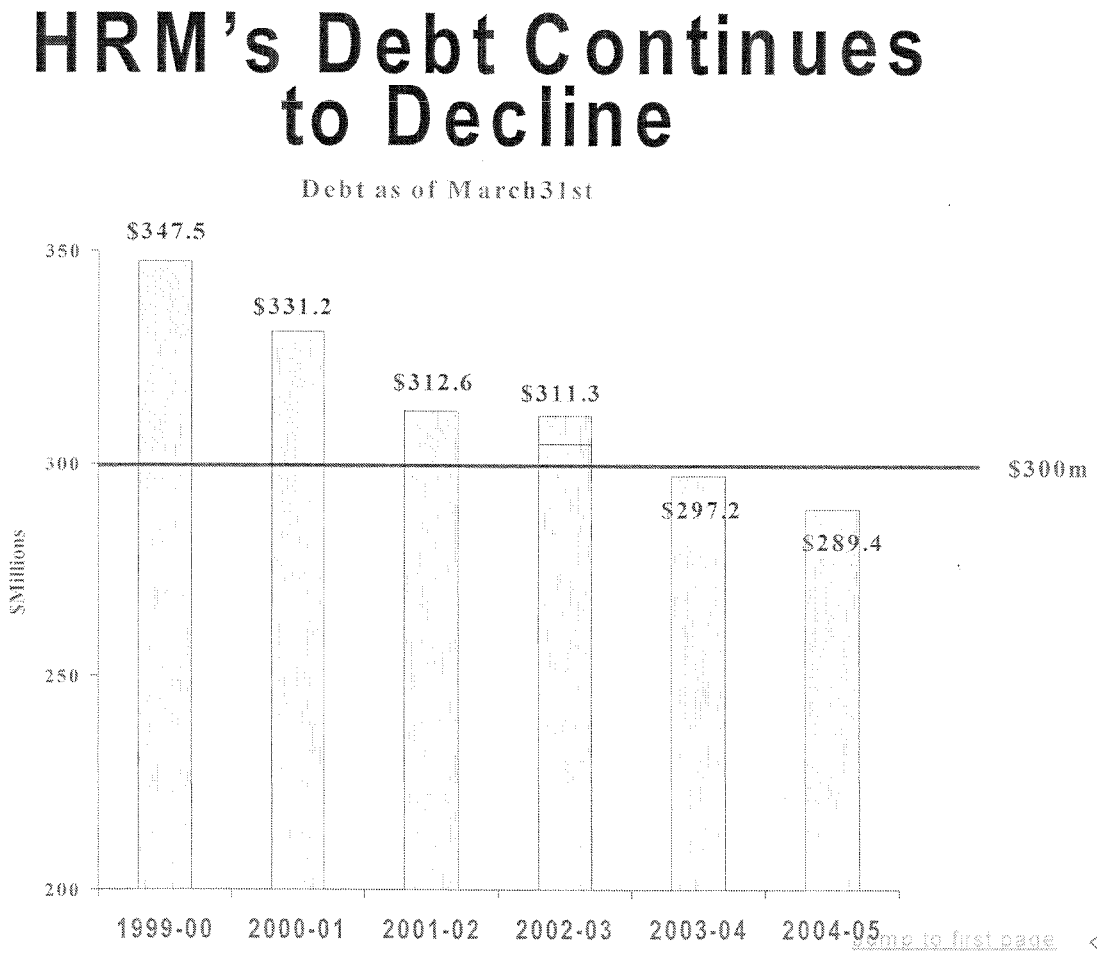
Wastewater Treatment are allocated to Environmental Management Services. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit - 2004-2005

	Principal	Interest	Total
Fiscal Services	27,621,400	9,123,700	36,745,100
Metro Transit	3,062,700	1,140,700	4,203,400
Wastewater	1,282,800	504,600	1,787,400
Solid Waste	7,203,700	2,437,100	9,640,800
Other	483,300	177,100	660,400
Total	**$39,653,900**	**$13,383,200**	**$53,037,100**

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

- The total combined debt of HRM (including debentures, temporary debt and debt approved but not yet incurred) is estimated as of March 31, 2004 at $297.2 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. In 2004-2005



HRM will decrease its debt by $7.8 million. HRM's debt as of March 31st, 2005 is targeted to be $289.4 million.

As part of its 2004-2005 budget, HRM intends to issue $35.5 million in additional debt. In addition, it will save close to $4 million on the cost of existing capital projects (funded by debt and capital from operating) due to the reduction in the Federal GST rebate. The amount of these capital projects will be re-stated in order to capture these savings.

Halifax Regional Summary

Summary by Gross Expenditures & Revenues

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Non-Business Unit Revenues						
M510 Property Tax	($323,066,520)	($357,489,300)	($358,288,834)	($372,361,900)	($14,872,600)	4.2%
Tax Agreements	(7,184,656)	(7,237,600)	(6,949,093)	(6,882,800)	354,800	-4.9%
M520 Deed Transfer	(21,858,220)	(21,000,000)	(24,456,374)	(22,000,000)	(1,000,000)	4.8%
M530 Local Improvement Charges	(1,937,334)	(1,825,100)	(1,464,671)	(1,191,100)	634,000	-34.7%
M540 Grants in Lieu	(21,429,538)	(20,964,000)	(21,528,667)	(21,952,600)	(988,600)	4.7%
M560 Unconditional Trans.	(3,189,522)	(3,412,000)	(3,384,974)	(3,329,000)	83,000	-2.4%
M570 Conditional Transfer	(103,600)	(103,600)	(103,631)	(103,600)	0	-0.0%
M550 Own Source Revenue	(12,990,752)	(11,872,100)	(14,574,777)	(13,622,000)	(1,749,900)	14.7%
Total	**($391,760,143)**	**($423,903,700)**	**($430,751,022)**	**($441,443,000)**	**($17,539,300)**	**4.1%**
Expenditures						
Governance	$6,677,643	$7,522,999	$7,306,240	$8,213,739	$690,740	9.2%
Emergency 911 Communication	3,936,328	4,051,400	4,192,737	4,224,925	173,525	4.3%
Environmental Management Services	53,850,871	51,808,579	52,376,173	52,717,980	909,401	1.8%
Financial Services	8,182,903	8,905,713	8,698,814	8,892,477	(13,236)	-0.1%
Fire & Emergency Services	36,523,013	38,822,870	39,003,281	39,766,939	944,069	2.4%
Halifax Regional Library	14,841,623	15,361,100	15,522,630	15,857,721	496,621	3.2%
Human Resources Services	2,959,822	3,396,968	3,030,119	3,690,331	293,363	8.6%
Legal Services	1,663,079	1,512,613	1,845,998	1,631,594	118,981	7.9%
Outside Agency Support	4,580,205	0	4,395,451	0	0	-
Planning & Development Services	7,010,338	7,353,545	7,241,484	8,377,652	1,024,107	13.9%
Public Works & Transportation	80,532,484	77,985,788	80,094,170	82,132,481	4,146,693	5.3%
Recreation, Culture & Heritage	15,233,255	15,683,195	15,660,457	16,489,759	806,564	5.1%
RCMP	15,199,600	15,889,000	15,902,800	16,348,000	459,000	2.9%
Real Property & Asset Management	25,469,928	24,941,766	26,574,668	26,784,729	1,842,963	7.4%
Regional Police Services	39,129,482	39,720,400	40,546,735	41,719,787	1,999,387	5.0%
Shared Services	12,580,386	14,155,610	13,781,446	15,376,532	1,220,922	8.6%
Business Unit Totals	**$328,370,960**	**$327,111,546**	**$336,173,203**	**$342,224,646**	**$15,113,100**	**4.6%**
Fiscal Services	188,175,986	202,111,178	202,984,364	208,823,073	6,711,895	3.3%
Total	**$516,546,945**	**$529,222,724**	**$539,157,566**	**$551,047,719**	**$21,824,995**	**4.1%**
Business Unit Revenues						
Governance	($860,012)	($817,306)	($921,596)	($1,053,620)	($236,314)	28.9%
Emergency 911 Communications	(91,580)	(7,500)	(119,054)	(194,400)	(186,900)	2492.0%
Environmental Management Services	(23,208,553)	(23,376,958)	(24,047,326)	(22,912,097)	464,861	-2.0%
Financial Services	(4,219,153)	(4,210,000)	(4,087,147)	(4,693,500)	(483,500)	11.5%
Fire & Emergency Services	(7,545,981)	(229,400)	(408,291)	(568,500)	(339,100)	147.8%
Halifax Regional Library	(3,785,639)	(3,520,900)	(3,863,084)	(3,596,400)	(75,500)	2.1%
Human Resources Services	(30,432)	0	(3,428)	0	0	-
Legal Services	(65,229)	(24,000)	(24,619)	(24,000)	0	-0.0%
Outside Agency Support	(4,580,205)	0	(4,395,451)	0	0	-
Planning & Development Serv.	(3,672,551)	(3,167,500)	(3,662,611)	(3,589,922)	(422,422)	13.3%
Public Works & Transportation	(34,737,746)	(36,260,056)	(33,538,035)	(38,118,513)	(1,858,457)	5.1%
Recreation, Culture & Heritage	(6,581,266)	(6,223,517)	(6,717,825)	(6,429,117)	(205,600)	3.3%
RCMP	0	0	(80,101)	0	0	-
Real Property & Asset Management	(3,461,031)	(3,091,887)	(4,179,808)	(3,562,800)	(470,913)	15.2%
Regional Police	(2,562,699)	(1,559,300)	(2,329,613)	(2,056,500)	(497,200)	31.9%
Shared Services	(724,722)	(441,800)	(705,965)	(518,860)	(77,060)	17.4%
Business Unit Totals	**($96,126,799)**	**($82,930,124)**	**($89,083,954)**	**($87,318,229)**	**($4,388,105)**	**5.3%**
Fiscal Services	(29,092,450)	(22,388,900)	(22,296,381)	(22,286,490)	102,410	-0.5%
Total	**($125,219,249)**	**($105,319,024)**	**($111,380,335)**	**($109,604,719)**	**($4,285,695)**	**4.1%**
Excess of Rev. over Exp.	**($432,446)**	**$0**	**($2,973,791)**	**($0)**	**($0)**	-
Costs associated with Hurricane Juan, net of estimated recoveries			2,259,890			
Excess of Rev. over Exp.	**($432,446)**	**$0**	**($713,901)**	**($0)**	**($0)**	-

Halifax Regional Summary

Summary by Net Expenditures

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Governance	$5,817,631	$6,705,693	$6,384,645	$7,160,119	$454,426	6.8%
Emergency 911 Communication	3,844,748	4,043,900	4,073,683	4,030,525	(13,375)	-0.3%
Environmental Management Services	30,642,318	28,431,621	28,328,847	29,805,883	1,374,262	4.8%
Financial Services	3,963,750	4,695,713	4,611,667	4,198,977	(496,736)	-10.6%
Fire & Emergency Services	28,977,032	38,593,470	38,594,991	39,198,439	604,969	1.6%
Halifax Regional Library	11,055,984	11,840,200	11,659,545	12,261,321	421,121	3.6%
Human Resources Services	2,929,390	3,396,968	3,026,691	3,690,331	293,363	8.6%
Legal Services	1,597,850	1,488,613	1,821,378	1,607,594	118,981	8.0%
Outside Agency Support	0	0	0	0	0	-
Planning & Development Services	3,337,787	4,186,045	3,578,873	4,787,730	601,685	14.4%
Public Works & Transportation	45,794,738	41,725,732	46,556,135	44,013,968	2,288,236	5.5%
Recreation, Culture & Heritage	8,651,989	9,459,678	8,942,632	10,060,642	600,964	6.4%
RCMP	15,199,600	15,889,000	15,822,699	16,348,000	459,000	2.9%
Real Property & Asset Management	22,008,897	21,849,879	22,394,860	23,221,929	1,372,050	6.3%
Regional Police Services	36,566,783	38,161,100	38,217,122	39,663,287	1,502,187	3.9%
Shared Services	11,855,664	13,713,810	13,075,481	14,857,672	1,143,862	8.3%
Business Unit Totals	**$232,244,161**	**$244,181,422**	**$247,089,249**	**$254,906,417**	**$10,724,995**	**4.4%**
Fiscal Services	159,083,536	179,722,278	180,687,983	186,536,583	6,814,305	3.8%
Total	**$391,327,696**	**$423,903,700**	**$427,777,231**	**$441,443,000**	**$17,539,300**	**4.1%**

Halifax Regional Summary

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	Change over %
Expenditures						
Compensation & Benefits	180,182,585	182,364,891	193,345,349	194,520,331	12,155,441	6.7%
Office Costs	7,007,649	7,253,156	7,326,109	7,264,382	11,226	0.2%
Professional Fees	17,313,659	17,361,415	17,170,858	18,215,150	853,735	4.9%
Legal & Consulting Fees	1,300,054	1,085,223	1,426,548	1,322,749	237,526	21.9%
External Services	41,712,728	40,068,978	45,990,045	40,697,805	628,827	1.6%
Uniforms & Clothing	1,318,966	1,357,600	1,707,112	1,449,070	91,470	6.7%
Salt	2,958,131	1,917,300	1,251,635	1,520,050	(397,250)	-20.7%
Supplies & Materials	3,757,978	4,338,146	4,201,080	4,510,793	172,647	4.0%
Utilities	6,822,395	9,227,597	9,744,589	8,784,795	(442,802)	-4.8%
Building Costs	1,645,319	2,479,221	2,319,235	3,813,894	1,334,673	53.8%
Equipment & Communications	9,976,424	11,552,224	15,543,527	13,237,803	1,685,579	14.6%
Vehicle Expense	13,877,650	12,210,780	13,651,839	11,806,596	(404,184)	-3.3%
Travel	1,043,822	1,078,664	950,716	1,158,441	79,777	7.4%
Training & Education	1,477,872	1,839,752	1,270,833	2,048,579	208,827	11.4%
Facilities Rental	6,238,173	6,445,682	6,446,863	6,756,016	310,334	4.8%
Advertising & Promotion	2,475,050	2,556,122	2,623,030	2,315,156	(240,966)	-9.4%
Other Goods & Services	6,924,100	7,392,430	7,905,684	9,880,572	2,488,142	33.7%
Interdepartmental	7,653,592	(959,662)	(583,084)	(492,950)	466,712	-48.6%
Debt-Interest	15,377,053	13,812,969	14,653,612	13,692,145	(120,824)	-0.9%
Debt Principal	38,226,913	37,343,752	37,463,791	39,798,857	2,455,105	6.6%
Transfer Outside Agencies	99,856,134	103,473,509	105,608,579	110,943,692	7,470,183	7.2%
Insurance Costs	2,197,038	3,293,025	2,671,357	4,212,945	919,920	27.9%
Grants & Tax Concessions	3,269,214	3,625,474	3,506,913	3,663,535	38,061	1.0%
Transfer to/from Reserves	19,777,385	20,996,154	21,101,468	17,288,050	(3,708,104)	-17.7%
Fire Protection	7,152,169	7,377,000	7,467,444	7,524,000	147,000	2.0%
Capital from Operating	15,896,869	23,027,000	22,986,708	19,570,200	(3,456,800)	-15.0%
Debenture Discount	226,382	162,400	162,429	199,900	37,500	23.1%
Provision for Allowance	20,655	5,101,977	1,372,057	3,720,128	(1,381,849)	-27.1%
Other Fiscal	1,612,043	957,000	1,338,346	797,500	(159,500)	-16.7%
Prior year Surplus/Deficit	(745,239)	482,945	227,537	827,535	344,590	71.4%
Total	**$516,552,762**	**$529,222,724**	**$550,852,210**	**$551,047,719**	**$21,824,995**	**4.1%**

Halifax Regional Summary

Summary by Expense & Revenue Types

Revenues

Tax Revenues	(323,113,326)	(357,531,300)	(358,288,747)	(372,361,900)	(14,830,600)	4.1%
Deed Transfer Tax	(21,858,220)	(21,000,000)	(24,456,374)	(22,000,000)	(1,000,000)	4.8%
Area Rate Revenue	(30,866,341)	(26,581,585)	(26,258,472)	(26,283,184)	298,401	-1.1%
Tax Agreements	(7,184,656)	(7,237,600)	(6,949,093)	(6,882,800)	354,800	-4.9%
Payments in Lieu of taxes	(21,429,538)	(20,964,000)	(21,528,156)	(21,952,600)	(988,600)	4.7%
Transfers from other Gov'ts	(10,322,534)	(9,923,500)	(9,893,131)	(9,873,400)	50,100	-0.5%
Interest Revenue	(7,439,181)	(6,870,100)	(9,481,662)	(7,380,100)	(510,000)	7.4%
Parking Meters	(1,871,612)	(1,900,000)	(1,815,497)	(2,989,900)	(1,089,900)	57.4%
Fines and Fees	(4,418,668)	(4,442,800)	(4,384,599)	(4,986,900)	(544,100)	12.2%
Licenses & Permits	(3,909,246)	(3,632,100)	(3,979,865)	(4,007,322)	(375,222)	10.3%
Rental & Leasing	(3,936,163)	(4,382,000)	(3,939,957)	(4,230,252)	151,748	-3.5%
Transit Revenue	(20,721,741)	(21,236,200)	(21,720,349)	(22,532,700)	(1,296,500)	6.1%
Sludge Tipping	(447,825)	(431,100)	(378,018)	(774,000)	(342,900)	79.5%
Tax Certificates	(559,081)	(580,000)	(548,783)	(550,000)	30,000	-5.2%
Recreational Revenue	(2,650,804)	(633,200)	(2,531,293)	(1,944,492)	(1,311,292)	207.1%
Tipping Fees - Waste Resources	(10,990,517)	(10,897,758)	(11,045,728)	(10,940,317)	(42,559)	0.4%
Sales Revenue	(3,256,080)	(3,016,400)	(4,172,729)	(3,002,200)	14,200	-0.5%
HRWC Dividend	(2,750,000)	(3,040,000)	(3,089,619)	(3,252,000)	(212,000)	7.0%
Waste Water Levies	(10,456,049)	(12,344,991)	(9,015,732)	(12,586,907)	(241,916)	2.0%
Environmental Protection Levies	(5,356,767)	(5,133,220)	(5,301,509)	(5,449,140)	(315,920)	6.2%
Other Revenue	(23,400,034)	(7,328,070)	(22,775,258)	(6,967,605)	360,465	-4.9%
Interdepartmental Revenue	(67,694)	(116,800)	(11,541)	(100,000)	16,800	-14.4%
Total	**($517,006,077)**	**($529,222,724)**	**($551,566,111)**	**($551,047,719)**	**($21,824,995)**	**4.1%**
Net Cost	**($453,315)**	**($0)**	**($713,901)**	**($0)**	**$0**	**-13.3%**

Halifax Regional Municipality
Summary of Non-Departmental Revenues

Def. No.		2002-2003 Actuals	2003-2004 Budget	2003-2004 Actuals	2004-05 Budget	Change over Budget	%
1	**Property Taxes:**						
1	Residential Property Taxes	(173,071,936)	(192,772,000)	(192,849,262)	(203,209,000)	(10,437,000)	5.4%
1	Commercial Property Taxes	(103,067,816)	(111,330,000)	(111,754,399)	(114,739,000)	(3,409,000)	2.2%
2	Business Occupancy Taxes	(40,364,154)	(43,668,000)	(43,824,424)	(44,853,000)	(1,185,000)	5.0%
3	Machinery & Equipment Taxes	(569,748)	(246,000)	(287,996)	0	246,000	-100.0%
4	Resource Property Taxes	(1,514,847)	(1,752,000)	(1,764,905)	(1,777,000)	(25,000)	1.4%
5	Recreational Non Profit	(8,843)	(8,500)	(9,589)	(8,500)	0	0.0%
6	Resource Forest Taxes	(40,031)	(42,400)	(40,297)	(42,400)	0	0.0%
7	Commercial Forest Taxes	(101,386)	(107,100)	(105,160)	(107,100)	0	0.0%
1	Business Occupancy Openings	(1,648,655)	(1,200,000)	(1,076,746)	(1,200,000)	0	0.0%
1	Business Occupancy Closing	900,793	760,000	855,108	760,000	0	0.0%
8	Fire Protection	(7,152,169)	(7,377,000)	(7,764,795)	(7,524,000)	(147,000)	2.0%
1	Business Occupancy Appeals	171,372	0	122,401	0	0	0.0%
17	Farm Acreage Taxes	(47,007)	(42,000)	(60,471)	(40,000)	2,000	-476.2%
9	Transfer - General Rate	1,323,900	87,900	86,600	95,000	7,100	8.1%
10	Transfer - Urban Rate	2,077,000	165,800	185,100	283,100	117,300	70.7%
	Total	**(323,113,528)**	**(357,531,300)**	**(358,288,834)**	**(372,361,900)**	**(14,830,600)**	**4.1%**
11	**Tax Agreements:**						
	Tax Agreement - NSLC	(1,044,698)	(1,044,700)	(1,187,340)	(1,187,000)	(142,300)	13.6%
	Tax Agreement - NSPI	(2,509,763)	(2,509,300)	(2,509,677)	(2,509,300)	0	0.0%
	Tax Agreement - MT&T	(4,015,789)	(4,293,600)	(3,931,850)	(3,959,500)	334,100	-7.8%
	Tax Agreement - Other	(478,482)	(470,000)	(435,382)	(470,000)	0	0.0%
	Halifax International Airport Tax Offset	864,076	1,080,000	1,115,156	1,243,000	163,000	15.1%
	Total	**(7,184,656)**	**(7,237,600)**	**(6,949,093)**	**(6,882,800)**	**354,800**	**-4.9%**
12	**Deed Transfer Tax:**						
	Deed Transfer Taxes	(21,858,220)	(21,000,000)	(24,456,374)	(22,000,000)	(1,000,000)	4.8%
	Total	**(21,858,220)**	**(21,000,000)**	**(24,456,374)**	**(22,000,000)**	**(1,000,000)**	**4.8%**
	Area Rate Revenue:						
14	Capital Charges	(1,122,157)	(1,036,600)	(1,034,816)	(761,600)	275,000	-26.5%
13	Area Rate LIC Residential	(758,225)	(651,400)	(376,754)	(376,400)	275,000	-42.2%
13	Area Rate LIC Commercial	(56,953)	(137,100)	(53,101)	(53,100)	84,000	-61.3%
	Total	**(1,937,334)**	**(1,825,100)**	**(1,464,671)**	**(1,191,100)**	**634,000**	**-34.7%**
15	**Grants in Lieu:**						
	Grant in Lieu - Federal	(14,934,426)	(14,483,200)	(15,003,121)	(15,185,000)	(701,800)	4.8%
	Grant in Lieu - Provincial	(3,871,333)	(3,870,000)	(3,969,225)	(4,050,000)	(180,000)	4.7%
	Grant in Lieu - Canada Post	(471,711)	(470,000)	(427,839)	(435,000)	35,000	-7.4%
	Grant in Lieu - CNR & DAR	0	0	0	0	0	0.0%
	Grant in Lieu - Halifax Ports Corporation	(1,216,021)	(1,216,000)	(1,202,165)	(1,216,000)	0	0.0%
	Grant in Lieu - CBC	(386,592)	(386,500)	(372,316)	(372,300)	14,200	-3.7%
	Grant in Lieu - Via Rail	(101,926)	(100,000)	(99,868)	(100,000)	0	0.0%
	Grant in Lieu - WCB	(152,295)	(152,300)	(152,161)	(152,300)	0	0.0%
	Grant in Lieu - Other	(295,234)	(286,000)	(301,972)	(442,000)	(156,000)	54.5%
	Total	**(21,429,538)**	**(20,964,000)**	**(21,528,667)**	**(21,952,600)**	**(988,600)**	**4.7%**

Halifax Regional Municipality
Summary of Non-Departmental Revenues

Def. No.		2002-2003 Actuals	2003-2004 Budget	2003-2004 Actuals	2004-05 Budget	Change over Budget	%
	Transfers from other Governments:						
16	Unconditional Grants NS (Other)	(3,142,514)	(3,370,000)	(3,384,974)	(3,329,000)	41,000	-1.2%
16	Public Housing Amortization	(103,600)	(103,600)	(103,631)	(103,600)	0	0.0%
	Total	**(3,246,114)**	**(3,473,600)**	**(3,488,605)**	**(3,432,600)**	**41,000**	**-1.2%**
18	**Interest Revenue:**						
	Interest Revenue - Taxes	(1,750,663)	(2,200,000)	(2,008,698)	(2,200,000)	0	0.0%
	Interest Revenue - Investments	(737,295)	(1,404,000)	(649,028)	(1,327,000)	77,000	-5.5%
	Interest Revenue - Capital Charges	(301,807)	(200,000)	(361,094)	(200,000)	0	0.0%
	Interest Revenue - Capital Projects	0	0	0	0	0	0.0%
	Interest Revenue - Other	(380,766)	(300,100)	(394,877)	(300,100)	0	0.0%
	Investment Income	(4,268,700)	(2,766,000)	(6,067,964)	(3,353,000)	(587,000)	21.2%
	Total	**(7,439,231)**	**(6,870,100)**	**(9,481,662)**	**(7,380,100)**	**(510,000)**	**7.4%**
19	**Fee Revenue:**						
	Parking Meters	(789,406)	(453,300)	(551,404)	(1,552,400)	(1,099,100)	57.4%
	Parking Rentals	(1,082,206)	(1,449,700)	(1,264,093)	(1,437,500)	12,200	-0.8%
	Administration Fees	26,579	0	0	0	0	0.0%
	Proceeds on Sales of Assets	(594)	0	(255)	0	0	0.0%
	Total	**(1,845,626)**	**(1,903,000)**	**(1,815,752)**	**(2,989,900)**	**(1,086,900)**	**57.1%**
	Other Revenue:						
20	Halifax Regional Water Commission Divide	(2,750,000)	(3,040,000)	(3,089,619)	(3,252,000)	(212,000)	7.0%
	Recoveries from External Parties	(4,026)	0	(1,181)	0	0	0.0%
	NSF Cheque Fee	(13,729)	(13,000)	(15,300)	0	13,000	-100.0%
	Miscellaneous Revenue	(897,131)	(46,000)	(165,722)	0	46,000	-93.9%
	Other Interdepartmental Revenue	(41,009)	0	(5,541)	0	0	0.0%
	Total	**(3,705,894)**	**(3,099,000)**	**(3,277,363)**	**(3,252,000)**	**(153,000)**	**4.9%**
	Total Non-Departmental Revenues	**(391,760,143)**	**(423,903,700)**	**(430,751,022)**	**(441,443,000)**	**(17,539,300)**	**4.1%**

Halifax Regional Municipality

Summary of Non-Departmental Revenues: Definitions

Def. No.	Non-Departmental Revenue	Definition
1	**Property Taxes**	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per $100 of assessed value. Residential and Commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
2	**Business Occupancy Taxes**	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
3	**Machinery & Equipment Taxes**	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax is gradually being phased out, and will be eliminated after 2003-2004.
4	**Resource Property Taxes**	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
5	**Recreational Non-Profit**	The owner of land used solely for non-profit recreational purposes shall pay taxes based on a rate of $5.00 per acre increased 5% per year from 1977.
6	**Resource Forest Taxes**	Land used or intended to be used for forestry purposes shall pay taxes at the rate of $0.25 per acre (less than 50,000 acres).
7	**Commercial Forest Taxes**	Land used or intended to be used for forestry purposes shall pay taxes at the rate of $0.40 per acre (50,000 acres or more).
8	**Fire Protection**	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
9	**Transfer - General Rate**	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
10	**Transfer - Urban Rate**	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.

Def. No.	Non-Departmental Revenue	Definition
11	**Tax Agreements**	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
12	**Deed Transfer Tax**	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. Council may set the rate with a by-law, provided it does not exceed 1.5% of the value of the property.
13	**Area Rate Revenue**	Similar to Property Taxes, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only.
14	**Capital Charges, LIC**	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
15	**Grants in Lieu**	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
16	**Transfers from other Gov'ts**	Funding received from the Federal or Provincial Governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
17	**Farm Acreage Taxes**	The Province of Nova Scotia shall in each year pay to the municipality in which farm property exempt from taxation is situated a grant equal to $2.10 per acre in respect of the land. This rate will be increased by the Consumer Price Index each year after March 31, 2001.
18	**Interest Revenue**	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
19	**Fee Revenue**	User fees such as parking meter revenue, rentals, etc.
20	**Water Commission Dividend**	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.

Public Roundtable Report

On August 19, 2003, Halifax Regional Council approved the staff recommendation to conduct round table discussions throughout Halifax Regional Municipality for the purposes of listening informally to the people who are active in the community in regard to services and the delivery of those services as well as the public at large.

This recommendation was a result of the citizens requesting a more active role in the service delivery decisions of HRM as captured in the comments made during the Commitment to Community 2003 (Proposed Tax Structure) public consultation piece. In past budget years, the citizens of HRM have been provided with opportunities to participate but there was no avenue available for a two-way dialogue to take place in an informal setting.

There were nine meetings held from September 11th to October 9th 2003 in various geographic locations throughout HRM to ensure all citizens had an opportunity to participate and there was inclusive representation from the urban, suburban and rural areas of the municipality. Each of the HRM Councillors provided names of community leaders to participate and an invitation was issued to each individual. Also, there were advertisements placed in the Halifax Herald and Daily News, as well as various local media outlets, inviting the public at large to participate.

The meeting locations were as follows:

Hammonds Plains
Black Point
Middle Musquodoboit
Sheet Harbour
Waverley
Cole Harbour
Halifax
Bedford
Dartmouth
**Sackville cancelled due to Hurricane Juan but participants attended alternate roundtables

During the course of each roundtable, Financial Services staff provided an overview of HRM's financial position and highlighted some budgetary challenges. The discussion focused on the following questions:

- Are there services that you think should be expanded or reduced and if so which services are they?
- If services should be expanded, how should their costs be covered?

The majority of participants at these meeting appreciated the consultation process; but questioned the impact of these discussions in the final decisions around business planning and budget. It was explained that the results of these meetings would be one of many tools that staff would use to make recommendations to HRM Council and each Councillor would have a report outlining the results of the discussions to use in considering the proposed 2004/2005 Business Plans and Budget.

Synopsis of Theme Areas during Roundtables

There were common discussion points throughout the consultations; most citizens voiced concern around the lack of a Regional Plan, transportation challenges, the inequity of the property tax system, and the various service delivery challenges they experience as a resident of HRM. The participants also provided advice and recommendations to address their concerns.

All participants wanted to feel like their community was appreciated and recognized as part of the large municipality; to be seen as an integral part of the municipality's cultural and diverse character. Most did not request large amount of dollars to be spent in their local areas, only a small amount that would assist them in capturing their community uniqueness.

The following information highlights the various categories of discussion that were prevalent in each of the meetings.

Equality for payment of services:

- Rural should pay only for services received; i.e. rural now pays for street lights in general rate but not everyone has street lights....not everyone wants street lights.
- HRM look at assessment issue - seems like nobody cares
- How many dollars come out of each district and how many dollars are spent in each district/community.
- Tax payers receiving less for their tax dollar since amalgamation

Processes:

- Residents need to know that their opinion counts.
- Assessment increases - tax rate down but everyone paying more because of assessment
- Request more staff involvement - not just Councillors
- Purchasing - ordering off internet makes it questionable whether the best price quote is received
- Loss of control at amalgamation, would pay more if control could be regained
- Branch into user pay - look at alternatives for collection of revenue
- Could HRM assist residents association in establishing blanket insurance or allow associations to obtain insurance through HRM's policy.

- Complete infrastructure projects at same time and realize cost savings i.e. do water at same time as paving instead of doing paving and then tearing up paving to do water and redo paving.
- Continuation of area rates for provision of services approved by communities.
- Increase recreation "health" services through reallocation of monies from other areas or by increasing the rate
- HRM paying for maintenance of private fields i.e. P3 school fields. Why?
- There should not be fees charged to non-profit organizations i.e. scouts, for use of school facilities for meetings.
- Business Occupancy Tax - better understanding provided by HRM to business community of what services they receive for this tax.
- Want to see more efficient use of HRM vehicles
- Cost comparison between leasing vehicles vs ownership
- HRM and School Board should develop an agreement for use of facilities
- Supplementary Education - payment by individuals with no children is not fair
- Supplementary Education - should have uniform fees and same level of services for everyone

Transportation/Traffic

- Transportation - HRM needs reserve for future transportation capital requirements, for streets & roads, busses etc. Development of transportation to support Burnside. Review classification of neighbourhood streets and installation of stop signs, speed bumps etc to reduce traffic in neighbourhoods.
- HRM need to focus on public transportation
- HRM needs to focus on new roads and streets infrastructure / better traffic patterns, traffic calming technology
- Roads & Streets - money from fuel tax - use for new highway from Exit 4 plus airport loop between Exit 5& 6 to Mount Uniacke as an example
- Snow & ice control - rural areas frustrated with roads of Provincial responsibility
- Transit - need more regular service - not just peak hours - more transit means less need for cars and less impact on environment - would allow access by teens to recreation facilities - need rapid transit - connector Hubley to Bedford
- Roads - poorly maintained in rural areas
- Look at a new exit at Black Point
- Provide paving on new streets to include an additional 2'- 4' on one side with a solid line to designate and provide a safe walking surface.
- One bus fleet, including school bus service as part of regular transit service

Planning/Development - Growth Issues:

- HRM needs to say "NO" to areas that were developed because of cheap land and are now demanding services...water etc.

- Planning - needs system of fairness, ensure dedication of parkland
- Upgrade neighbourhoods with water pressure issues.
- Change Municipal Planning Act - give HRM more power
- HRM needs a Regional Plan - 10-20 year long term plan
- Eliminate by-right development, impose proper development agreements & fair public hearings.
- Do not allow development unless allowance for schools made
- Lot service charge to go to reserve for infrastructure
- HRM green space development - reserves - cost sharing - part of Regional Plan
- Developer land dedication - minimum 10% - include in Development Agreements - barter with developers to meet citizen needs - HRM needs to get control of negotiations with developers.
- HRM needs to get young people involved in community, out to meetings, planning for their future
- Regional Planning - long term planning - developer contribution - zoning changes to restrict development. More community involvement re development i.e., Superstore location
- Opportunities - Hubbards - fish plant - develop i.e., like Eastern Passage
- Improve the building permit system - frustrating - get run around - necessitates many trips to city
- Establish development controls to ensure water table levels are maintained to meet development requirements.
- Speed up HRM approval re expansion of water service, receive feedback from HRM in more timely fashion.
- HRM outline complete process not just do petition process
- Planning - infill instead of expansion
- Affordable housing - integrated communities
- Development - should never have apartments without parking
- Control urban sprawl

Environment:

- Environmental Issues - impact on planning - go green with busses, HRM fleet vehicles.
- Harbour Solutions - continue - clean up the harbour.
- Recyclables - weekly - same as City
- Ecological reserves
- Allen Heights - water shed
- Dutch Settlement - water treatment
- Hubbards Cove - 12 houses dumping raw sewage into Cove
- Protect Farmland.
- Provide water cistern supply in areas where water not easily accessible for fire protection.
- Photocopying in HRM should be double sided

Safety:

- Crime in North Dartmouth - are resources allocated effectively to this area - crime continues to

escalate.
- RCMP - need to impose violations - especially at Sackville Drive and Beaver Bank Road
- Stop signs needed, yield/stop/warning at playgrounds
- Learn to live with lower fire, police response rates
- Fire - fleet replacement 5-10 years - need funding for dry hydrants
- Fire - Management top heavy - need more paid firefighters - rural response weak during daytime.
- Reform By-Law Enforcement abuse, system to report anonymous, more fines issued, distinguish between by-law non-compliance and renovations; more enforcement/fines for unsightly premises.

Public Works Services:

- Snow Plowing - contractors doing streets more than once - not necessary -
- Sidewalks - Kingswood
- Waverley Road - trail 1 meter wide, no concrete sidewalk, considerable cost savings
- Sidewalk snow plowing - basic service or luxury - much debate

Schools:

- HRM should control schools - eliminate school board. - Province to pay HRM for building maintenance, operations & grounds.

Recreation:

- Recreation - are rural areas being shortchanged - want sports fields, walking trails - most dollars go to Mainland Commons
- Fields not be maintained - are they subcontracted? - grass not cut
- Liability Insurance - Recreation Associations
- Community Halls - HRM took over - can't sustain them all - too many - need subsidies if communities are to maintain.
- Dutch Settlement Community Hall - needs upgrades, septic field, driveway paved - liability issue
- Middle Musquodoboit - old school ground - up for sale instead doze over & create green space & ballfield
- Valley needs recreations facility - no where for youth, build pool.
- Provide new/enlarged community facility to include library services and allow expansion of CAP site in rural areas of HRM.
- Recreation facilities - new subdivisions
- Outdoor skating rinks
- Windsor Park fields - usage by public
- Maintenance recreation facilities/fields

Tourism and Culture:

- Tourism - HRM dollars should support rural theatre, tourism, dollars into Exhibition Grounds, promotion for area
- Library - more hours would be beneficial and at more appropriate times for people who work (more weekend and evening hours)

CORPORATE SCORECARD

HRM Council's mission is to ensure HRM programs and services contribute to a high quality of life in the community and to ensuring value for dollars spent on behalf of the taxpayer. Throughout the last few years, a number of initiatives have been undertaken to identify which services and programs are most important to the community, and what the priorities of Council are. These have included Council's Business Strategies, HRM 20/20, EMT priorities, and the development of mission and outcome statements for each of the HRM business units.

In consideration of these initiatives, and in an effort to provide a framework to debate program and service priorities, HRM began the development of a HRM scorecard and performance measurement initiative. Through the work of Council's Program and Service Review Committee, Council has identified four themes, or primary sets of outcomes, that represent the essence of what the community expects from its municipal government. The initial concentration has been on the outcomes from the perspective of the citizen and the taxpayer. Staff has also begun to look at identifying the major processes which HRM must excel at if it is to better achieve the outcomes Council has identified, as well as the creation of a learning environment that will support the scorecard outcomes.

Outcomes are the events, occurrences or changes in conditions, behaviors, or attitudes that indicate progress toward achievement of the mission and objectives of the program - the consequences of the programs. Council has also identified the measures it will use to evaluate progress towards the outcomes. As results on performance come in, Program & Service will, with the participation of all Councillors, identify what is acceptable, and the areas where performance must be improved.. They will work with staff to assess alternatives to achieving better results.

Performance measures have been collected and the first scorecard report was presented to Council July 2004 which can be found in this section. Discussion in the community around the scorecard report and HRM's programs and services will be undertaken, using a variety of forms.

Next steps will be staff meeting under each of the themes and identifying three year goals to improve the achievement of the outcomes. As well, they have identified a number of objectives for the coming year that they will work towards.

Following, for each theme, are the citizen and taxpayer outcomes, performance indicators, three year goals, and objectives for 04/05. Many of the goals and objectives overlap in other themes and there is some repetition in the objectives. The objectives below are not meant to be all inclusive in that they identify everything that is being done - but primarily represent new

initiatives, and further explanation may be found in specific business unit plans. Staff will continue to meet and explore ways in which to further achieve the goals identified.

THEME: EXCELLENCE IN GOVERNANCE

Citizen and Taxpayer Outcomes and Performance Indicators

Citizens feel they are making a difference/participating in the future direction of HRM
- % of participants who felt they were understood
- % of participants who felt they were treated fairly
- % of participants who understood the decision and reason
- % of participants who had enough information to participate

Citizens are satisfied that HRM vision and priorities have been implemented
- % of citizens who know HRM priorities
- % of citizens who agree with HRM priorities
- % of citizens who believe HRM is making progress

Citizens believe HRM works with other levels of government to improve service delivery
- % of citizens who believe HRM works cooperatively in the best interests of the public

Citizens are confident in the governance and management of HRM
- % of citizens who believe HRM uses sound financial practices
- % of residents who believe HRM has too many regulations
- % of residents who feel they have adequate access to their elected representative

HRM has sound financial management practices
- % of reserves as expenditures
- Standard & Poor rating
- Debt service ratio
- Total capital from operating and capital from revenue

GOAL:	HRM citizens have a variety of opportunities to provide input to Council decision making and HRM has demonstrated that these views are considered

OBJECTIVES:
- enhanced opportunities for public participation - Governance
- development of a best practices guide for public participation - Governance
- enhanced survey capabilities on the HRM website - Shared Services

- additional Councillor Assistant in the Councillors' Office - Governance
- review of Council's boards and committees - Governance
- review an reorganization of the Clerk's Office to better meet then Excellence in Governance outcomes - Governance
- TTY service installed to enable those with a hearing disability to be able to better communicate with the Clerk's office - Governance
- 2004 Municipal election - Governance, Shared Services

GOAL:	HRM has clarified its roles, resolved issues, and met responsibilities with its partners (other levels of government, agencies, boards, etc) that ensure HRM outcomes have been achieved.

OBJECTIVES:

- establishment of service delivery parameters and options with federal agencies - Fire
- additional service agreements with Internal Clients and Associations, Boards and Commissions - Shared Services
- participation in discussions with the Province around Assessment - Finance
- develop an improved policy framework for Management Agreements, ensuring consistency and quality, - Finance, Real Property

GOAL:	HRM has engaged the federal and provincial governments in a strategy to invest in their infrastructure and facilities, ensuring all investments are appropriate to HRM's long range development goals

OBJECTIVES:

- establishment of a Transportation Authority - Governance
- proactive approach to seeking new federal and provincial funding and/or partnerships - Governance
- proposal to establish a Capital Commission - Governance

GOAL:	A new funding arrangement has been proposed to the federal and provincial governments that more closely relates benefits of services to services paid for, and that provides a sustainable revenue base that meets the needs of the community

OBJECTIVES:

- elimination of the Business Occupancy Tax - Finance
- proposal to the province for a new governance model - Legal Services

THEME: EXCELLENCE IN SERVICE DELIVERY

Citizen and Taxpayer Outcomes and Performance Indicators

Citizens satisfied with the levels of services received from HRM
% of citizens satisfied with the levels of services from HRM

Citizens satisfied with the quality of services received from staff and Council
% of citizens satisfied with the quality of services received

Citizens feel the municipal services they receive are worth the taxes they pay
% of citizens who rate very good, good, poor value for money for urban, suburban and rural services

GOAL:	HRM has developed and implemented a Customer Service Strategy that ensures an acceptable quality of service

OBJECTIVES:

- development of a strategy to improve service delivery that will focus on customer service culture, quality standards, customer care and Integrated City - Human Resources
- development of a customer contact strategy - Shared Services
- formalize customer feedback system (service level agreements, performance measurement, client surveys, client advisory groups) - Real Property

GOAL:	HRM has clearly articulated its priorities, initiatives, levels of service and performance results to the public through discussions around how to improve performance and consultations about HRM services, the levels provided, and the most appropriate way to pay for these services

OBJECTIVES:

- publication and discussion of HRM's first corporate scorecard - Governance
- long term plan for sewer and water rates - Finance
- set service standards for revenue collection - Finance

GOAL:	HRM utilizes management tools that provide current information on the state of its finances, assets, human resources, and service performance

OBJECTIVES:

- SAP Human Resource management tool - Integrated City
- LIS Code enforcement - Integrated City
- Corporate Dashboard - Integrated City
- Physical Asset management tool - Integrated City
- enhanced reporting from Land Management module - Planning and Development
- on-line permit applications through dynamic portal and remote hand held functionality - Planning & Development
- completion of migration of GIS from its existing environment to ARCGIS - Shared Services
- consolidate and upgrade server and disc capacity to support SAP performance improvements and disaster recovery - Shared Services

GOAL:	The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation

OBJECTIVES:

- Integrated City - Governance
  - delivery of standards, methodologies, and multi-year strategies regarding integration of HRM's technologies, processes and information for improving the delivery of services
  - Projects: CAD/RMS; Trunk Mobile Radio, Vehicle Repeaters, Asset Management, Civic Address Corrections, Enterprise Architecture, Revenue System replacement, Corporate Dashboard, SAP/HR, Telecommunications focus, Land Information System, Station Alerting,

Mobile Solution, Automated Vehicle Location study, By-law integration, and Governance & Project methodology. Descriptions on each project are provided in this document.

- operational review of Roads & Streets, Technical and Underground Services and Right of Way services - Public Works and Transportation
- enhanced capabilities in the Corporate Records Management area - Shared Services
- financial model for environmental systems and infrastructure - Finance
- improvements to timeliness and accuracy for land use investigations - Planning and Development
- interior bus wash rebuild - Real Property
- bus rebuild program - Real Property
- expand staff at fleet facility - Real Property
- Real Property consolidation at Cowie Hill - Real Property
- implementation of ROAR - on-line and touch tone registration options for recreation programs - Recreation, Tourism and Culture
- increase the skills and practices of the personnel involved in enforcement activities
- development of more effective and rationalized by-laws as well as more punitive measures - Legal Services
- enhanced street sweeping services - Public Works
- collection of unreported construction activity and associated permit and tax revenue - Planning & Development

GOAL:	HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service

OBJECTIVES:

- development of managerial skills around solution seeking, building relationships, achieving results, managing change, and guiding the cultural transition needed to meet the new organizational initiatives (e.g. Integrated City, Scorecard)- Human Resources
- Integrated City - Governance
  - plan to create understanding and acceptance of change to the service culture within HRM, in partnership with Human Resources and other business units.
- succession planning - coordinated efforts with business units to create a pool of qualified leaders - Human Resources, Public Works, Library, Real Property, Legal Services, Planning & Development

- organization management, training & events modules - Human Resources
- new Human Resource Services staff to assist business units with respect to disability, attendance support, staffing and change management - Human Resources
- coordinated approach to encouraging and recognizing HRM volunteers - Recreation, Culture and Tourism, Governance
- implementing and supporting leadership initiatives that support a more inclusive culture - Human Resources, Fire, Police, Finance, all business units
- respectful and effective labour relations resulting in labour stability, strategy-driven collective bargaining - Human Resources, all business units, unionized employees
- Safety audits completed -Human Resources
- implementation of unsafe drinking water plan in rural stations - Fire
- occupational health and safety enhancements - improving, protecting, maintaining and restoring health of HRM employees, full time health nurse - Human Resources
- proactive Conflict Resolution team - Human Resources

THEME: HEALTHY, SUSTAINABLE, VIBRANT COMMUNITIES

Citizen and Taxpayer Outcomes and Performance Indicators

Desirable and attractive places to work, learn, play and live

% of citizens who report that HRM is a great place to work, learn, play and live

People and goods can move easily throughout the municipality

travel time from home to work - average commute time

public and business satisfaction rating

Preservation of the environment

solid waste diversion rate

% Greenhouse gas reduction by HRM

% reduction of fecal coliform in Halifax Harbour

greenspace protected through development process - how much land is set aside as compared to land approved for development

Attraction of new businesses, retention and growth of existing businesses

% change in commercial assessment

#, value of building permits

Recognition, encouragement and protection of HRM's heritage, culture & divesity
% of citizens satisfied with HRM's efforts to encourage and protect its heritage, culture and diversity

Development is appropriately planned and fiscally sustainable
long term capital capacity gap
% debt of total budget
Regional plan in place

Tax burden is balanced and competitive
rate of increase of residential and commercial tax burden vs increase in CPI
commercial taxes as % of GDP
tax burden compared to other municipalities

Financially sustainable and affordable means of mobility
Metro Transit cost per km serviced (including ferry)
Transit fare as % of average wage
cost per km of roads, streets and sidewalks

GOAL:	HRM is a leader in the mitigation of its pollutants to the environment and adaptation of climate change

OBJECTIVE

- Pollution prevention - Environmental Management Services
  - sustainable community strategy (includes climate change)
  - source control program (wastewater/stormwater)
  - community stewardship (communication and education)
  - partnering/best practice exchange
  - pesticide administration process
  - greenhouse gas reduction plan and management
  - solid waste monitoring and diversion
  - green initiatives
- Stormwater & Wastewater Infrastructure - Environmental Management Services
  - Harbour Solutions project implementation
  - pumping station upgrades
  - extension of services (Herring Cove/Lively/Prince's Lodge/Maplewood)
  - aerotech sewage treatment plant upgrade (biosolids dewatering facility)
- Stormwater & Wastewater Infrastructure Management - EMS
  - stormwater/wastewater management plan
  - financial sustainability review and restructure

- infrastructure data acquisition/sewer modeling/sewershed mapping
- surface water quality monitoring
- wet weather flow management
- infrastructure delivery
- ice in streets

- implementation of energy performance initiatives under the greenhouse emission policy - Real Property

GOAL:	HRM has taken steps to protect and sustain open space, wilderness, natural beauty, sensitive environmental areas and natural assets

OBJECTIVE:

- closer integration of Regional Trails with HRM - Real Property
- open space plan - Planning & Development
- completion of urban forestry plan - Real Property
- review of master plan open space dedication - Planning & Development

GOAL:	HRM has presented to Council a regional plan that reflects the values of the community and provides for a healthy, sustainable and vibrant community in a manner that supports the cost effective delivery of HRM services

OBJECTIVE

- Recommendations to Council on settlement patterns, transportation, environment, the economy, the harbour - Governance
- HRM - wide economic strategy, new service agreements with GHP/HRDA - Governance
- harmonized subdivision bylaw- Planning & Development
- Halifax Waterfront development plan - Planning & Development
- harmonized sign by-law - Planning & Development
- underground wiring - Planning & Development
- improve business park amenities - Real Property
- Burnside Business Park build out - Real Property
- determine municipal interest in Shannon Park, Shearwater, and other strategic parcels - Real Property
- Phases 2 and 3 Cogswell - Real Property

GOAL:	Citizens enjoy access to, or see as planned, an appropriate assortment of facilities, attractions, and experiences for life, enjoyment and development of their community as a reflection of their community interests.

OBJECTIVE:

- new recreation facility, North Preston - Real Property, Recreation, Culture & Tourism
- increased facility recapitalization funds for major facilities - Real Property
- build all-weather field facility in Dartmouth - Real Property
- increase service in maintenance of sportsfields and playgrounds, including the strengthening of the Preventative Maintenance program - Real Property
- increased sportsfields availability with new artificial turf and 13 schools (3P) - Real Property
- development of a comprehensive approach for children and youth - Recreation, Tourism & Culture

GOAL:	HRM has taken steps to preserve and promote sustainability of the cultural, heritage, diversity and historical assets within the communities of HRM

OBJECTIVE

- continuation of the capital district plan for capital improvements in the area: implementation of the urban design plan, interagency real property opportunity plan, development of a recommendation regarding the Cogswell Interchange redevelopment; joint promotions and communications with downtown business commissions, major event strategy, leadership and advocacy for urban issues - Governance
- development of a proposed Capital Commission - Governance
- Heritage Conservation District program: Barrington St. - Planning & Development
- develop a resourcing plan for eventual replacement of the Spring Garden Road library - Library
- maintenance and repairs at Halifax North and Spring Garden Rd libraries to maintain current operations - Library
- development of HRM cultural policy - Recreation, Tourism, & Culture
- operation of the Musquodoboit Harbour Visitor Information Centre (previously operated by Antigonish/Eastern Shore Tourism) - Recreation, Tourism & Culture

GOAL:	HRM has an effective transportation system

OBJECTIVE

- Transportation Authority - Governance, Public Works
- Urban Transit Showcase - bus rapid transit - Public Works
- expanded transit service - Real Property

THEME: SAFE COMMUNITIES

Citizen and Taxpayer Outcomes and Performance Indicators

Citizens feel safe

% citizens who feel safe in HRM, in the community, in the neighbourhood, in public buildings

Buildings, properties and infrastructure in HRM are safe, healthy, and well maintained

# of properties inspected
# of traffic accidents relative to traffic counts
# of complaints received for dangerous and unsightly premises, snow and ice removal of sidewalks, animal control, curbside collection performance

Timely & appropriately emergency response

% of citizens who have an emergency and knew how to access help
% of citizens who have had an emergency and their level of satisfaction with emergency response
type of calls and # of emergency calls per capita
average response time to 911 (urban, rural)

Reasonable amount spent to maintain buildings, properties and infrastructure

cost per inspection per dwelling unit inspected (commercial & residential)
$ being spent to maintain HRM infrastructure
$ spent to maintain HRM buildings and properties as a % of replacement value

GOAL:	HRM is working with its citizens to examine community and safety issues, and to develop and implement joint decisions

OBJECTIVES:

- By-law integration project - Environmental Management Services, Planning & Development, Legal Services, others
- effective compliance strategy and measures - Environmental Management
- Safe Community initiative - Fire
- completion of the civic address and community boundaries corrections for Eastern region (Porters Lake to Ecum Secum and Musquodoboit Valley - Shared Services

GOAL:	Citizens access to emergency and non-emergency service is logical, understandable, reliable and measurable.

OBJECTIVES:

- CAD/RMS (Computer aided dispatch and records management system), including the RCMP - 911
- Council approval of response coverage standards, and phased-in approach to implementation - Fire
- implementation of emergency evacuation, telecommunications, and public information - EMO
- enhance Light Urban Search & Rescue to Medium - Fire
- support recruitment and retention of volunteers - Fire
- implementation of the police study - HRP, RCMP

Integrated City

Description:

Integrated City, as a key component of HRM's SET✓GO strategy, is an ambitious vision where customers can easily access and receive government services within a variety of reliable environments built to meet their needs. More than just about technology, it seeks to foster a culture where Council and staff all feel part of the solution, and service is not encumbered by organizational structure or accountabilities inherent in various business units. Integrated City will establish the necessary governance, standards, and strategies to allow HRM to focus information, process, and technology on meeting the needs of our clients. Projects currently within the scope of Integrated City include:

CAD/RMS - Delivery of an integrated Computer Aided Dispatch for Police and Fire, along with a new Records Management System (RMS) for Police with access to previous RMS' data.

Trunk Mobile Radio - Integration of the communications systems of Fire and Police with the Provincial Integrated Wise Area Network system.

Integrated Dispatch Centre - Completion of the phase 1 build of the integrated dispatch and telecommunications centre, including provisions for RCMP. Does not include non-emergency.

Vehicle Repeaters - Provision of repeaters for all required fire vehicles to allow individual radio communications in areas where signals are low (rural, large buildings) and need amplification.

Asset Management - Determination of asset management and asset accounting requirements, data, tools, technologies. Development of plan and delivery of requirements, including systems, data collection, storage, maintenance, management.

Civic Address Corrections - Creation of an accurate database containing civic address information to be used as the foundation property location information for all of HRM's corporate information systems.

Enterprise Architecture - Development and delivery of Enterprise Architecture, including architectures, standards, and strategies for corporate technology, application, information, telecommunications, projects, and business processes.

Revenue System Replacement - Delivery of new, integrated system for corporate revenue and customer data currently siloed within legacy application.

Corporate Dashboard - Delivery of a tool that consolidates and reports on key information (financial,

human resources, customer service, public safety,) existing throughout various databases, allowing senior management to quickly determine areas requiring more detailed attention.

SAP Human Resources - Integration/interfacing of the new SAP HR system with existing applications (FDM, RAPID), retirement of StarGarden, refine/expand SAP HR reports, assessment of next level of functionality (employee self service).

Telecommunications Team - Creation of a group within HRM to provide expertise in the planning and support of various telecommunications technologies and infrastructures.

Land Information System - Completion of pavement management system, expansion of the Customer Service module, and delivery of application, payment, approval, and receipt of basic building permits via HRM website.

Station Alerting - Review available station alerting technologies versus what in place within HRM to determine current risk level, mitigation of risk, costs to implement and support.

Mobile Solution Pilot - Limited pilot of mobile solutions for completion of work orders in field.

Automated Vehicle Location Study - Review all requirements within HRM for Automated Vehicle Location technology (protective services, transit, Public Works, Bylaw) to determine best corporate approach for hardware, software, wireless data communications.

Bylaw Integration - Establish a comprehensive By-Law Service, which reaches across 10 business units, and provides co-ordinated business processes and information technology to support those processes.

Governance & Project Methodology - Implementation of formal governance structure, processes, and methodology for all IT projects.

Outcomes:

1. Citizens will be able to access and trigger HRM services through a number of channels, including internet access, interactive voice response, and over the counter service.

2. Information management will be integrated, entered once, accessed by any who require the information to make decisions or to deliver service.

3. Customer needs will be prioritized and corresponding initiatives will be implemented in an integrated manner, on a phased-in basis.

4. A new culture in HRM where everyone understands and is responsible for their role in

improving the delivery of customer service.

5. A framework upon which to base decisions on investment in technology, based on value to customer service and efficiencies.

Objectives 2004/5

1. Develop standards, architectures, methodology, and multi-year strategies for HRM's technologies, information, enterprise applications, and telecommunications;

2. Work with HR to develop and implement culture change plan to create understanding of, and foster support for improved service delivery;

3. Work closely with all major projects vital to achieving the goal of Integrated City.

4. Provide regular communications on the status of all Integrated City activities, achievements;

Cost:
New operating cost in 2004/5
$61,200 to hire and support a systems analyst (term)
$100,000 to hire and support a senior telecommunications expert

Capital costs in 2004/5
- $250,000 Asset Management - to conduct the analysis, evaluation, selection, and organizational impact of a corporate asset management/asset accounting solution
- $350,000 Enterprise Architecture - to develop the methodologies, standards and multi-year strategies for HRM's technologies, information, telecommunications, and corporate software systems.
- $60,000 Corporate Dashboard - to implement ability to access to key performance indicator data across HRM's business units and services.
- Other project costs are contained within separate budgets.

Accountability: Manager, Integrated City within Governance and Strategic Initiatives

By-Law Integration Project

Description:

The purpose of the By-Law Integration Project is to establish a comprehensive By-Law Service, which reaches across 10 Business Units and provides co-ordinated business processes and information technology to support those processes. The end goal is to provide high quality service delivery in a seamless fashion. Components include one point of contact for the citizens and the implementation of all by-laws, existing and new, into the appropriate corporate technology.

Outcomes:

1. Analysis of **existing** HRM by-laws.
2. Definition and re-engineering as required of the business processes associated with these by-laws
3. Identification of redundant activities that can be handled more effectively
4. Identification of data that must be shared to facilitate an effective By-Law Service
5. Enhanced collaboration across the Business Units responsible for By-Law Services
6. Confirmed and accepted accountability for all elements of the By-Law Service
7. A full understanding of the costs associated with each by-law

Objectives 2004/05

The fiscal year 2004/2005 will see the initiation, planning, and beginning of a By-Law Services re-engineering and integration effort . As detailed planning has not yet occurred, the deliverables for 2004/2005 are yet to be set. The full effort will result in the following:

1. By-law business processes that are documented and well understood
2. An understanding of customer complaint volumes from all sources
3. Defined roles and responsibilities for Tier 1 support with the Corporate Call Centre
4. Defined the contacts for Tier 2 support for all by-laws
5. Improved Hansen Customer Service problem code definitions for By-Law Services
6. Service Level Agreements between Business Units and service providers
7. Standard response targets for by-law complaints
8. Question and Answer material ready for entry into a knowledge base application
9. Financial Analysis, Education Strategy, Enforcement Strategy, and a Communication Strategy for each by-law
10. Analysis to identify gaps and interface points between the by-law processes and the technology (including the Hansen Code Enforcement Module) as well as paper-based systems
11. Roll out of the Hansen Customer Service Module to all Business Units involved in By-law

Services

Cost: For the 2004/2005 Fiscal Year $250,000 has been requested. Note that office space, project management, and office supplies are additional and are budgeted for within the LIS project (CIO-00108).

Accountability: Project Manager under Environmental Management Services

Capital District

Description:

The Capital District initiative recognizes the strategic economic and cultural benefits the area provides to the Region and the Province. For example, if we include the hospitals and universities, 56% of our employment resides here. There is a need to coordinate the many agencies and levels of government operating in and affecting this area, and to renew wearing out infrastructure. The Capital District is the means by which we come together to identify common goals and enable stronger, better, more impactful outcomes. The Capital District is led by an interdepartmental and interagency Task Force who have a responsibility for planning, designing, constructing, promoting and maintaining the downtowns. Through strategic partnerships other agencies and levels of government participate in delivering projects, which are identified through an inter-agency business planning session on a yearly basis, guided by the Capital District Vision.

Outcomes:

- Intergovernmental coordination
- Improved maintenance - the streets are cleaner
- Improved streetscaping - the streets look and feel better
- Leveraging new resources
- Ability to protect and enhance this asset (i.e. over half of Provincial tourism dollars are generated here - 600 million)

Objectives 2004/5

1. Deliver coordinated programs such as implementation of the urban design plan developed in 03/04; an enhanced maintenance plan for high tourist season; an interagency real property opportunity plan; a process leading to development of a recommendation regarding Cogswell Interchange redevelopment; joint promotions and communications with downtown business commissions; major event strategy; leadership and advocacy for urban issues in the Regional Planning program ; and

2. Over the longer term, position the Capital District through the Capital Commission to be recognized by stakeholders as the premier cultural, entertainment, business and governance centre on the Eastern Seaboard.

Costs: Operating $429,805, Capita $ 1,649,000 for 2004/05; will seek other sources of funds at Provincial and Federal level. Capital District Business Commissions are contributing to a maintenance / streetscape renewal reserve which was created in 03 /04.

Accountability: Governance and Strategic Initiatives

Computer Aided Dispatch/Records Management System (CAD/RMS)

Description:

The CAD/RMS Project will see the implementation of a Single Integrated Computer Assisted Dispatch System for 911, Police and Fire Services, a replacement Records Management System (RMS) for Police and an upgraded RMS for Fire and Emergency Services providing access at the station level. The integrated system will create more efficient and effective systems and services supporting closest to location dispatching, data sharing, integrated case management and more streamline incident reporting.

Outcomes:

1. All emergency calls will be dispatched using a single integrated system.

2. The Computer Assisted Dispatch will utilize an integrated and reliable civic address data base.

3. Current processes will be mapped and re-engineered to create efficiencies.

4. Data silos will be eliminated adding value to systems and services.

5. Capacity will be created to accommodate other Municipal and Provincial partners.

Objective 2004/2005:

To configure, install, train and go-live with the core Records Management System functionality for Police Services. To configure, install train and go-live with an Integrated Computer Assisted Dispatch system for 911, Fire and Police while ensuring capacity for other partners. To make records management functionality available to rural Fire stations and implement roster functionality within Fire Services.

Cost: The 2004/05 proposed Operating budget is $819,150.

Accountability: CAD/RMS Steering Committee

Civic Address Phase III

Description

The Civic Address Data Base is a foundation data set for HRM and includes the street network system, property boundaries, civic address, general service areas and the building foot print layer. Whether used to dispatch emergency services, provide routes for transit and road maintenance services or identify a property for taxation or ownership purposes, it is essential that the data be complete, current, synchronised and reliable.

Phase I of the Civic Address Project included the development of a new Civic Address Data Set based on a field verification exercise and an identification of corrections required. Phase II included the reconciliation of the new data base with existing internal and external data bases, deployment of the new data base to HRM's Enterprise Information Systems (GIS & LIS), deployment of the data base to external partners (911, EMO 911 and Provincial Emergency Health Services) and development of a Corrections Activity Plan.

Outcomes Phase III

1. Complete deployment of the data base to remaining HRM Enterprise (Computer Aided Dispatch, Richter, SAP) and non-enterprise applications.
2. Correct Civic Address problems impacting the delivery of 911 services and other Municipal Services. Focus in 2004/05 will be in the areas of the Eastern shore and Musquodoboit valley.
3. Develop and maintain one central repository for Civic Address Data within HRM, ensuring that all Business Units are accessing "corporate" data.
4. Centralize co-ordination ensuring agencies are accessing and utilizing HRM's Corporate Civic Address Data Base. That the data is, **collected once and shared many times**.
5. Enhance the Civic Address Data base by adding the following:
   A. Road ownership information.
   B. Road alias information.
   C. Highway ramp and numbering system.

Objective 2004/2005

To continue improvement of the Civic Address database through correction of civic addressing problems in communities located within the eastern shore area of HRM as well as the Musquodoboit valley area.

Cost

Phase III will be funded through Capital and Operating sources as well as a contribution from the Provincial 911 fund. The 2004/05 proposed Capital budget is $351,000 with 96,000 coming from Provincial 911. Operating costs are covered within the 2004/05 budget envelope submitted.

Accountability

Project Manager, Data/ Business Information Management, Shared Services.

Community Response

Description:

A team of individuals to assist communities in dealing with specific issues that make them feel unsafe in their neighbourhoods. The team helps communities assess a situation, generate solutions, and develop partnerships to implement the best solutions. The team liaises with HRM business units as needed, to develop and implement solutions.

Outcomes:

HRM citizens and businesses will become engaged with HRM service providers, and other agencies as required, to foster a safer, more livable neighbourhood.

Objectives 2004/05

1. Develop a system (database) to catalogue and review all Crime Prevention through Environmental Design (CPTED) audits that are performed in HRM.

2. Develop and deliver a level 1 CPTED course to internal members of HRM.

3. Create an internal staff board and conduct six meetings reviewing and developing initiatives based upon HRM and community needs, utilizing the Corporate Scorecard philosophy.

4. Develop a one day conference with participants from different HRM business units to discuss how internal HRM barriers can be broken in order to create a partnership - both internally and with the community - in addressing incidents/issues.

5. Form three community groups that will meet with HRM staff to develop methods to deal with community issues as a group (such as illegal use of All Terrain Vehicles, illegal dumping, disturbances, etc).

Cost:

HRM direct costs for the Community Response Team is $227,500. Services provided by other HRM business units as required, within their operations.

Accountability:

Community Response Manager, under Governance and Strategic Initiatives.

Integrated Dispatch Telecommunications Centre

Description:
The Integrated Dispatch and Telecommunications Centre (IDTC) is a phased project that is intended to fully integrate all of the HRM emergency and non-emergency call taking and dispatch services in a single facility that allows for greater coordination and efficiency. The IDTC will provide increased capacity and the ability to greater service to HRM citizens and other partner agencies.

Outcomes:

1. HRM citizens will access emergency services (911) through a single centre, reducing the response times of emergency services previously caused by call transfer between different dispatch locations.

2. HRM citizens will be able to access non-emergency services (490-4000) and centralized non-emergency responses. Increased coordination of service requests will provide citizens with increased service. This will position HRM to be able to take advantage of the 311 designation if approved.

3. Both 911 and 311 services will be able to be maintained during emergency situations through the hardening of the building and emergency power supplies. The main center will also be supported by a functional back-up center and training facility. The 911 and 311 services will be able to be coordinated more effectively in times if crisis.

4. Efficiencies will be achieved through shared infrastructure, training resources and core data sets.

5. HRM will have sufficient capacity to handle future growth requirements and/or leverage external service contracts.

Objectives 2003/2004:

1. The first phase of the construction of the Integrated Dispatch Telecommunications Centre will be completed to accommodate emergency dispatch.

2. The new integrated Computer Assisted Dispatch/Records Management Systems will go live at the new facility.

3. HRM will take over 911 call receipt and dispatching services presently being provided by the RCMP.

4. Streamline citizen access to emergency and non-emergency services through 911 and 311.

COST:

The 2004/05 proposed Capital budget is $2,400,000, and the proposed Operating budget will be the result of the transfer of the existing 911 Center budget and dispatch monies now paid to the RCMP.

ACCOUNTABILITY:

Superintendent of Integrated Emergency Services reporting to the Chief Administrative Officer..

Land Information System (LIS)

Description:

The LIS Project will continue with the implementation of an enterprise-wide corporate solution that will support sound and integrated business processes and practices. These solutions will involve all business units with focus on the Customer Service Module, the Pavement Management Module, and Internet Solutions. This work will continue to result in more effective and efficient service delivery to the citizens of HRM.

Outcomes:

1. Integrated processes, systems, and information with consistent data.
2. Reduced duplication, effort, and associated costs.
3. Data will be managed centrally and shared corporately *"collected once and used many times"*.
4. Enabling the transformation of Data > Information > Knowledge > Service.
5. Improved public image and credibility.
6. Real time responses and performance indicators relating to service delivery.
7. Increased ability to identify trends and issues to improve service delivery to citizens.

Objectives 2004/2005:

1. To continue to roll out the Customer Service Module within the organization.
2. To determine corporate requirements, test implementation scenarios, and begin implementation of the Pavement Management Module.
3. To enable e-government through self-serve (Internet) options providing safe, secure easy access to the Land Management Module.
4. To identify the gaps and interface points for the Code Enforcement Module using the requirements established during the By-Law Integration Project.

Cost: $94,000 in operating funds has been requested for the 2004/2005 fiscal year. No additional capital funding is required.

Accountability: LIS Steering Committee

State of the Physical Asset Report

Description:

This will be a multi-year project.

Produce a comprehensive detailed report outlining the condition of HRM's portfolio of physical assets. The scope of the assets considered in this project will include: transportation assets, fleet assets, buildings and parks, public works assets, environmental assets, as well as information technology assets.

It is intended that, following confirmation of the condition and code compliance analysis of the various assets, the Report will set the conditions for the creation of replacement reserves, with reserve contribution rates determined by the characteristics of the various asset classes.

The project will build upon the data collection work already completed by the Long Term Capital Committee.

Outcomes:

1. Confirm and complete asset data collection already started; including age and remaining estimated useful life;

2. Establish definitions of Good, Fair, Poor for each asset class;

3. Research best practice for Local Governments;

4. Create condition indicators and recapitalization standards, as policy, which will drive the reserve contribution rates; and

5. Determine an information technology solution to support decision making, and detail strategies to ensure data and information integrity.

6. Create an asset sub-ledger and comply with accounting requirements for local governments.

Objectives 2004/05 (conditional on level of funding)

The objectives for 04/05 will be dependant on the level of funding but may include::

1. Develop a scope and project charter;

2. Complete data collection in areas where data is weak;
3. Confirm report presentation format;
4. Determine best practices, if they exist;
5. Develop a list of condition indicators for each asset class; and
6. Complete an IT options / needs analysis.

Accountability: Director Real Property and Asset Management - as assisted by Financial Services, Public Works and Transportation, Environmental Management Services, and Shared Services.

Regional Planning

Description:
Regional Planning is the initiative by which we'll translate HRM citizens' aspirations for the region into a concrete, implementable plan. The Plan will deliver policy and where applicable, mapping, for the following: Balanced Growth, Transportation, Economic Development, Environment, Harbour Plan and Capital District. A Community Stakeholder Committee will guide this process. One of their first tasks was to develop principles which translate citizen values into statements to guide decision making and enable choice between competing interests. The Principles were the first step by which we integrate outcomes within the identified delivery areas. The 2nd step involved the creation of goals and objectives to help guide future decision making about regionally significant matters. Step 3 of the regional planning process will produce 4 alternative growth concepts for the public's consideration and feedback. Each of the alternative choices will reflect HRM's regional planning goals and objectives, and will promote a range of innovative opportunities and approaches to future urban, suburban centres, rural centres, and rural development. The next year will see the completion of Steps 5 through 8 of the regional planning process, which includes an evaluation of the proposed alternatives, the selection of a preferred alternative, and the development and approval of a Regional Plan to achieve the alternative.

The significance of these deliverables will ultimately depend on the outcome of the interim growth management policy amendment process, scheduled to conclude in April, 2004. Specifically, in the absence of the interim growth management controls, the effectiveness of the Regional Plan and its ability to implement the alternatives will be minimized, and the public's perception of the legitimacy of the regional planning process would be compromised.

Outcomes:

- Growth in HRM will be managed to ensure sustainable, healthy and vibrant communities.
- An infrastructure investment plan based on an understanding of long term capital budget options and implications for infrastructure, sensitive to where and how we grow
- Choice for our citizens about where to live, how to travel
- Understanding of our economic opportunities and risks and policy/programs which foster success
- Intergovernmental / Inter-agency coordination; new governance structures where applicable
- HRM leadership in the management of our key asset areas: i.e. Harbour and Capital District
- Ability to enhance our quality of life; to protect those things our citizens reinforce to us that they value: i.e. open spaces, clean water, clear air, a vibrant Capital District

Objectives 2004/5

1. Develop Regional Planning Alternatives
2. Build public support and buy-in
3. Recommend Alternative to Regional Council
4. Develop action approval process

Costs:

$516,000 Operating, $600,000 Capital; will seek other sources of funds at Provincial and Federal level

Accountability:

Governance and Strategic Initiatives

Revenue Tools Replacement

Description:

The revenue tools replacement project is integral to the Integrated City concept. Currently, we process revenue streams in various databases and so information needed to respond to customer inquiries or concerns is siloed and/or entered several times. The IT architecture is also aging and at risk of failure.

This is a two year project. The first year is intended to scope the project and seek solutions, the second year is intended for implementation.

Outcomes:

1. Information will be integrated, entered once, accessed by any who require the information to make decisions or to deliver service.

2. Customer needs will be priorized and corresponding business processes will be integrated on a phased in basis.

3. A new culture in HRM where everyone is responsible for their role in the solution to improving customer service.

4. A framework upon which to base decisions on investment in technology, based on value to customer service and efficiencies.

Objectives 2004/5

1. Develop a concept paper which clearly articulates the goals and objectives of the integrated city concept, as it applies to the Revenue Tools replacement project.

2. Establish a project team.

3. Process map exisiting processes and formulate improved processes to achieve integrated city style outcomes.

4. Delineate functional requirements as per above processes.

5. Document a Request for Proposals to meet the functional requirements of the revenue tools.

Cost: New operating cost in 2004/5 $250,000 to second staff to the project and to support the scoping. Capital cost in 2004/5 of $500,000 to purchase appropriate IT

architecture/software.

New operating costs in 2005/6 to complete implementation is proposed to be $300,000, $200,000 for ongoing staff secondments and $100,000 for licensing costs for new software.
Additional $300,000 in Capital costs proposed for 2005/6 to complete software purchases.

Accountability: Project Manager under Governance and Strategic Initiatives

SAP HR (Human Resources Module)

Description:
The technical tool chosen to run HRM's payroll and benefits as well as future HRM Human Resources business needs such as recruitment, succession planning, training, and improved HR reporting, to name a few. The SAP HR module should increase the value of employee-related 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. This project will integrate the people resources of HRM into the same system (SAP) as our other corporate resources resulting in more accurate, timely, and efficient information.

Outcomes:
1. Human Resource information will be entered once, integrated and shared many times by those who require the information to make decisions or provide service.

2. Phase I will deliver a payroll/benefits system to replace HRM's older software (which is expiring) while making improvements to current business processes. SAP HR will integrate with HRM's existing financials on SAP providing more detailed and accessible reporting. (Completed)

3. Phase II will deliver management tools to access employee and other HR data. It will include improved reporting and tracking and management of training information as well as more detailed scoping of functionality for the next phase.

4. Phase III will (tentatively) deliver Employee Self Service, Recruitment functionality, as well as Personnel Cost Planning (ability to transfer salary/wage budget costs from the HR module to financials). This will provide efficiencies and accuracy in business processes as well as deliver a value-added service to employees through easier access to their HR information. (Scope subject to change based on priorities of the Integrated City project.)

Objectives 2004/5:
1. Implement SAP HR Phase II functionality
2. Scoping of Phase III functionality.

Costs:
Cost of project team members whose home positions require backfill, cost of technical consulting advice for assisting with configuration of the software, training costs for the project team. The 2004/5 proposed Capital budget is $100,000, and the proposed Operating budget is $276,100.

Accountability:
SAP HR Steering Committee, Project Sponsors, Project Manager, and Project Champion (CAO).

Trunked Mobile Radio/Paging (TMR)

Description:

The trunked mobile radio project will integrate all radio users within HRM onto a single shared system along with Provincial Emergency Services (RCMP, Emergency Health Services, Public Works and Transportation) as well as Military. The new system will enhance occupational health and safety and service delivery by providing an HRM wide radio system. The pre-amalgamation radio systems were not capable of offering adequate coverage and upgrading was not deemed feasible.

The project is to be implemented in four phases.

Phase 1 (2002/03)	Provided new TMR user equipment for Rural Fire Services a Volunteer Fire Paging System and an integrated back up radio/paging system.
Phase 2 (2003/04)	Provided new TMR user equipment for Core Fire Services and expansion of back up system to cover HRM Core area.
Phase 3 (2004/05)	Will provide new digital radio equipment for Regional Police and a combination of new and re-deployed equipment to Public Works and Transportation, Transit, Shared Services, Technical and Underground services and Parks and Open Spaces. Also included in Phase 3 is the first purchase of 30 vehicular repeaters for Fire Services. These units are required in order to provide reliable in-building coverage in large buildings and in open rural areas.
Phase 4 (2005/06)	Will provide the purchase of an additional 30 vehicular repeaters for Fire Services.

Outcomes:

The outcome of the project will mean that all HRM radio users will be on the same radio system. The advantages include;

HRM wide coverage
Greater communications within each business unit
Ability to communicate with any other HRM business unit
Ability to communicate with select Provincial and Federal agencies

Objectives 2004/05

1. Purchase new digital radios for Halifax Regional Police
2. Re-allocate existing HRP equipment to Public Works and Transportation, Transit, Shared Services, Technical and Under ground services and Parks and Open Spaces

3. Create new radio fleetmap (channels) to allow for easier inter agency communications.
4. Purchase and install 30 vehicular repeaters in select Fire apparatus.

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Cost:
Capital cost for phase three, $3,400,000
Operating cost for 2004-05, $ 995,000

Accountability:

Project Manager

Strategic Transit Study

Description:

Embark on a five year program to enhance transit service in response to recommendations of the Strategic Transit Study. The main focus of the Program is to ensure the timely replacement of Metro Transit's aging infrastructure and increased service as required to meet the Transit Service Standards from the Study.

Outcomes:

1. Timely replacement of aging transit infrastructure

2. More equitable provision of transit service

3. A greater ability to respond to the growing public interest in expanding public transit's role in meeting HRM's transportation needs.

Objectives 2004/05

Proceed with the capital projects and transit service enhancements outlined in the 2004/05 Public Works & Transportation Business Plan and the Operating & Capital Budgets. Specific service enhancements include:

1. Completing the Cole Harbour Transit Terminal
2. Enhancing service in the Cole Harbour area by expanding service,
3. Increasing off-peak (including Saturday & Sunday) service frequency on selected routes & corridors.
4. Increasing peak service to better match the capacity with the growing passenger demand.
5. Increasing Access-A-Bus service to reduce the number of trip requests that cannot be accommodated
6. Completing terminal and transit priority design and infrastructure work as required to support the introduction of BRT in the Portland Street & Windmill Corridors early in 2005/06.

Cost: In 2004/05, the proposed Capital Budget for this project is $17,752,000, of which $4 million is being provided by other levels of government under the Urban Transportation Showcase Program.

Accountability: General Manager , Metro Transit

Regional Council
Mission Statement

Who?
People of Halifax Regional Municipality

Why?
Ensure HRM programs and services contribute to a high quality of life

What?
Represent and serve the people of HRM and provide leadership and advocacy

Council is elected to represent and serve the people of the Halifax Regional Municipality; it provides leadership and advocacy to ensure that HRM programs and services contribute to a high quality of life in the community.

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.

Description of Program/Service

The Governance business unit includes:

- Halifax Regional Council;
- Mayor's Support Office;
- Councillors' Support Office;
- Chief Administrative Office
  - Corporate Communications
  - Governance and Strategic Initiatives
    - Integrated City Initiative
    - Regional Planning
    - Capital District
    - Community Response
    - Municipal Clerk's Office;
  - Economic Development (Greater Halifax Partnership and Halifax Regional Development Agency)
- Deputy Chief Administrative Office

Fundamentally, the Governance area is responsible for good government. It must ensure Council has the appropriate tools, information and processes to make good decisions in the delivery of the municipal mandate. It must ensure the public has the opportunity to become informed of Council decisions and processes, and to let their views be known by Council. It must ensure that the priorities and decisions of Council are reflected in the delivery of services and programs. And it must ensure the delivery of programs and services is provided with efficiency, competency and respect.

The **Mayor's Office** supports the duties of the Mayor. In particular, over the last year, support has been provided to the Atlantic Mayors Congress, the Atlantic Economic Development Initiative and work with the Federation of Canadian Municipalities on the development of the urban agenda.

The **Councillors' Office** supports HRM's Councillors in meeting the needs of their citizens, including the preparation for district meetings with residents and special interest groups, and the development and distribution of District newsletters. In addition, many Councillors participate in a number of Committees, including the Program and Service Review and the Audit Committee.

The **Executive Management Team** is comprised of the Chief Administrative Officer and the Deputy Chief Administrative Officer. They ensure Council's decisions are implemented: provide direction to staff in the carrying out of municipal services; and oversee the preparation of Council Reports, the proposed Business plans and Budget, and a number of critical initiatives. They are supported by staff in their respective offices, Corporate Communications, Governance and

Strategic Initiatives, and the Senior Management Team.

The **Municipal Clerk's Office** provides legislative, electoral and public record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff. They also oversee Municipal and Special Elections.

The **Governance and Strategic Initiatives** unit oversees the Municipal Clerk's Office, Regional Planning and Capital District, Integrated City, and the Community Response Initiative. With the Senior Management Team, the unit supports the implementation of the Corporate Scorecard Initiative and other major, strategic initiatives.

Economic Development in HRM is undertaken in partnership with the Greater Halifax Partnership and the Halifax Regional Development Agency.

Following are the Mission Statements approved for the Executive Management Team and the Municipal Clerk's Office. It is the intent to bring to Council shortly a revised mission statement for the Governance Unit.

Business Unit Mission: EMT and Municipal Clerk's Office	
STRATEGIC OUTCOMES	**INDICATORS**
HRM program results are achieved	Council satisfied with performance
Council & Management decision-making is supported by appropriate information and advice	Council satisfaction with Council reports, presentations by staff
Flexibility, competence and morale of HRM's staff is maintained/enhanced	employee survey - level of satisfaction
A shared sense of an organization, that is lead by a clear purpose	employee survey
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 Councils # of speakers under public participation at Community Councils

STRATEGIC OUTCOMES	INDICATORS
Public confidence in the election process	# of contraventions to the Act proven # of complaints regarding conduct and accessibility during elections % of results received within one hour of close of poll estimated % of eligible residents on voters list
Council decision making facilitated	# of substantial revisions to minutes % of clients rating service Good and Excellent
CLIENT BENEFITS	**INDICATORS**
Council is provided with timely, relevant, accurate information and guidance to support the decision-making process	Council satisfaction with the quality of Council reports
Clearly defined and agreed to goals and priorities	published and available through a number of media
Staff empowerment	employee survey
Resources required to manage programs/services allocated to reflect Council priorities	approval of the budget and business plans
Tools, systems, and facilities	approval of the budget and business plans
On time delivery of Business plans and budget document that is compliant with statutory requirements and includes clear and concise identification of programs and spending limits.	Budget approved before April 1; Council satisfaction with information contained in the budget documents

CLIENT BENEFITS	INDICATORS
Public access to the decision making process	% 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 # of volunteers recruited to serve on boards/committees
Accurate and timely Council agendas, minutes and actionable documents	% of agenda, minutes and actionable documents produced and distributed by deadline % of by-laws available within "x" days of adoption % of meetings where minutes accepted without substantial amendment % of clients rating service Good and Excellent
Fully elected Council	# of candidacy challenges Council sworn into office

2003/2004 Net Operating Budget	**$6,705,700**	***2003/2004 Gross Capital Budget***	**$11,311,000**
2004/2005 Net Operating Budget	**$7,160,119**	***2004/2005 Gross Capital Budget***	**$4,115,000**
2003/2004 Approved FTE's	**46**	**2004/2005 Approved FTE's**	**49**

Summary of Achievements of Last Year's Business Plan: *Executive Management* Team

GOALS	*STATUS*
Corporate Scorecard: To entrench the Corporate Scorecard and performance measurement as the framework under which we operate • To present the first Corporate Scorecard to Council and the public • To prepare a discussion document around each Corporate Scorecard theme that identifies the major initiatives/programs in support of the theme, an analyses of known performance to date, and an action plan to improve outcomes. • To develop and implement a performance measurement plan for the Corporate Scorecard.	It took significantly more time than anticipated to develop a set of performance measures for the citizen and taxpayers outcome. As a result, the first scorecard report is not expected to be presented to Council until later in the spring. However, the 2004/2005 business planning process did make great progress and focused on a number of key goals in support of the scorecard outcomes. A performance measurement plan has been developed and is the process of being implemented.
Build Good Governance Models • Completion of Council review of agendas, meeting structures and committees with actions identified to increase Council effectiveness and public participation • Completion of a review of the adequacy of the resources to the Mayor's and Councillors' office to ensure elected officials are supported in the delivery of their core duties. • Develop and implement, with the Council Status Sheet Committee, changes to enhance the effectiveness of council meeting, Committee of the Whole and Community Councils.	Some discussion was held with Council in the spring of 2003, however, the committee to develop alternatives did not meet. An analysis of the Councillors' Office was undertaken and sufficient resources were found to propose an additional staff person for 2004/5. A limited review of the Mayor's office led to a realignment of the intergovernmental affairs position to the CAO's office.
Build Council and Staff relations • Improve council reports so that Council is satisfied it has sufficient information the first time it deals with an item • Improve information links between Council and Administrative. • Develop local government leadership (See Human Resources Business Plan)	An internal review sheet to confirm the relevant business units were in agreement with the report was instituted which has provided greater assurance that Council reports represent the collective recommendation for the organization. Workshops were held in December and March with the CAO, senior staff and Council to discuss the goals and objectives under the Scorecard and the CAO goals and objectives.

GOALS	*STATUS*
Intergovernmental Affairs: to improve relations with partnerships that work towards a seamless delivery of service to the public. • To establish a new governance framework that provides financial stability and capability to meet the needs of the community. • To improve the sharing of information between government, facilitating proactive planning • Develop a strategy and action plan, led by Executive Management Team, to foster intergovernmental relations and joint strategic initiatives, focusing on a few key areas around regional planning; capital district, comprehensive data sharing, transportation, and technology. • Develop a strategy and action plan to obtain financial support and/or new financial mechanisms from other levels of government in the improvement of infrastructure and service delivery. Initiatives to be explored include a Transportation Authority model and a Capital Commission, as well as others to be determined.	The Mayor worked with Federation of Canadian Municipalities and other big city mayors to push the need for a new framework. Analysis of HRM's capital capacity gap has been supplemented with preliminary work on the capacity gap supporting the scorecard and a set of priority initiatives to pursue with the federal and provincial governments. Supporting documentation and a strategy has been developed and implementation begun. The CAO and DCAO met regularly with provincial deputies and the CAO presented to the Federal Council. HRM received provincial support for interim growth controls.

GOALS	*STATUS*
Integrated City: To identify opportunities and implement changes that will integrate the delivery of our services so that customer service is improved and efficiency is gained. • Develop a concept paper clearly articulating the goals and objectives of the integrated city concept, as it applies directly to HRM. • Establish a governance structure to facilitate decisions around the integrated city concept. • Develop a multi-year plan and budget, aligning strategies and prioritizing projects.	The Manger, Integrated City was appointed in late fall. A Steering Committee, a Technical Support team have been established and an action plan developed. Related items proposed for the 04/05 budget were reviewed and priorized in the context of the integrated city concept. Emphasis at this stage is on making better use of the current technological investments and in supporting the outcomes of the scorecard.
Regional Planning: To develop a regional plan for HRM that supports the development of a vibrant economy; builds sustainable, healthy, safe communities; increases efficiency in use of municipal infrastructure and the delivery of services; supports sustainable management and enjoyment of valued environmental assets; provides predictability and transparency in terms of future service provisions; ensures existing Municipal Planning Strategies are maintained, yet guided by a common, high level vision, with a set of principles and goals, that impact on other neighbourhoods are addressed; and builds civic pride and stature. • To support the Community Stakeholder Committee in the development of principles for growth, a community consultation plan, and in their discussions around solutions to three primary issues - traffic and transportation; level of environmental protection and level of expected services by geography.	The Regional Planning Committee undertook public consultation and received Council approval for a set of principles, goals and objectives around which to develop alternative growth options. Significant study was made of the transportation options, and around the potential for economic development.

environments tailored to the specific needs of the customer. Achieving this will require the integration of existing, and introduction of new corporate technologies, standards, and methodologies. The success of Integrated City, however, will ultimately depend on change in the culture within HRM, where overall benefits are considered over individual preferences.

Link to Corporate Scorecard Theme Outcome

Excellence in Service Delivery
Customers are satisfied with the quality of services received from staff and Council
Adequate resources are provided to staff to allow them to provide excellent service delivery

Excellence in Governance
HRM has sound financial management practices
Accountability for dollars spent
Efficiency in integrated service delivery

Safe Communities
Timely and appropriate emergency response
Investment in protective and safety services produces measurable results

Goals 2004/2007

- The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.
- HRM utilizes management tools that provide current information on the state of its finances, assets, human resources and service performance

Objectives 2004/2005

1. Develop standards, architectures, methodology, and multi-year strategies for HRM's technologies, information, enterprise applications, and telecommunications;
2. Work with HR to develop and implement culture change plan to create understanding of, and foster support for improved service delivery;
3. Provide advice and leadership on major projects vital to achieving the goal of Integrated City;
4. Provide regular communications on the status of all Integrated City activities, achievements;

Integrated City will deliver the standards, methodologies, and multi-year strategies regarding integration of HRM's technologies, processes, and information for improving the delivery of services provided by HRM. All corporate technology project proposals will be evaluated and prioritized

within the Integrated City framework. Detailed work in providing solutions for asset management and revenue will be done. A plan to create understanding and acceptance of change to the service culture within HRM will be delivered in partnership with the HR Business Unit.

Analysis of Proposed Changes

Service Levels
Service levels in the short term may be impacted as resources are focused on key initiatives. In the longer term, service levels and/or customer service should increase

Financial/Budget
Funding in the capital budget has been provided to undertake initiatives to support the integrated city concept.

Processes
An Integrated City Steering Committee and an Integrated City Technical Support group have been established to support the development and implementation of the integrated city concept. Any major changes in technology, processes will be vetted through these committees and the Corporate Scorecard theme teams.

Internal Service Providers
Human Resources, Financial Services, Shared Services are all heavily involved in this initiative. RPAM , 911, Police Services, EMS are leading specific projects.

FTE's
To be determined

Performance Measures

1. Integrated City strategy and action plan developed
2. Culture change initiatives delivered.
3. Project plans completed, priorized and monitored.
4. Standards established and measured.

Issue #6

Community Response

The Community Response Team was established to bring about a proactive, solution oriented approach to communities experiencing concerns about safety. The Team has worked closely with community groups to identify solutions to their problems, with the strong cooperation of business units in bringing their resources and expertise to the issue. The demand for their services continues to grow.

Link to Corporate Scorecard Theme Outcomes

Safe Communities
Citizens feel safe
Buildings, properties and infrastructure are safe, healthy and well maintained
All citizens are active and involved in maintaining community safety

Excellence in Service Delivery
Customers are satisfied with the quality of services received from staff and Council

Excellence in Governance
Efficiency in integrated service delivery

Healthy, viable sustainable communities
Desirable and attractive places to work, learn, play and live

Goal 2004/2007

HRM is working with its citizens to examine community and safety issues, and to develop and implement joint decisions

Objectives 2004/2005

1. Develop a system(database) to catalogue & review all CPTED (Crime Prevention Through Environmental Design) audits that are performed in HRM.
2 Develop & deliver a level I CPTED course to internal members of HRM.
3. Create an internal staff board and conduct 6 meetings reviewing and developing initiatives based upon HRM & community needs utilizing the corporate scorecard philosophy.

4. Develop a one day conference using different representatives from HRM business units discussing how internal HRM barriers will be broken to bring a partnership in addressing incidents both internally as well as with the community.
5. Form 3 community groups that will meet with HRM staff to develop methods to deal with community issues as a groups (such as pesticide spraying, illegal dumping)

Analysis of Proposed Changes

Service Levels
In areas with community involvement, service levels and/or customer service will increase.

Financial/Budget
Funding for an additional FTE included. Business units, in response to community issues, may provide an extra focus on specific communities.

Processes
The establishment of an internal staff board group will provide better focus to the issues.

Internal Service Providers
Minimal impact expected at this time

FTE's
1 FTE

Performance Measures

1. Database for CPTED audits developed
2. CPTED course delivered
3. Internal board established and meetings held
4. Conference completed and action plan developed and implemented
5. 3 community groups develop solutions

Issue # 7

Capital District

The downtown cores of Dartmouth and Halifax are the economic engine of the region, containing 40% of the jobs in the region and generating on yearly basis approximately $80 million in tax revenue and 600 million dollars in tourism economic activity. Despite this huge benefit to the municipality the downtown streetscape (our window on the world) and social fabric are suffering, evident by worn out or non existent public amenities, litter, people sleeping in storefront doorways on the main downtown street. We need to ensure the continued viability of this important resource, by investing at appropriate levels to provide necessary programming and infrastructure and by keeping people informed about the benefits of the Capital District.

Multiple groups and agencies provide planning and programs to the downtown core, e.g. there are five Business Associations, the Waterfront Development Corporation Limited, several HRM business units and Provincial and Federal interests all providing planning, development and service delivery in the Capital District. We need to continue to develop our capability to bring resources together and to have a more powerful, positive impact through joint delivery of projects and programs.

HRM is being studied as an one of several successful medium sized cities in North America by leading researchers in large part because of the quality of life and vitality of our urban core. Maintaining and enhancing a healthy urban core is vital to the success of our region, and through the regional planning process, there are legislative, promotional, and infrastructure needs that must be addressed to preserve and improve the Capital District.

Link to Corporate Scorecard Theme Outcomes

Healthy, vibrant sustainable communities
Desirable and attractive places to work, learn, play and live
People and goods can move easily throughout the municipality
Attraction of new businesses, retention and growth of existing businesses
Development is appropriately planned and fiscally sustainable
Tax burden is balanced and competitive

Excellence in Service Delivery
Citizens feel the municipal services they receive are worth the taxes they pay
Adequate resources provided to staff to allow them to provide excellent service delivery

Safe Communities
Citizens feel safe
Buildings, properties and infrastructure in HRM are safe, healthy, and well maintained

Excellence in Governance
Efficiency in integrated service delivery

Goals 2004/2007

- Citizens enjoy access to, or see as planned, an appropriate assortment of facilities, attractions and experiences for life, enjoyment, and development of their community as a reflection of their community interests.
- HRM has taken steps to preserve and promote sustainability of the cultural, heritage, diversity and historical assets within the communities of HRM

Objectives 2004/2005

1. Provide leadership and coordination in implementing the Urban Design Plan developed in 03/04
2. Deliver enhanced maintenance plan building on success of previous plan
3. Implement phase II of intergovernmental plan for public lands and facilities within the Capital District
4. Position Capital Commission to lead programs which promote the Capital City and access appropriate external funding
5. Implement joint promotions and communications plans together with Business Improvement Commissions and other stakeholders
6. Leadership and advocacy for urban issues in the Regional Planning program, ensuring Capital District vision is implemented

Analysis of Proposed Changes

Service Levels
Maintenance in the Capital District will be enhanced. Urban design standards will be promoted.

Financial/Budget
Capital resources continue to focus on the Capital District. Should the Capital Commission become feasible, additional funding will need to be provided.

Processes
Work in the Capital District will continue to be coordinated. Should the Capital Commission be established, some processes will change, depending on the scope and objectives of the Commission.

CAO & Governance

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actuals	2004-2005 Budget	Change over Budget	%
Governance Administration:						
E110 CAO Office	$463,627	$626,645	$600,534	$620,240	($6,405)	-1.0%
C001 Deputy CAO English	265,485	283,877	282,774	283,278	(599)	-0.2%
E300 Mayor's Support	579,677	626,946	595,538	537,844	(89,102)	-14.2%
E200 Councillor's Support	1,757,838	1,817,994	1,833,985	1,763,134	(54,860)	-3.0%
A121 Municipal Clerk	747,025	785,200	730,050	847,905	62,705	8.0%
Total Governance Administration	**3,813,652**	**4,140,662**	**4,042,881**	**4,052,401**	**(88,261)**	**-2.1%**
Other General Government:						
A125 Elections	126,768	200,000	218,020	461,674	261,674	130.8%
C002 Regional Planning	313,356	491,000	520,161	482,043	(8,957)	-1.8%
C051 Year 2000 - Y2K Proj	299	0	0	0	0	0.0%
C052 Smart Community Program	0	0	0	0	0	0.0%
C510 Business Dist. Comm.	726,191	795,906	783,135	934,220	138,314	17.4%
C779 Capital District	225,436	356,031	292,325	542,205	186,174	52.3%
C786 Capital District - Not for Profit	27,301	0	0	0	0	0.0%
C802 Integrated Communications Comr	6,290	0	25,818	0	0	0.0%
E121 Greater Hlfx Partner	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	343,750	275,000	206,250	275,000	0	0.0%
E123 Community Response Initiative	192,345	230,900	215,297	282,895	51,995	22.5%
E124 Economic Dev. & Strategic Initiat	2,255	133,500	102,353	283,301	149,801	112.2%
Total Other General Government	**2,863,991**	**3,382,337**	**3,263,359**	**4,161,338**	**(307,220)**	23.0%
Total	**$6,677,643**	**$7,522,999**	**$7,306,240**	**$8,213,739**	**$690,740**	**9.2%**

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actuals	2004-2005 Budget	Change over Budget	%
Governance Administration:						
E110 CAO Office	($2,791)	$0	$0	$0	$0	0.0%
C001 Deputy CAO English	(522)	0	0	0	0	0.0%
E300 Mayor's Support	(1,945)	0	(1,908)	0	0	0.0%
E200 Councillor's Support	(25,882)	(21,400)	(50,851)	(21,400)	0	0.0%
A121 Municipal Clerk	25	0	(102)	0	0	0.0%
Total Governance Administration	**(31,115)**	**(21,400)**	**(52,861)**	**(21,400)**	**0**	**0.0%**
Other General Government:						
A125 Elections	0	0	(579)	(35,000)	(35,000)	0.0%
C002 Regional Planning	(989)	0	(30,608)	0	0	0.0%
C051 Year 2000 - Y2K Proj	0	0	0	0	0	0.0%
C510 Business Dist. Comm.	(726,191)	(795,906)	(783,135)	(934,220)	(138,314)	17.4%
C779 Capital District	(45,316)	0	(48,697)	(63,000)	(63,000)	0.0%
C786 Capital District - Not for Profit	(27,301)	0	0	0	0	0.0%
E123 Community Response Initiative	(29,100)	0	(5,714)	0	0	0.0%
Total Other General Government	**(828,897)**	**(795,906)**	**(868,734)**	**(1,032,220)**	**(236,314)**	**29.7%**
Total	**($860,012)**	**($817,306)**	**($921,596)**	**($1,053,620)**	**($236,314)**	**28.9%**

CAO & Governance

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actuals	2004-2005 Budget	Change over Budget	%
Governance Administration:						-
E110 CAO Office	$460,837	$626,645	$600,534	$620,240	($6,405)	-1.0%
C001 Deputy CAO English	264,962	283,877	282,774	283,278	(599)	-0.2%
E300 Mayor's Support	577,732	626,946	593,630	537,844	(89,102)	-14.2%
E200 Councillor's Support	1,731,957	1,796,594	1,783,133	1,741,734	(54,860)	-3.1%
A121 Municipal Clerk	747,050	785,200	729,948	847,905	62,705	8.0%
Total Governance Administration	**3,782,537**	**4,119,262**	**3,990,020**	**4,031,001**	**(88,261)**	-2.1%
Other General Government:						
A125 Elections	126,768	200,000	218,020	461,674	261,674	130.8%
C002 Regional Planning	313,356	491,000	519,582	447,043	(43,957)	-9.0%
C051 Year 2000 - Y2K Proj	(690)	0	(30,608)	0	0	-
C052 Smart Community Program	0	0	0	0	0	-
C510 Business Dist. Comm.	726,191	795,906	783,135	934,220	138,314	17.4%
C779 Capital District	(500,755)	(439,875)	(490,810)	(392,015)	47,860	-10.9%
C786 Capital District - Not for Profit	(18,015)	0	(48,697)	(63,000)	(63,000)	-
C802 Integrated Communications Comr	(21,011)	0	25,818	0	0	-
E121 Greater Hlfx Partner	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	343,750	275,000	206,250	275,000	0	0.0%
E123 Community Response Initiative	192,345	230,900	215,297	282,895	51,995	22.5%
E124 Economic Dev. & Strategic Initiat	(26,845)	133,500	96,638	283,301	149,801	112.2%
Total Other General Government	**2,035,093**	**2,586,431**	**2,394,625**	**3,129,118**	**542,687**	21.0%
Net Cost	**$5,817,631**	**$6,705,693**	**$6,384,644**	**$7,160,119**	**$454,426**	**6.8%**

CAO & Governance

Summary by Expense & Revenue Types

		2002-2003 Actual	2003-2004 Budget	2003-2004 Actuals	2004-2005 Budget	Change over Budget	%
	Expenditures						
1	Compensation & Benefits	$3,296,888	$3,763,542	$3,760,710	$4,434,094	$670,552	17.8%
2	Office Costs	298,203	343,150	410,605	585,799	242,649	70.7%
3	Professional Fees	0	0	0	1,940	1,940	0.0%
4	Legal & Consulting Fees	29,491	75,750	93,895	185,755	110,005	145.2%
5	External Services	64,734	55,000	132,865	103,499	48,499	88.2%
6	Uniforms & Clothing	2,234	2,000	2,604	2,000	0	0.0%
7	Supplies & Materials	9,119	18,000	16,557	9,600	(8,400)	-46.7%
8	Equipment & Communications	56,210	10,250	1,263	9,588	(662)	-6.5%
9	Vehicle Expense	11,399	17,200	21,515	22,310	5,110	29.7%
10	Travel	71,215	94,850	101,645	97,000	2,150	2.3%
11	Training & Education	11,047	32,200	14,593	36,547	4,347	13.5%
12	Facilities Rental	2,267	4,600	7,872	98,067	93,467	2031.9%
13	Advertising & Promotion	1,398,631	1,349,500	1,398,617	1,407,703	58,203	4.3%
14	Other Goods & Services	570,970	761,051	414,186	648,617	(112,434)	-14.8%
15	Interdepartmental	2,276	0	14,740	3,000	3,000	0.0%
16	Transfer Outside Agencies	704,405	772,029	774,096	906,192	134,163	17.4%
17	Transfer to/from Reserves	126,768	200,000	135,002	(366,000)	(566,000)	-283.0%
18	Provision for Allowance	21,786	23,877	9,039	28,028	4,151	17.4%
	Total	**$6,677,643**	**$7,522,999**	**$7,309,806**	**$8,213,739**	**$690,740**	**9.2%**
	Revenues						
19	Area Rate Revenue	($726,191)	($795,906)	($783,135)	($934,220)	($138,314)	17.4%
20	Sales Revenue	(25,282)	(21,400)	(26,752)	(21,400)	0	0.0%
21	Other Revenue	(108,539)	0	(115,209)	(98,000)	(98,000)	0.0%
	Total	**($860,012)**	**($817,306)**	**($925,096)**	**($1,053,620)**	**($236,314)**	**28.9%**
	Net Cost	**$5,817,631**	**$6,705,693**	**$6,384,711**	**$7,160,119**	**$454,426**	**6.8%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

CAO & Governance

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CDG00271 Cap. Dist. Downtown Streetscape Project	1,413,649	364,000	388,000	388,000
CDG00332 Cap. Dist. Wayfinding Implementation	120,000	78,000	68,000	68,000
CDG00490 Cap. Dist. Implementation of Urban Design Proje	500,000	485,000	485,000	485,000
CDG00493 Cap. Dist.Canal Greenway Study Implementatior	10,000	49,000	49,000	49,000
CDG00494 Cap. Dist. Halifax Waterfront - WDCL Partnershi	122,967	87,000	97,000	97,000
CDG00499 Cap. Dist. Buried Wire Implementation	30,000	194,000	194,000	194,000
CDG00520 Cap. Dist. Real Property Opportunities	100,000	97,000	0	0
CPG00488 Cap. Dist. Woodside Ferry Terminal Trail	0	49,000	49,000	0
CPG00492 Cap. Dist. Public Gardens Management Plan	80,000	194,000	204,000	204,000
CPG00495 Cap. Dist. Halifax Waterfront Design Implementa	0	19,000	78,000	78,000
CPG00496 Cap. Dist. Dartmouth Waterfront Park Upgrades	100,000	49,000	49,000	49,000
CPG00497 Cap. Dist.Dartmouth Common Management Plar	0	0	49,000	49,000
CRG00491 Cap. Dist. Brick Sidewalk Replacement	200,000	213,000	213,000	213,000
CID00631 Integrated City - Asset Management	0	243,000	243,000	243,000
CIV00533 Integrated City - Enterprise Archit. & Dashboard	250,000	148,000	243,000	0
CDE00105 Regional Planning	780,000	926,000	0	0
Councillor's Funds	920,000	920,000	920,000	
Total	**4,626,616**	**4,115,000**	**3,329,000**	**2,117,000**

911 Dispatch Services
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

To provide emergency service response in an efficient and professional manner and to safeguard the protection of life and property. This center receives and processes all 911 calls originating within the former boundaries of Halifax, Dartmouth and Bedford. In addition this center handles all emergency and non-emergency dispatching for both Halifax Regional Police and Halifax Regional Fire & Emergency Services.

Mission *Statement: To provide emergency service response for HRM Citizens, Businesses and Visitors, in an efficient and professional manner, in order to safeguard life and property*		
STRATEGIC OUTCOMES	**INDICATORS**	**RESULTS**
Citizens receive skilful & professional service response	Provincial Standard of answering 90% of all calls within 10 seconds is met or exceeded. Quality Control (QC) by supervisors auditing Dictaphone tapes.	Non-emergency call answered <15 seconds on average
Citizens confident in dependability of service	Ongoing Quality Control resulting in increased efficiency of information relayed to emergency services. Decrease in complaints from public.	Complaints from public in 03/04 is approximately .01%

CLIENT BENEFITS	INDICATORS	RESULTS
Increased public education through the 911 program	Education Programs put on by Province. Volunteer presentations to public by employees. Fewer non-emergency calls received on the 911 system. HRM Survey results	Reduced prank calls. Over 40 volunteer presentations to public schools/community groups - over 2000 participants. Sessions 1 hour in length
Ability to handle emergencies in a timely and efficient manner	Highly competent staff to handle emergencies. Provincial Standard of answering 90% of all calls within 10 seconds is met or exceeded.	New Computer Aided Dispatch system in 04/05 will capture this information
Highly competent staff to handle emergencies	Mandatory training completed	Province of NS requires mandatory training every 2 years. All staff completed

2003/2004 Net Operating Budget	**$4,043,900**	***2003/2004 Gross Capital Budget***	**N/A**
2004/2005 Net Operating Budget	**$4,030,525**	***2004/2005 Gross Capital Budget***	**N/A**
2003/2004 Approved FTE's	**1 Manager 52 FTE 6 Part time 4 Environmental Ill Staff (not working) 1 seconded to CAD/RMS Project**	**2004/2005 Approved FTE's**	**1 Manager 56 FTE 6 Part time 4 Environmental Ill Staff (not working) 1 seconded to CAD/RMS Project**

Summary of Last Year's Achievements Against Last Year's Business Plan

Key Initiative	Status
911 Call Taking Moving to integrating all 911 calls within HRM to one PSAP for handling	Ongoing
Police Dispatching Integrated Dispatch Initiative is moving forward with projected completed date in spring of 2005	HRP & RCMP are forming integrated policing units such as K9, GIS, Major Crime in keeping with the policing study (Perrivale, Taylor). As these integrated units form HRM dispatch is being given the additional responsibility of monitoring and dispatching these integrated units. To date this has added 30+ RCMP officers in addition to the normal workload of the dispatch center. This increase in workload has been handled, to date, with no increase in funding or staff.
Fire Dispatching All volunteer departments are now dispatched from one center. Integrated paging solution now in effect	Core fire completed in late 2003.
Staffing	Competition posted. Some progress made.

Key Initiative	Status
Facility	Plans are underway for a new Integrated Dispatch Center to be constructed at Eric Spicer location. Construction plans 80% complete. Project ongoing
Alarms	Meetings were held with Real Property and Asset Management. Awaiting input to move forward.
Radio & Communications	Trunked Mobile Radio Implementation is underway, scheduled for completion in 2004/2005. Core Fire to be completed in 2004.

Issue #1

Need to ensure appropriate staffing levels are in place to meet expected increasing service standards and to reduce current high overtime now experienced at the dispatch center. During the past year the center has migrated the remaining volunteer fire departments to be dispatched and supported under this center. In addition, newly formed integrated policing units comprised of Halifax Regional Police and RCMP officers have been dispatched and supported by this center with no increase in funding or staff.

Link to Corporate Scorecard Theme Outcome

Safe Communities - Citizens feel safe
Excellence in Service Delivery - Customer satisfaction with level of services received.

- Initial point of contact for emergency response within the former boundaries of Halifax, Dartmouth and Bedford.

Goal 2004/2007

Consolidate emergency call taking and dispatching of emergency services within HRM (Police and Fire)

Objectives 2004/2005

- Hiring four (4) additional staff positions for fire (24x7) approved in 03 budget but funding from Province was not forthcoming. This funding has just been received (Mar.04) and hiring

will now proceed.
- Solidify funding between HRM Dispatch Center and RCMP and HRM Dispatch Center and Province of Nova Scotia EMO.
- Smooth transition to new integrated dispatch center with new service partners (RCMP)

Analysis of Proposed Changes

The hiring of four additional staff allows the dispatch center to handle all 911 calls generated within HRM allowing for greater efficiency. These hires were contingent on monies being received from the Province of Nova Scotia under a cost sharing agreement for handling emergency 911 calls. Was previously discussed in budget deliberations *(03-04).* Council approved decrease in RCMP budget and portion will be transferred to this center to cover increased calltaking duties here.

Service levels:
- Grade of service today exceeds industry standard for emergency dispatch centers.
- Increased 911 cellular calls creating more demands on the dispatch center resources.
- All HRM fire are coordinated from this center
- All integrated police units are coordinated from this center

Financial/Budget
New hires will cost approximately $176,000.00 but offset by $100K (financed by monies from the Province).

Processes
Remain the same.

Internal Service Providers
Human Resources will recruit and hire 4 FTE call takers

FTE
Four (4) FTE positions for call taking responsibilities

2004/05 Budget
No increase expected as decrease in overtime is expected to offset difference in this situation.

Issue #2

The 911 Call Taking and Police dispatching are currently operated out of two centers. One is controlled by the RCMP and located on Oxford Street. This center currently handles 911 calls

made in the suburban and rural areas policed by the RCMP.

The second 911 Public Safety Answering Point (PSAP) is located at 15 Convoy Run in Bedford. This center currently handles 911 calls received within the urban core of HRM. In addition, this center handles dispatching duties for Halifax Regional Police as well as Halifax Regional Fire & Emergency Services (HRF&ES)

Both centers transfer medical assistance calls to the Emergency Health Services (EHS) dispatch center, located in Bedford. A portion of all medical calls will be routed back to the HRM centre for dispatch to Fire Services for medical assistance using criteria established between these two agencies. Currently, seventy percent (70%) of all fire calls are medical assist calls.

In an effort to reduce time delays for dispatching suburban and rural responses a proposal has been put forth to the Province of Nova Scotia to route all 911 calls within HRM to the centre located on Convoy Run. This time saving can translate into saved lives and reduced property damage of HRM residents and visitors. It will also be the first step towards the one integrated center which is slated to open in the Eric Spicer building in 2005.

Link to Corporate Scorecard Theme Outcome

Safe Communities - Citizens feel Safe and Timely and appropriate response
Excellence in Service Delivery - Customer satisfaction with level of services received

Goals 2004/2007

- To improve the efficiency and effectiveness of public safety response in HRM by having one point of contact for the citizens and visitors of HRM in a time of emergency. This will be accomplished by creating an integrated dispatch center which will handle all 911 calls within HRM.
- Additionally, this integrated center would handle all of police and fire dispatch responsibilities for HRM

Objectives 2004/2005

- Continue negotiations with RCMP and NSEMO (911) with the intent to have all 911 calls within HRM answered by one Public Safety Answering Point.
- Continue with planning and implementation of the project plan integrating dispatch services under one roof.

Analysis of Proposed Changes

Service Levels
Service levels will improve as initiatives are planned and implemented
Provide citizens a central point of answering. No transfer of calls thus ensuring crucial information is not lost between call transfers.

Financial/Budget
HRM pays RCMP $950K annually for dispatch. HRM will reduce payment to RCMP and allocate funds to new center. No increase in costs are expected as a result of this change.

Internal Service Providers
Calls redirected from RCMP dispatch center to HRM Dispatch center.

Processes
No change but volume will increase at HRM dispatch center due to services being moved. Dispatching for all police and fire within HRM will be handled from one point once integrated dispatch center becomes operational.

FTE's
Eight (8) FTE's in total. Call taking (4) and dispatching (4). This would be accomplished in two stages as the call taking and dispatching responsibilities are shifted from the RCMP call center to the 911 Emergency Dispatch Center.

2004/05 Budget
Reallocation of funding will result in no increase to the taxpayer within HRM

Issue #3

The current facility located at 15 Convoy Run cannot handle more infrastructure or people, yet the demands for service continue to increase. Currently we are preparing to transition to a new building which will alleviate this situation.

Link to Corporate Scorecard Theme Outcome

Safe Communities - Citizens feel Safe
Excellence in Service Delivery - Customer satisfaction with level of services received.

Goals 2004/2007

- To create a new, larger integrated dispatch center to meet current and anticipated future needs
- Integrate the RCMP Public Safety Answering Point into this new center

- Integrate the RCMP dispatch with HRM dispatch thus providing one central operation.
- Develop integration and career path for new employees in conjunction with Corporate Services

Objectives 2004/2005

- Identify equipment requirements for new dispatch center
- Develop plan to migrate from the current locations to the new dispatch center
- To integrate and move the current dispatch centers to a new larger location at the Eric Spicer building.
- Identify new policy requirements for the new Integrated Emergency Services Dispatch Center

Analysis of Proposed Changes

Service Levels
New facility will open possibilities to expand services to outside communities and create revenue generating opportunities

Financial/Budget
Increased efficiencies and savings with one combined operation. The RCMP budget will decrease and transfer to HRM's new Integrated Emergency Services dispatch operation. This reallocation will allow increases in service and capacity

Internal Service Providers
Real Property Services, Information Services, Shared Services: Cooperate with Corporate call center to develop a career path for call takers and dispatchers

Processes
No change

2004/05 Budget
Preparation will be within current budget envelope.

Issue #4

Implementation of the new Record Management System (RMS) and Computer Aided Dispatch (CAD) to increase efficiencies in the protective services branches of HRM. Combining two CAD's into one creates one single point of information source. In addition it will be integrated with the corporate database (civic addressing, AVL) allowing a sharing of common information across the corporation.

Link to Corporate Scorecard Theme Outcome

Safe Communities - Citizens feel Safe
Excellence in Service Delivery - customer satisfaction with level of services received.

Goal 2004/2007

To ensure effective and continued coordinated dispatching of emergency service agencies within HRM

Objectives 2004/2005

- Develop implementation plan to bring new solution on-line
- Complete necessary training to enable HRM staff to take advantage of the new technology.
- Begin using the new Computer Aided Dispatch system operationally which will now include all of HRM

Analysis of Proposed Changes

Service Levels
No change at present although once implemented HRM will be in the position to consider providing this service for fee to other communities. Reduced input time will allow for more timely dispatch. More accurate information shared across all agencies.

Financial / Budget
Cost efficiencies to be realized through integration of several systems into one. Less spent in cross training of staff on different systems. These issues are being funded in the Capital funds budget and involve more than one business unit. Some increase in costs due to implementation but these are expected to be absorbed in Computer Aided Dispatch budget and current operating budget.

Internal Service Providers
Information Services, Fire and Police

Processes
Currently we can only input calls for the core area. Once enabled, staff will be able to enter calls for anywhere within HRM.

FTE's
One supervisory position seconded as selection team member. Will also coordinate training and implementation of new system with the 911 system.

2004/05 Budget - No change to current budget

Emergency 911

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A450 911 Commun. Centre	$3,936,328	$4,051,400	$4,192,738	$4,224,925	$173,525	10.3%
Total	**$3,936,328**	**$4,051,400**	**$4,192,738**	**$4,224,925**	**173,525**	**4.3%**

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A450 911 Commun. Centre	($91,580)	($7,500)	($119,054)	($194,400)	($186,900)	2492.0%
Total	**($91,580)**	**($7,500)**	**($119,054)**	**($194,400)**	**(186,900)**	**2492.0%**

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A450 911 Commun. Centre	$3,844,748	$4,043,900	$4,073,684	$4,030,525	($13,375)	-0.3%
Total	**$3,844,748**	**$4,043,900**	**$4,073,684**	**$4,030,525**	**(13,375)**	**-0.3%**

Emergency 911

Summary by Expense & Revenue Types

		2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
	Expenditures						
1	Compensation & Benefits	$3,454,674	$3,510,400	$3,754,647	$3,562,970	$52,570	1.5%
2	Office Costs	102,913	134,000	108,878	129,980	(4,020)	-3.0%
3	External Services	0	0	750	0	0	0.0%
4	Supplies & Materials	0	1,000	0	970	(30)	-3.0%
5	Equipment & Communications	270,384	295,500	251,727	281,635	(13,865)	-4.7%
6	Travel	429	2,000	1,362	1,940	(60)	-3.0%
7	Training & Education	68,660	59,500	36,054	198,850	139,350	234.2%
8	Other Goods & Services	2,758	14,000	4,320	13,580	(420)	-3.0%
9	Interdepartmental	36,510	35,000	35,000	35,000	0	0.0%
	Total	**$3,936,328**	**$4,051,400**	**$4,192,738**	**$4,224,925**	**$173,525**	**4.3%**
	Revenues						
10	Other Revenue	($91,580)	($7,500)	($119,054)	($194,400)	($186,900)	2492.0%
	Total	**($91,580)**	**($7,500)**	**($119,054)**	**($194,400)**	**(186,900)**	**2492.0%**
	Net Cost	**$3,844,748**	**$4,043,900**	**$4,073,684**	**$4,030,525**	**(13,375)**	**-0.3%**

Environmental Management Services
Mission Statement

Who?

HRM residents, youth, businesses, industry and institutions

Why?

Lead the Municipality to improve the quality of our living environment to become a more sustainable community.

What?

To deliver environmental management services that protect natural systems and continually improve the quality of life for the community.

To deliver environmental management services that protect natural systems and continually improve the quality of life for the community.

Description of Programs and Services

Environmental Management Services (EMS) was designed to bring a new coordinated focus on the environmental aspects of the Corporate Scorecard Theme of *Healthy, Sustainable, Vibrant Communities*. It also has a small, yet significant role to play in the Theme *Safe Communities*. Currently EMS is responsible for the following core functions (programs) for Halifax Regional Municipality:

EMS Core Programs

Community Projects

- Animal Control Services
- Bylaw Enforcement Services
  (Primarily enforcement for Dangerous and Unsightly Premises, Improperly Placed Solid Waste, Sidewalk Snow & Ice Removal plus some additional responsibilities. In total, this function is responsible for enforcing about 20% of the total number of HRM bylaws.)
- Bylaw Working Group/Rationalization
- Youth LIVE Program
- Taxi & Limousine Services

Strategic & Sustainable Resource Management

- Climate Change and Greenhouse Gas Reduction*
- Pesticide Bylaw and Sustainable Landscape Practices
- Environmental Public Education
- Environmental Sustainable Community Strategy
- Pollution Prevention*

Environmental Policy

- Surface Water-related Environmental Policy
- Regional Plan Liaison and Coordination*

Solid Waste Resources

- Solid Waste Collection & Processing

EMS Core Programs

Solid Waste Diversion

Infrastructure Management and Planning

Pollution Prevention*

Wastewater Treatment

Wastewater Treatment

Leachate Treatment

Biosolids Management

Potable Water Treatment

Infrastructure Management and Planning

Environmental Services (Stormwater & Wastewater Management)

Stormwater & Wastewater System Management

Infrastructure Management and Planning

Pollution Prevention (Source Control)

Corporate Projects

Halifax Harbour Solutions Project

Bylaw Integration Project*

* denotes a new function identified in 03/04 and carried further into 04/05

Business Unit Management Team:

Here is a listing of the divisions, as of March 2004, of the Environmental Management Services Business Unit:

- Community Projects-Allan Waye, General Manager
- Environmental Policy-Tony Blouin, Manager
- Environmental Services-John Sheppard, Manager
- Halifax Harbour Solutions Project-Ted Tam, Project Manager
- Solid Waste Resources -Jim Bauld, Manager
- Strategic and Sustainable Resource Management-Stephen King, Manager
- Wastewater Treatment - Alan Brady, Manager
- Director of Environmental Management Services-Brad Anguish

Strategic Outcomes & Client Benefits

Environmental Management Services is currently undergoing an organizational redesign. As a result the 03/04 version of strategic outcomes and client benefits is no longer suitable. Once the changes are complete, EMS will redraft its strategic outcomes. Listed below are EMS's statements of strategic intention, plus linkages to the HRM Corporate Scorecard.

Statements of Strategic Intention

Communication: To develop a strategy that engages the community and key stakeholders.

Leadership: To develop an integrated strategic approach.

People: To transform our individual working groups into a high performance team.

Operations: To define functions and provide quality customer service.

Business Planning: To strive to become a performance managed business unit.

Sustainable Development: To minimize the impact of growth on our living environment.

Linkage to HRM Corporate Scorecard

Listed below in the table are the indicators attributed to Environmental Management Services (EMS) in support of HRM's Corporate Scorecard Initiative. EMS is responsible for significant outcomes that contribute to the *Healthy, Sustainable, Vibrant Communities* and *Safe Communities* themes. In addition there are a number of objectives within the Service Plan which also support the *Excellence in Service Delivery* and *Excellence in Governance* theme.

HRM Corporate Scorecard	
Healthy, Sustainable, Vibrant Communities Theme	**Indicators**
Citizen Outcome: Preservation of the Environment	Air: percentage reduction of greenhouse gas emissions from HRM operations Water: percentage reduction of fecal coliform in Halifax Harbour Land: solid waste diversion rate
Safe Communities Theme	**Indicators**
Citizen Outcome: Buildings, properties and infrastructure in HRM are safe, healthy & well maintained	# of complaints received for dangerous and unsightly premises, snow and ice removal of sidewalks, animal control, curbside collection performance, compare previous year to current year

2004/05 EMS Budget Overview

2003/2004 Net Operating Budget	**$28,431,621**	***2003/2004 Gross Capital Budget***	**$13,031,000**
2004/2005 Proposed Net Operating Budget	**$29,827,982**	***2004/2005 Proposed Gross Capital Budget***	**$61,344,000**
2004/2005 Approved Net Operating Budget	**$29,805,883**	***2004/2005 Approved Gross Capital Budget***	**$61,594,000**
2003/2004 Approved FTE's	**99**	**2004/2005**	**105**

A Changes to the Budget (Gross Budget - $116 million, Net Budget- $94 million)

For fiscal year 04/05 the consolidated operating budget for EMS will increase by $1.4 million and the capital budget will increase by $48 million. Generally, these increases are for improved management of environmental systems, major acceleration of infrastructure delivery, and for advancing the environmental sustainability agenda.

- Changes to the operating budget: $77,000 Climate Smart program, $250,000 for the Bylaw Integration project, $57,000 for Solid Waste monitoring officers, $180,000 for Summer Weekly Green Cart Collection and a $1.7 million increase to account for solid waste expenses due to a reduction in solid waste diversion credits and contract renegotiation expenses.
- Changes to the capital budget: $39.4 million net increase in funding for the Harbour Solutions Project, $9 million increase spending for solid waste and sewer infrastructure.
- FTE's:
  - New Permanent FTEs: 1 Solid Waste Monitoring Officers, 1 Engineer, 1 Modeling Technician, 1 Senior Engineer, 1 Administrative Assistant, 1 Process Technician
  - Temporary Positions: potential for 4 Bylaw Integration Project Staff, potential for 4 Source Control Staff
  - Conversion of Existing Temporary Position to Permanent FTE: 1 Engineer, 1 Engineering Assistant

B Existing Funding Sources

EMS funding mechanisms include reserve appropriations, cost sharing contributions, general tax revenues and debt financing.

Percentage	Amount	Funding Source
48%	$54 million	Reserves, revenues and debt
28%	$31 million	General Tax Revenues
12%	$14 million	Fee revenues (waste/recycling, licensing)
12%	$13 million	Cost sharing, provincial, federal and strategic partnerships
100%	**$112 million**	**Total Funding for Gross Budget**

C Financial Pressures

The most significant financial pressure facing EMS is the funding adequacy to finance infrastructure investment in keeping pace with municipal growth, legislative requirements, and maintenance demands of our aging stormwater and wastewater infrastructure.

- The current funding methods for wastewater/stormwater capital investment are not fiscally sustainable. A steering committee has been formed to review and recommend alternate financing solutions and restructuring of rates within reserves.

- Increasing legislative requirements is another pressure creating need for additional staff resources. The proposed budget includes 5 new positions related stormwater and wastewater management.

- Youth LIVE is exposed to financial pressure because Human Resources Development Canada has ceased contributing to the HRM program due to the program's maturity. The future viability of Youth LIVE as a service delivery mechanism will be reviewed in fiscal year 04/05.

D New External Funding Sources

EMS has successfully leveraged a significant amount of funding from external sources such as the Canada- Nova Scotia Infrastructure Program, Canada Strategic Infrastructure Program, Federation of Canadian Municipalities (FCM) and others. This leveraging provides the municipality very affordable opportunities to further enhance the environmental sustainability agenda.

1. **Strategic Partnership Funding (Federation of Canadian Municipalities and others):**

A $110,000 contribution of funds or in-kind services from HRM will leverage over $590,000 in funding from FCM, Natural Resources Canada, NS Energy Department, NS Department of Environment and Labour, Environment Canada, and the private sector to fund a variety of pollution prevention initiatives.

2. **Sustainable Community (Green) Reserve:** Interest rate savings by borrowing $20M through the FCM Green Municipal Investment Fund (GMIF) towards the Harbour Solutions Project, an opportunity exists to create a 10 year Sustainable Community (Green) Reserve of approximately $500,000 funding/ year to fund a variety of pollution prevention initiatives. This reserve will be established in 04/05 and spending from this reserve will not likely start until 05/06.

3. **Canada-Nova Scotia Infrastructure Program:** Through this program the following stormwater/wastewater projects have received funding: Balance of Beaver Bank project (phase 4 for $900,000 for sewer services, $800,000 for water services and $833,000 for a reservoir), Herring Cove ($2.07 million) and Prince's Lodge ($1.08 million). These projects must be completed by end of fiscal year 05/06 to qualify for full funding.

4. **Canada Strategic Infrastructure Program:** An additional $30 million in funding has been provided to the Halifax Harbour Solutions Project. This funding will be utilized in the following manner over the next five years: Increased diffuser ratio ($2.5 million), a reduction in combined sewer overflows ($15 million), central biosolids dewatering facility ($3.5 million), pumping station upgrades ($9 million). The cash flow from this contribution will not rise to a substantial level until 05/06 when work begins on the Dartmouth sewage treatment plant.

E. Halifax Harbour Solutions Project

In fiscal year 04/05 EMS plans to spend approximately $75 million for the construction of the Halifax sewage collection system and sewage treatment plant. Funding will be appropriated from the Environmental Protection reserves as part of the proposed capital budgets for the EMS business unit. The overall project involves work in three communities: Herring Cove, Dartmouth and Halifax. Each community would see the creation of a sewage collection system complete with outfalls and diffusers (pipes discharging treated flows into the Harbour). Additionally the project includes a Biosolids treatment facility to convert the biosolids to fertilizer.

The project includes an aggressive Pollution Prevention program funded at $500,000 per year for the next 5 years. This program is integral to the Harbour project in order to ensure that the quality of the wastewater received at the treatment plants meets HRM's wastewater discharge bylaw.

EMS is estimating that 25 % of the project will be completed by year end. The entire multi-year cost

of the project was originally valued at $333 million, with $60 million of funding from the governments of Canada and Nova Scotia. EMS is currently enlarging the scope of this project to reflect another $30 million of funding from Canada. Separate from the annual capital budgeting process, EMS is preparing a new total project budget to reflect this increased scope, the improved HST rebate, the current contracts for design and construction, and the soon-to-be-finalized Harbour Solutions Financing Plan. HRM's portion of the funding will come from the Environmental Protection Reserve, funds borrowed through the Harbour Solutions Financing Plan, and the ongoing revenue stream from the Environmental Protection Levy.

Summary of Achievements of Last Year's Business Plan

Key Initiatives	Status
1.Develop a consolidated Business Plan and Communications Plan for EMS; 2. Develop a consolidated EMS Mission Strategic Outcomes, Client Benefits and Performance Measures.	1&2. Director, Admin Asst, Coordinator hired. Change management initiatives underway. 1. Business plan completed; communication plan targeted for 04/05. 2. Key Scorecard measures identified & under development
3. Identify and implement HRM "Lead by Example" activities to improve overall environmental performance and promote this through the Environmental Initiatives Group, Senior Management Team, Executive Management Team	Federation of Canadian Municipalities Green Municipal Enabling Fund (GMEF) applications submitted for: a. GMEF application funding approved to complete Milestones #1 & #2 of the Partners for Climate Change program. GMEF & National Resource Canada (NRCan) applications submitted for Climate Smart Project - Municipal Toolkit on Climate Change & Mitigation - includes several federal & provincial departments & private sector. b. District Energy Concept under review with action items put in place to access geo-technical & feasibility data on getting natural gas across the Harbour. c. Biosolids Processing under review d. Anti-Idling campaign (HRM & Community) under review e. Partnerships commencing with Nova Scotia Department of Environment & Labour (NSDEL) & Feds for all environmental initiatives. Several joint meetings held. f. EMS assumed leadership of Water Resource Mgt Strategy

Key Initiatives	Status
4. Organize staff workshops to review the approved business plan; 5. Identify internal partnership opportunities; 6. Coordinate improved education and enforcement.	4. Underway 5a. Real Property and Asset Mgt - Mengoni Site, Energy Performance Contract 5b. Public Works and Transportation - Natural Gas 5c. 10 Business Units & RCMP: Bylaw Rationalization Working Group continue to review new or amended by-laws according to Administrative Order 32. 5d. Creating a Source Control cell under the EMS re-alignment 6. Underway: strategic communications plan under review
7. Prepare an implementation plan, representing milestone # 2 in the FCM Partners for Climate Protection Program.	7. Underway- delay in receiving confirmation of federal funding through the Federation of Canadian Municipalities Green Municipal Enabling Fund
8. Develop an internal communications strategy to articulate the current responsibilities of each HRM Business Unit relative to policy, administration, licensing, enforcement and remedy of by-laws; 9. Develop Memoranda of Understanding regarding enforcement responsibilities between Community Projects and the respective HRM Business Units.	8. Matrices have been prepared and circulated for each Business Unit identifying their responsibilities for the respective elements of each by-law. 9. A document has been prepared for each Business Unit identifying the resources required to complete the following for the "Bylaw Integration" project : - Process Mapping - Confirmation of Accountability Matrix - Tier 2 Contact Information - Questions & Answers developed - Call Load and additions/adjustments to problem codes in Hansen - Financial Analysis - Education Strategy - Enforcement Strategy - Communication Strategy

Key Initiatives	**Status**
10. Identify the appropriate responsibility centre(s) to address the issue; 11. Obtain adequate resources and support for existing and proposed hardware/software requirements; 12. Seek support and commitment from key stakeholders to use the new systems and processes.	10. This objective was achieved by developing matrices identifying the Business Unit responsibilities for the respective elements of each by-law. 11 & 12. A document has been prepared for each Business Unit identifying the resources required to complete the aforementioned "Bylaw Integration" project.
13. Conduct a Gaps Analysis and develop a strategy in consultation with key stakeholders to identify the gaps in the way data is currently captured.	13. An analysis has been completed regarding commitment required by business units to accept their respective responsibilities of by-law service delivery A document has been prepared for each Business Unit identifying the resources required to complete the aforementioned "Bylaw Integration" project.

Key Initiatives	**Status**
14. Identify duplication of processes between the HRM Business Units and recommend ways to increase efficiency and effectiveness in the delivery of by-law services; 15. Conduct a Gaps Analysis within the existing staff complement involved in the delivery of by-law services; 16. Develop a strategy to address the gaps.	14., 15., 16. An analysis has been completed regarding commitment required by business units to accept their respective responsibilities of by-law service delivery A strategy to invoke lien provisions of the Municipal Government Act (MGA) for applicable by-laws: - Every by-law has been reviewed to assess applicability for the ability to lien remedy work against properties. - By-law V-100 was adopted by Regional Council which resulted in applicable by-laws being amended to invoke sections 503(1) and 507 of the MGA which will allow the HRM to lien property owners for costs incurred by the Municipality to complete the remedy of violations to the applicable by-laws A strategy to amend the Summary Proceedings Act was developed and actioned as follows: - Every by-law has been reviewed to assess applicability for issuing Summary Offense Tickets (SOT's). - Minimum fines were identified in by-laws that required SOT ability. Regional Council approved by-law V-101 which established the minimum fines. - Requests to amend the Summary Proceedings Act were sent to the Province which included all by-law violations that require SOT ability. Awaiting province to establish SOT powers; A strategy to issue, track, prosecute and all other related functions of SOT's is being developed in conjunction with Legal Services, Police Services and Business Units for implementation when approval from the Province is received. A document has been prepared for each Business Unit identifying the resources required to complete the aforementioned "Bylaw Integration" project.

Key Initiatives	Status
17. Identify the required resources for all related functions including policy, administration, licensing, enforcement and remedy, when amending or creating a new by-law. 18. Gain Council approval for four FTEs and all related expenses, to enforce and administer the amended Sign By-Law (pending) and existing Land Use By-Laws.	17. Commitment to Admin. Order 32 is required for the HRM to assess the required resources to undertake all the related elements of a by-law service including policy, administration, licensing/permitting, enforcement and remedy. This process is not currently being supported in all situations. 18. Regional Council approved funds to hire Community Standards Officers (CSO's) of all related expenses to enforce and administer by-laws including existing Land Use by-laws and pending new by-laws (i.e. Signs). It was determined that all elements of Land Use, Signs and other by-laws requiring subject matter expertise beyond a visual inspection of the violation would be more appropriately delivered by the Planning & Development business unit.
19. Revisit the Space Analysis submitted to Real Property Services; 20. Develop an Action Plan in consultation with Real Property to address our needs.	19. The options identified to date have not adequately address the space requirements. Short term actions have been taken to accommodate immediate needs. 20. This matter is being considered by Real Property.
21. Gain Council approval for new resources to fund an Animal Control contract that addresses the requested service level improvements 22. Have adequate software to support the Animal Control Service contract. 23. Establish an evaluation process to monitor the effectiveness of the contracted service.	21. Regional Council approved the resources required to fund service level improvements in a new Animal Control Services contract. 22. A new software package has been developed by Shared Services IT department for implementation in the new fiscal year. 23. On-going monitoring of the contract is being conducted and regular meetings are being held with contractors.
24. Develop a communications strategy to articulate the goal of the Youth LIVE program.	24. A report and presentation was presented at Committee of the Whole in March 2004.

Key Initiatives	Status
25. Complete the Pumping Station and Forcemain Study and develop rehabilitation priorities and long term capital requirements; 26. Start collecting sewer condition data for input into Land Information System.	25. Reviewed 157 pumping stations, 40 high priority pumping stations were reviewed for upgrades (Final Report completed - Jan. 04) Approximately $16M in upgrades recommended. Basic inventory data compiled on remaining 117 stations Draft Report completed - Jan.04). 26. Responsibility taken over by Public Works
27. Implement a new Water Resource Management Policy (WRMP) by drafting amended municipal planning strategies, by-laws, standards, changes in internal procedures and practices, provision of additional resources, etc.	27a. WRMP final report received & presented to committee of the whole. 27b. Joint Implementation plan developed between EMS, Planning & Dev, Regional Plan. This process will be improved in future. 27c. EMS will assume leadership for the overall water resource strategy 27d. Some initiatives from study already underway.
28. Identify the resource requirements to identify our off-street systems, and to input record information on these systems into GIS; 29. Identify the process, resource requirements and changes to by-laws or standards, if any; 30. Have record information acquired through the development process input efficiently into GIS.	28. Responsibility taken over by Public Works and Transportation (PWT) 29. Red Book specs for data related to acceptance of new infrastructure. Subdivision By-Law needs to be harmonized. Responsibility taken over by PWT. 30. Linked to No. 29. Responsibility taken over by PWT.
31. Complete the initial project financing and debt placement plan by Spring 2003; 32. Ensure that Halifax Regional Environmental Partnership (HREP) develops the Public Involvement and Information Program with input from HRM, Community Liaison Committees and other interested parties.	31. Financing plan underway for debundled project. 32. Public Involvement & Information Program (PIIP) has been contracted internally to Shared Services. Performance will be reviewed after one quarter.

Key Initiatives	Status
33. Regularly inform the public of the Harbour Solutions Project progress; 34. Establish quarterly information reports to Council regarding financing and activities.	33&34. Regular reporting formats now being established as part of HRM's Project Mgt Office review.
35. Jointly with the owner's engineer, ensure the design, construction and commissioning of treatment plants and collection systems are in full compliance with the development agreements and applicable construction and safety practices; 36. Ensure the construction activities are on target with the proposed construction schedule as established in the main Development Agreement.	35. Underway. 36. Underway.
37. Utilize waste audits and facility reports from the Otter Lake Front End Processing (FEP) and other facilities to analyze waste streams, identify feedstock contamination problems, and improve enforcement and diversion activities.	37. Waste Characterization study underway. 3 phases to correspond with seasons. Summer phase completed in August, 20% fibre and 15% organic unacceptable for landfill, too high. Need to review enforcement options, resources are a problem. November audit completed, similar results.
38. Increase "on site" composting activity (grass-cycling, back yard composting, etc.) 39. Improve communications for new residents; 40. Promote waste reduction.	38. Plan to sell 4,000 subsidized composters at public venues. Reduced sale of 900 to date, resource problem. Corporate Research Associates (CRA) survey indicates 20% of residents started some on-site management. 39. Updated 4 stream guide distributed Feb. '04 40. Underway.

Key Initiatives	Status
41. In conjunction with facility operators, waste haulers, businesses and institutions, identify opportunities to reduce deliveries of contaminated loads to recycling and compost plants; 42. Conduct follow up education and enforcement; 43. Encourage more diversion of construction and demolition (C&D) waste by educating builders in the benefits of recycling C&D materials.	41/42. MIRROR waste discrepancy reports are deteriorating. Need more monitoring, communication and enforcement, staffing is an issue, monitoring by NSDEL requested. •Enhanced monitoring and stickering by residential contractors. •Waste audit of organics feedstock completed Jan. '04 yet to be analyzed. •Blue bag audit completed at Materials Recovery Facility (MRF) Oct. '03 and Feb. '04 with followup with haulers. 43. Attendance at home show plus some brochures distributed. Intend to run TV add in the spring with the Construction Association.
44. Manage the changeover of residential collection contractors at June 30, 2003, establishing contract monitoring and compliance systems; 45. Implementing HRM Customer Service Standards and communicating these standards to the private contracted service providers.	44. Done. All changeover issues resolved. Monitoring and compliance in place. Complaint tracking in Hansen has been improved. 45. Underway. Bi-monthly meetings conducted with collectors.
46. Analyze existing bag limits, use of clear garbage bags, receipt of grass clippings and other municipal limits, user fee systems to identify potential waste reduction measures; 47. Update the system cost models, provide improved messaging to residents about opportunities to reduce the financial costs of waste management, and to reduce waste overall.	46/47. System cost model in progress, some data collected, otherwise nothing done to date. Much work to be done, this is a resource issue. Focus for 04/05 once budget is approved.

Key Initiatives	Status
48. Effectively manage the changeover of residential collection contractors at June 30, 2003 so that customer service levels are maintained; 49. Analyze the contract performance and make recommendations for the Recycling Plant and both Compost Plants in anticipation of renewal/expiry in March 2004.	48. Changeover managed, however ongoing contract management required to report and measure performance of contract deliverables. 49. Solid Waste system review by O'Halloran-Campbell complete. -Concerns from Citizen Monitoring Committee (CMC) being addressed - Performance & price deficiencies identified with Compost plants. Tough negotiation underway. -MRF contract renewal approved in principal by Council $125,000 savings in 04/05.
50. Coordinate resources (external/internal) on matters affecting sustainable management, natural resource protection, preservation policies, and education; 51. Implement the next phase of the Pesticide Reduction Program and completed applied science research projects that facilitate sustainable management and maintenance; 52. Coordinate HRM strategies and protocols for addressing threats to parks and forests; 53. Enhance existing partnership opportunities with community, industry business, and schools through public workshops and education sessions; 54. Provide coordination and support for the harmonization of existing parks, natural resources and recreation by-laws.	50. Urban forest threat management protocol put in place and delivered to Real Property & Asset Mgt for their use. Direct participation in National Forest Strategy including the addition of a section on Urban Forestry in the 03-08 National Forest Strategy. 51. Full pesticide reduction program now in place with final phase of the By-law. Detailed 2003 Overview Report presented to Regional Council in mid December. Some administrative and process enhancements required regarding the permitting system. Recommendation Report to go to Regional Council late Feb. early March. 52. Investigating the Natural Step as a whole system methodology to assist with environmental sustainability standards, performance measures and protection. 53. 14 Public Workshops on Sustainable Practices completed; 2 new Fact Sheets added to portfolio of fact sheets on sustainable practices; participation on 2 major Home shows promoting sustainable practices; lectures on sustainable practices held at Dal; SMU; & Mount St Vincent University, etc. 54. Direct participation with the corporate By-law rationalization committee, in particular those involving protection of environmental assets.

Key Initiatives	Status
55. Develop a proposal for funding ($3.5M) of the Aerotech biosolids dewatering facility.	55. Work underway. No finance plan yet. Big funding concern.
56. Complete the North Preston STP upgrade (Construction) - $400,000 and Capital equipment replacement ($350,000); 57. Develop and obtain Council approval for a long term capital upgrade plan based upon conclusions of the Waste Water Treatment Study and Greenfield Study.	56. Put in abeyance due to legal and land issues. May pursue in 04/05. 57. Study delivered. $35M in upgrades recommended over next 10 years. A joint funding review and strategy must be developed to address these severe capital pressures. Recommendations will be integrated with Long Term Capital Plan
58. Commission a study/pre-design to resolve low water levels in Bennery Lake and make necessary changes to comply with future provincial legislation requirements; 59. Complete joint water distribution system project/improvements with Halifax International Airport Authoity (HIAA).	58. May not do. Negotiating with Halifax Regional Water Commission to take over the Water Treatment Plant. 59. Project completed.
60. Develop a phased plan to improve staffing at Waste Water Treatment plants.	60. Underway, and will continue throughout the delivery of the Harbour Solutions Project Sewage Treatment Plants (STPs).

Introduction to Environmental Management Services Issues

Effective management of environmental systems is of primary concern for the business unit. Environmental Management Services (EMS) has responsibility for municipal water infrastructure (stormwater & wastewater collection system, wastewater treatment, and potable water treatment & distribution for Halifax International Airport), solid waste infrastructure, and policy responsibility for sustainable landscape (pesticides) and climate change. This in sum represents the municipal environmental system. The first four issues of the business plan focus exclusively on improving the municipality's ability to better manage its environmental systems. The section below on *Issues 1-4* outlines the general pressures which have led to the creation of these four environmental issues.

Besides the environment there are three other significant organizational and community issues of note: animal control, bylaw service reform and building an innovative workforce. The specific issues are listed 5 through7 below. Please refer to each Issue directly in order to review EMS intentions for fiscal year 04/05.

Issues 1-4: Impacting Environmental Management Systems
Currently HRM faces severe financial challenges with regard to pollution control and the preservation of our environment. This makes it a challenge for Environmental Management Services to effectively manage its environmental infrastructure. This is largely due to the following factors:

- Increased community demand for the municipality to be involved in activities to preserve the environment and protect public health.
- Increased community desire for sewer services
- Increased population growth stimulating environmental infrastructure expansion (composed of the solid waste system, stormwater & wastewater collection system, and wastewater treatment plants)
- Increased regulatory compliance requirements
- Degradation of existing infrastructure without an adequate replacement strategy
- Increased role required by Environment Management Services to support the HRM Regional Planning project
- Lack of existing infrastructure information and staff capacity to properly record information in a manner easily retrievable for future analysis.
- The quality of strategic & financial management information reported to the decision makers is not where it needs to be in order to support better infrastructure decisions.

To date, HRM's approach to the preservation of the environment has been reactive. This is evidenced by the mounting massive infrastructure investments required to deal with the problems. Current estimates indicate that approximately $42 million is required to upgrade existing sewage treatment plants over the next 10 years. Twenty million dollars is required to bring only 40 of our 157 pumping stations into regulatory compliance. These issues currently have no future funding sources and are only the tip of the infrastructure iceberg. EMS has identified four issues surrounding

this problem which are outlined in the following sections:

- Issue # 1: Prevent pollution at source through citizen stewardship and HRM leadership
- Issue # 2: Manage the Delivery of New Environmental Infrastructure
- Issue # 3: Develop a fiscally sustainable strategy to preserving HRM's environment
- Issue # 4: Improve the efficiency and effectiveness of environmental systems

Issues 5-7: Other organizational pressures
Each one of these issues is separate and self contained. Further detail is provided in the relevant sections of the business plan.

- Issue # 5: Improve the effectiveness of the animal control service
- Issue # 6: Reform HRM's Approach to By-Law Services
- Issue # 7: Develop an innovative workforce capable of leading HRM into the future

Issue # 1

Prevent pollution at source through citizen stewardship and HRM leadership

In fiscal year 04/05 EMS intends to strengthen its approach to pollution prevention in order to better manage the municipal environmental infrastructure. EMS defines "pollution prevention" as proactive efforts along all sectors and stakeholder groups to stop environmental problems from happening. This would include the reduction of all types of generated waste and involve a higher degree of integration between all stakeholders. Most importantly it will require a higher degree of citizen stewardship than currently exists. Nationally, HRM lags most major Canadian cities in the area of pollution prevention and strategy development. Over the course of fiscal year 04/05 EMS intends to bridge this gap through the exchange of ideas and adoption of best practices used by other municipalities.

Major elements of pollution prevention for 04/05 include:

- Source Control: The Source Control program addresses the need to regulate at source the discharge of deleterious substances currently being discharged to both municipal storm and sanitary sewer systems from residents and an estimated 6000 industrial, commercial and institutional (ICI) locations.

- Climate Change and Greenhouse Gas Mitigation: EMS will commence work on initiatives in order to meet HRM's commitment to the Partners for Climate Protection program.

- Solid Waste Management- Commercial & Residential Stewardship: EMS will seek to improve our solid waste diversion rate by monitoring the quality of materials collected and providing direct feedback to the commercial and residential sectors.

- Integrated Public Education: EMS will broaden the focus of HRM's environmental public education program so that it allow for more broader coverage of a wide range of inter-connected issues.

- Strategy Development: Involving the exchange of ideas and best practices through forums, conferences and site visits with other municipal units.

Link to HRM Corporate Scorecard (CSC) theme outcome

Healthy, Sustainable Vibrant Communities: Preservation of the Environment

Goals 2004/2007

HRM Long Term Goal: HRM is a leader in the mitigation of its pollutants to the environment and adaptation of climate change.

Objectives 2004/2005

- Develop an integrated Environmental System Communication & Education Strategy.
  - Improve the Solid Waste Communication & Education Program.
  - Establish preliminary plans for public education & awareness programs on air quality. ie. Anti-idling, greenhouse gases, emissions, etc.
  - Enhance public education & awareness regarding healthy, sustainable community stewardship.
  - Develop a source control enforcement strategy to support the Halifax Harbour Solutions project.
  - Implement an onsite services stewardship awareness program.
  - Develop a source control communications strategy to support the Halifax Harbour Solutions project.

- Improve Solid Waste Diversion Rate.
  - Promote backyard composting.
  - Implement an ICI & Residential Solid Waste Monitoring program- Participation and Quality.
  - Maximize Diversion of Construction & Demolition materials.

- Develop a greenhouse mitigation strategy and plan for corporate buildings and infrastructure, as well as a model for HRM overall.

- Implement the Climate Smart program
- Conduct a corporate environmental sustainability analysis to determine gaps, risks, opportunities, etc.
- Implement a green house gas mitigation program for corporate buildings and infrastructure.
- Implement Highland Energy Agreement.
- Through private-public partnerships utilize contracted services to help implement Climate Smart Greenhouse Gas Plans and a Environmental Sustainability Analysis (The Natural Step process).
- Define a strategic direction for HRM regarding District Energy Concepts.

- Enhance the Pesticide Bylaw permit application process.
- Support sustainable landscape maintenance protocols for HRM operations.
- Conduct Harbour Solutions project environmental effects monitoring.
- Investigate, monitor and inspect ICI sector businesses to improve compliance with the regulatory requirements of By-Law W-101.
- Conduct investigations and develop solutions to reduce the accumulation of ice in certain HRM streets.
- Conduct Wet Weather Flow Study in the sewershed of the proposed Halifax STP to better assess how to manage these flows, in consideration of cost, system capacity and environmental impacts.
- Develop HRM Surface-water Environmental Policy.
- Implement a surface water quality monitoring study as identified through the water resource management study.

Analysis of Proposed Changes

Service Levels:
- The implementation of the Highland Energy program will lead to future revenue-sharing opportunities and potential *Green House Gas Credits* from the old Sackville Landfill.
- Increased solid waste diversion
- Improved communication and education to promote citizen stewardship
- Increase in wastewater stewardship (ie. Source Control) through communication, education and enforcement.
- Corporate greenhouse gas reduction will commence
- Improved pesticide permit processing

Financial/Budget:
- $57,000 for Industrial, Commercial, Institutional (ICI) & Residential Solid Waste Quality Monitoring

- $77,000 to implement a Green House Gas mitigation program (this helps leverage close to $600,000 in external funding)

Processes:

- Use of Marketing, Design and Print Services for communications strategy and direct service provision.
- Provide important Green House Gas data & targets for PWT, RPAM for their action
- Liaison with Regional Planning on policy and costing issues for water related infrastructure
- To resolve street ice issues close cooperation between Environmental Services, Technical and Underground Services, Community Services, Legal Services and PWT required.
- IS staff and services required to upgrade electronic data management handling to improve Pesticide process administration
- Partner with planing and development re: demolition permits to facilitate Construction and Demolition diversion
- Community Projects assistance required for enforcement of penalties for noncompliance issues to improve Solid Waste Diversion rate

FTE:

- Solid Waste Quality Monitoring Officers- 1 FTE
- Source Control staff- Potential for 4 temporary positions funded from the Harbour Solutions Project

Issue # 2

Manage the Delivery of New Environmental Infrastructure

The long term vision of Environmental Management Services is for all of HRM's policies, programs and services to have a neutral or a positive impact on HRM's natural ecosystem. A first step in achieving that vision is to manage the delivery of new environmental infrastructure. EMS intends to adopt a new approach to managing infrastructure that is integrated, predictable and strategic.

- Integrated - All functional elements of the environmental system are included in capital projects. Where possible, co-location or co-functionality between the different types of infrastructure will be the emphasis in future designs.

- Predictable - Fees and the water utility rate are financially sustainable. This means that all projects need to be forecasted and planned. It also means that the level, quality and detail of management information systems needs to be improved.
- Strategic - Staff must ensure strong operational relationships with the Halifax Regional Water Commission, Public Works & Transportation and Regional Plan for project synergy. Additionally there must be linkages with external funding agencies such as the Federation of Canadian Municipalities and Infrastructure Canada. Management should be in a position to be

proactive when making decisions to develop new infrastructure where appropriate funding linkages have been established. Besides getting its own financial house in order, EMS will depend more than ever on an effective Long-Term Capital Planning Process.

Link to HRM Corporate Scorecard theme outcome

Healthy, Sustainable, Vibrant Communities: Preservation of the Environment

Goal 2004/2007

HRM is a leader in the mitigation of its pollutants to the environment and adaptation of climate change.

Objectives 2004/2005

- Effective Project management of the Harbour Solutions Project.
  - Implement a public involvement and information program for the Halifax Harbour Solutions project.
  - Ensure CEAA Compliance for Harbour Solutions Project.
  - Commence implementation of a Central Biosolids Dewatering Facility and upgrade of Aerotech Sewage Treatment Plant.

- Effective Solid Waste Infrastructure Management
  - Cap Cell #2 at the Otter Lake Landfill.
  - Equipment Replacement at Otter Lake, additional organic green carts
  -

- Effective Stormwater & Wastewater Infrastructure Management
  - Develop and define a program for providing New Water and Sewer Infrastructure to unserviced communities in HRM
  - Manage development of new water and sewer infrastructure projects at Beaver Bank, Herring Cove, and Prince's Lodge.
  - Implement Wastewater Pumping Stations and Forcemains Upgrades.

Analysis of Proposed Changes

Service Levels:
- An increase in public education and involvement in support of the Halifax Harbour Solutions project
- Extension of new sewer service to Prince's Lodge and Herring Cove.
- Service levels will be impacted as senior staff from Wastewater Treatment, Environmental Policy and Environmental Services participate in the planning and integration of the Harbour Solutions

Project with existing municipal infrastructure.

Financial/Budget:
- No additional operating budget required.
- Environmental Protection charges on the water bill will increase by $0.05 in October 2004 as approved by Regional Council.
- Approximately $4 million to Cap Cell #2 of Otter Lake Landfill (capital)
- Central Biosolids Dewatering Facility and upgrade of Aerotech Sewage Treatment Plant is $3.5 million (capital)
- New water and sewer infrastructure projects (capital)- Balance of Beaver Bank project (phase 4 for $900,000 for sewer services, $800,000 for water services and $833,000 for a reservoir), Herring Cove ($2.07 million) and Prince's Lodge ($1.08 million).
- $64,000 for 1 senior engineer (funded from the Environmental Protection Reserve Q105)

Processes:
- EMS will require PWT liaison and resources for collection system operations in order to ensure the Halifax Harbour Solutions Project meets (Canadian Environmental Assessment Act (CEAA) compliance.
- Continued use of financial and marketing consultant support for the Halifax Harbour Solutions Project

FTE:
- 1 Senior Engineer

Issue #3

Develop a fiscally sustainable strategy to preserving HRM's environment

EMS intends to develop a fiscally sustainable strategy to preserving HRM's environment by achieving the following:

1. Develop a financing strategy that will meet the increased demands on capital investment in stormwater and wastewater infrastructure.

2. Develop strategic partnerships to leverage external resources.

Link to HRM Corporate Scorecard theme outcome

Healthy, Sustainable, Vibrant Communities: Preservation of the Environment

Goals 2004/2007

- The delivery of HRM services has become more efficient and effective in meeting the needs of citizens through greater integration & cooperation.
- HRM is a leader in the mitigation of its pollutants to the environment and adaption of climate change.
- HRM has clarified its roles, resolved issues and met responsibilities with its partners (other levels of government, agencies, boards, etc.) that ensure HRM outcomes have been achieved.
- HRM utilizes management tools that provide current information on the state of its finances, assets, human resources and service performance.

Objectives 2004/2005

- Benchmark the cost-effectiveness of Solid Waste Strategy with other municipalities
- Develop and put in place a funding mechanism to provide seed funding for Innovative Green Initiatives.
- Develop effective and lucrative partnerships with a relationship management strategy.
- Strengthen networks and partnerships with Prov, Fed, Industry, Community, and Academia.
- Evaluate new environmental technologies for system improvement.
- Assist Regional Planning project in identifying infrastructure lifecycle costs.
- Develop a 25 year Stormwater and Wastewater management plan.
- Develop a long term funding model for stormwater & wastewater systems and infrastructure
- Review wastewater and stormwater fees and restructure the reserves.
- Develop an effective Biosolids Management Strategy.
- Review the long term adequacy of all EMS reserves

Analysis of Proposed Changes

Service Levels: No changes in services levels.

Financial/Budget: No additional requested.

Processes:
- Environmental Management Services will require some support in analysing solid waste system costs.
- Participation from Planning & Dev, Finance, Halifax Regional Water Commission, and Regional Plan is needed in order to effectively determine appropriate sources of funding for new stormwater and wastewater infrastructure.

FTE: No FTE's requested.

Issue #4

Improve the efficiency and effectiveness of environmental systems

Since its creation as a business unit in January 2003, Environmental Management Services (EMS) has been the steward of most of the municipal environmental infrastructure. Here is a list of the specific roles that EMS plays in infrastructure management (ie. "The Municipal Environmental System":

- Contract management for the operation and maintenance of solid waste collection & processing facilities.
- Maintenance, operation and management of wastewater treatment facilities.
- Management of storm water & wastewater collection system (sewers).

Other Agencies involved in municipal environmental infrastructure management:
- Maintenance of stormwater & wastewater collection system is the responsibility of Technical & Underground Services of Public Works & Transportation.
- Maintenance, operation and management of the potable water system is the responsibility of Halifax Regional Water Commission (with the exception of potable drinking water at Aerotech park/Bennery Lake which currently is an EMS responsibility)

Given this arrangement, EMS has a lead role to play in improving the efficiency and effectiveness of the entire system. The 04/05 business plan objectives will enable EMS to achieve operational efficiencies. Effectiveness will be achieved by coordinating all efforts with the other environmental infrastructure agencies.

Link to HRM Corporate Scorecard (CSC) theme outcome

Healthy, Sustainable, Vibrant Communities: Preservation of the Environment

Goals 2004/2007

- The delivery of HRM services has become more efficient and effective in meeting the needs of citizens through greater integration & cooperation.
- HRM is a leader in the mitigation of its pollutants to the environment and adaption of climate change.
- HRM has clarified its roles, resolved issues and met responsibilities with its partners (other levels of government, agencies, boards, etc.) that ensure HRM outcomes have been achieved.
- HRM utilizes management tools that provide current information on the state of its finances, assets, human resources and service performance.

Objectives 2004/05

- Improve HRM's Stormwater & Wastewater due diligence capability:
  - Continue with Infiltration/Inflow Reduction studies & repairs, and track progress.
  - Continue to develop sewershed mapping in order to effectively manage system.
  - Provide effective support to the Water Resource Management Study recommendations.
- Modify Community Projects processes to enhance service delivery for other EMS environmental programs
- Develop Service Agreement between Solid Waste Resources and Corporate Call Centre.
- Effectively administrate the operating costs of the solid waste system.
- Effectively administer the solid waste facilities contracts.
- Improve solid waste collector performance through performance reporting.
- Prepare for the Otter Lake contract renewal.
- Implement a Weekly Summer Green Cart Collection Program
- Develop a written procedure and clarify EMS role during environmental spill events.
- Conduct Sewer Modeling of key trunk sewers in order to determine current system use and available capacity for future growth.
- Divest Bennery Lake Water Treatment Plant to Halifax Regional Water Commission
- Begin implementation of the recommendations of the Wastewater Pumping Stations and Forcemains Study.
- Continue with data input on the Stormwater and Wastewater Infrastructure Database Project.
- Commence development of plan to assume operation of Harbour Solutions Plans by Wastewater Treatment division
- Carry out the Dartmouth Cove Wastewater Study, to assess system performance and system upgrades required to meet legislated standards and to support new growth
- Implement a strategy to ensure future connection of all private outfalls to HRM's sewer system

Analysis of Proposed Changes

Service Levels:
As a result of these objectives there will be a reduction in sewage/drainage complaints, better support for the regional planning project, improved implementation of the capital cost contribution policy, and improved accessibility of sewer collection system information. There will be no service level reductions.

Financial/Budget:
- $50,000 for Sewer Modeling (from the Environmental Protection Reserve Q105)

- $161,000 for Stormwater and Wastewater Due Diligence (from the Environmental Protection Reserve Q105)
- $90,000 for Wastewater Quality Due Diligence (from the Environmental Protection Reserve Q105)
- $180,000 for a Weekly Summer Green Cart Collection program

Processes:
Solid waste will to strengthen its linkages with the Corporate Call Centre (Shared Services) by improving upon the current service level agreement.

FTE:
1 Sewer Modeling Technician
2 Engineers
1 Wastewater Process Technician
1 Administrative Assistant (Wastewater Treatment)

Details regarding how these positions are funded are listed in this business plan in the *Budget Issues* section.

Issue # 5

Improve the effectiveness of the animal control service

HRM's Animal Control Service is a contracted service coordinated by the Community Projects Division. Despite an extensive environmental scan and Request for Proposal process, HRM only received two bids for the Animal Control Services contract. There were concerns whether either proponent had the capacity to provide an adequate service. In May 2003, Regional Council awarded the contract to the Society for Prevention of Cruelty for Animals (SPCA).

As of February 2004, the contract performance by SPCA remains a large risk. A letter has been issued to the SPCA regarding contract deficiencies. Community Projects will continue to monitor the performance as it relates to the contract.

During the deliberations in May 2003, staff was requested to prepare a report regarding the development of an internal Animal Control Service. A report outlining the trends of other major municipalities regarding Animal Control Services will be circulated to Regional Council in early 04/05.

Link to HRM Corporate Scorecard theme outcome

Safe Communities: Efficiency Outcome needs to be developed in future years to account for this

issue.

Goals 2004/2007

The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.

Objectives 2004/05

- Monitor and manage the Animal Control Services contract.
- Review and amend the policies and procedures manual for Animal Control Services as required.
- Based on Regional Councils direction, staff will develop a strategy for the future direction of Animal Control Services.

Analysis of Proposed Changes

Service Levels: Animal Control service levels will improve as a result of these objectives.

Financial/Budget: Objectives funded from base envelope, no new funds required.

Processes:
Should Council decide to operate an internal animal control service then support will be required from Real Property and Asset Management, Shared Services and Human Resources in order to develop an implementation strategy.

FTE: None requested

Issue # 6

Reform HRM's Approach to By-Law Services

An efficient and integrated bylaw service delivery structure was identified as an important outcome of the *Excellence in Governance* Corporate Scorecard theme.

The purpose of reforming HRM's approach to bylaw service is to establish a comprehensive By-Law Service, which reaches across 10 business units, and provides co-ordinated business processes and information technology to support those processes. The success of a strong By-Law Service will depend on the ability to coordinate and share information.

To that end the following elements have been established:

- Bylaw Integration Project: The purpose of the By-Law Integration Project is to establish a comprehensive By-Law Service, which reaches across 10 Business Units and provides co-ordinated business processes and information technology to support those processes. The end goal is to provide high quality service delivery in a seamless fashion. Components include one point of contact for the citizens and the implementation of all by-laws, existing and new, into the appropriate corporate technology. The focus of the By-law Integration Project is to complete an analysis of **existing** HRM by-laws and define the business processes associated with these by-laws.

- The By-Law Rationalization Working Group will define the required business processes associated with **new** by-laws or by-law amendments before they are considered by Regional Council.

- Development Costs for Creating A New Bylaw: EMS has requested that Financial Services undertake an exercise to identify the developmental costs for the creation of a **new** by-law. The results of this effort will enable Council to have a better appreciation of developmental costs and augment decision-making in regards to prioritization of effort.

- Effective Compliance Strategy: Summary offense tickets will be introduced for several by-laws in 04/05. Training will be conducted for enforcement officers and information systems will be updated. Compliance strategies will need to be reviewed in light of introducing SOT's as an additional compliance measure.

Link to HRM Corporate Scorecard theme outcome

Excellence in Governance: Efficiency in integrated service delivery

Goal 2004/2007

The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.

Objectives 2004/05

- Conduct a study to understand the full cost of creating a new bylaw.
- Continue to manage the Youth LIVE program and Taxi & Limousine Services in order to improve service delivery.
- Implement a Bylaw Integration Project to improve the quality of bylaw service delivery
- Research and develop a citizen stewardship approach to bylaws.
- Review the financial viability of Youth LIVE program as an integrated service delivery approach.

Analysis of Proposed Changes

Service Levels:
There will be a comprehensive understanding of bylaw service requirements and process improvements upon the completion of the Bylaw Integration Project.

Financial/Budget:
$250,000 for Bylaw Integration project

Processes:
Significant commitment is required from Shared Services, Financial Services, Fire & Emergency Services, Legal Services, Planning & Development Services, Public Works & Transportation Services, Real Property & Asset Management Services, RCMP, and Halifax Regional Police Services to achieve the objectives. Specifics are detailed in the *EMS Internal Service Expectations Form.*

FTE:
Temporary backfill for up to 4.0 FTE's to participate in the Bylaw Integration Project.

Issue #7

Develop an innovative workforce capable of leading HRM into the future

Environmental Management Services has made some important first steps in establishing a coherent and coordinated Environmental agenda within HRM. Organizational redesign work initiated in 2003/04 transformed individual operating units into an integrated business unit. EMS must now focus efforts toward ensuring that staff are sufficiently skilled for their evolving mandate and that succession is appropriately planned.

Link to HRM Corporate Scorecard theme outcome

Excellence in Service Delivery: Learning, Growth and Innovation Outcome needs to be established

Goals 2004/2007

- HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service.
- HRM is a leader in the mitigation of its pollutants to the environment and adaptation of climate change.

Objective(s) 2004/05

- Implement best practice exchanges with other leading municipalities
- Develop a succession plan to ensure future staffing requirements are met.
- Identify skills gap and develop a training plan to increase service delivery and innovation
- Improve staff report writing skills
- Conduct scorecard, performance measurement and management training

Analysis of Proposed Changes

Service Levels: There will be an increase in overall service efficiency and effectiveness.

Financial/Budget: No additional funds requested

Processes: None identified.

FTE: None requested.

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
EMS Admin - Director's Office:						
R602 EMS Admin	$11,450	$344,050	$313,162	$622,480	278,430	80.9%
Total EMS Admin - Director's Office	**11,450**	**344,050**	**313,162**	**622,480**	**278,430**	**8185.0%**
Former Solid Waste System:						
M431 Sackville Landfill Reserve	1,656,996	1,057,000	1,057,004	702,000	(355,000)	-33.6%
R311 MA Solid Waste Debt	2,217,437	1,957,865	1,978,598	1,437,554	(520,311)	-26.6%
R312 Hlfx Transfer Stat.	949	0	0	0	0	0.0%
R314 Sckv. Landfill Site	0	0	0	(1,050)	(1,050)	0.0%
Total Former Solid Waste System	**3,875,382**	**3,014,865**	**3,035,602**	**2,138,504**	**(876,361)**	**-29.1%**
Admin Waste Resources:						
R321 Administration - Waste Resources	840,388	822,997	811,356	933,196	110,199	13.4%
Total Admin Waste Resources	**840,388**	**822,997**	**811,356**	**933,196**	**110,199**	**13.4%**
Solid Waste Other:						
R322 Collection & RRFB	7,035,518	8,509,000	8,343,283	8,680,532	171,532	2.0%
R323 Waste Resources System-Debt Ch	2,462,258	2,361,839	2,361,839	2,260,293	(101,546)	-4.3%
R324 Compost Fac.Burnside	1,909,161	1,794,900	1,929,611	2,544,310	749,410	41.8%
R325 Compost Fac.Ragged Lake	1,661,812	1,803,900	1,603,804	2,210,630	406,730	22.5%
R328 Rural Depots	105,930	144,400	116,645	135,800	(8,600)	-6.0%
R330 Material Recovery Facility	2,472,285	2,650,000	2,579,982	2,525,000	(125,000)	-4.7%
R331 Communication & Education Pro	193,891	234,700	203,102	0	(234,700)	-100.0%
R332 Operating Reserve	300,000	100,000	300,008	300,000	200,000	200.0%
R333 C & E Progrms HRM	325,308	337,500	330,472	327,860	(9,640)	-2.9%
R334 Household Hazardous Waste	308,252	415,600	338,931	435,045	19,445	4.7%
Total Solid Waste Other	**16,774,415**	**18,351,839**	**18,107,678**	**19,419,470**	**1,067,631**	**5.8%**
Otter Lake:						
R326 Otter Lake Waste Stabilization Fa	3,545,049	3,487,863	3,488,062	3,377,000	(110,863)	-3.2%
R327 Otter Lake Residuals Disposal Fa	8,512,412	6,019,501	6,436,773	5,995,201	(24,300)	-0.4%
R329 Otter Lake FEP	10,583,857	9,865,964	10,255,159	9,747,345	(118,619)	-1.2%
Total Otter Lake	**22,641,317**	**19,373,328**	**20,179,994**	**19,119,546**	**(253,782)**	**-1.3%**
Wastewater Treatment:						
R201 Administration - WW	104,655	188,600	158,401	191,200	2,600	1.4%
R210 Aerotech	565,976	612,100	559,835	644,202	32,102	5.2%
R220 Mill Cove	2,998,929	2,863,600	2,892,690	2,820,257	(43,343)	-1.5%
R230 Eastern Passage	771,056	610,900	711,143	636,821	25,921	4.2%
R240 Timberlea	501,750	495,000	497,430	503,502	8,502	1.7%
R250 Community Plants	523,348	501,100	541,326	509,195	8,095	1.6%
R260 Aerotech Lagoon	453,337	431,500	440,662	451,500	20,000	4.6%
R270 Sludge Transfer	137,585	162,100	193,011	163,875	1,775	1.1%
R315 Leach. Trt./FlareStc	0	1,100	(0)	0	(1,100)	-100.0%
Total Wastewater Treatment	**6,056,636**	**5,866,000**	**5,994,498**	**5,920,552**	**54,552**	**0.9%**
Environmental Services:						
R160 Environmental Serv.	669,483	679,400	686,545	1,013,100	333,700	49.1%
Total Environmental Services	**669,483**	**679,400**	**686,545**	**1,013,100**	**333,700**	**49.1%**

Environmental Management Services

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Operations:						
S210 Operation's Adm	(13,999)	0	(5,871)	0	0	0.0%
S220 Trucking/Fleet Services	(191)				0	0.0%
Total Operations	**(14,190)**	**0**	**(5,871)**	**0**		**0.0%**
Contractual Services:						
S310 Contractual Services Administrati	0	(21,000)	0	0	21,000	-100.0%
S320 Animal control	(119,656)	(165,000)	(104,020)	(143,700)	21,300	-12.9%
S330 Taxi & Limousine	(153,620)	(143,500)	(154,448)	(143,500)	0	0.0%
Total Contractual Services	**(273,276)**	**(329,500)**	**(258,468)**	**(287,200)**	**42,300**	**-12.8%**
Community Standards:						
S410 Community Standards Administra	0	0	0	0	0	0.0%
S420 Enforcement	0	0	(5)	0	0	0.0%
Total Community Standards	**0**	**0**	**(5)**	**0**	**0**	**0.0%**
Total	**($23,208,548)**	**($23,376,958)**	**($24,047,326)**	**($22,912,097)**	**464,861**	**-2.0%**

Environmental Management Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
EMS Admin - Director's Office:						
R602 EMS Admin	$11,450	$344,050	$313,162	$622,480	278,430	80.9%
Total EMS Admin - Director's Office	**11,450**	**344,050**	**313,162**	**622,480**	**278,430**	**80.9%**
						-
Former Solid Waste System:						-
M431 Sackville Landfill Reserve	1,656,996	1,057,000	1,057,004	702,000	(355,000)	-33.6%
R311 MA Solid Waste Debt	2,217,437	1,957,865	1,978,598	1,437,554	(520,311)	-26.6%
R312 Hlfx Transfer Stat.	949	0	0	0	0	-
R314 Sckv. Landfill Site	0	0	0	(1,050)	(1,050)	-
Total Former Solid Waste System	**3,875,382**	**3,014,865**	**3,035,602**	**2,138,504**	**(876,361)**	**-29.1%**
Admin Waste Resources:						
R321 Administration - Waste Resources	(9,271,477)	(9,007,303)	(9,394,190)	(9,177,421)	(170,118)	1.9%
R601 See Cost Centre R321	0	0	0	0	0	-
Total Admin Waste Resources	**(9,271,477)**	**(9,007,303)**	**(9,394,190)**	**(9,177,421)**	**(170,118)**	**1.9%**
Solid Waste Other:						
R322 Collection & RRFB	4,135,092	5,519,000	5,301,077	5,915,532	396,532	7.2%
R323 Waste Resources System-Debt Ch	2,462,258	2,361,839	2,361,839	2,260,293	(101,546)	-4.3%
R324 Compost Fac.Burnside	1,320,270	1,097,142	1,361,510	1,984,310	887,168	80.9%
R325 Compost Fac.Ragged Lake	1,271,455	1,403,900	1,298,466	1,910,630	506,730	36.1%
R328 Rural Depots	105,930	144,400	116,645	135,800	(8,600)	-6.0%
R330 Material Recovery Facility	1,171,199	1,600,000	1,327,655	1,251,000	(349,000)	-21.8%
R331 Communication & Education Proj	(123,359)	0	(38,662)	0	0	-
R332 Operating Reserve	300,000	100,000	300,008	300,000	200,000	200.0%
R333 C & E Progrms HRM	325,308	337,500	330,472	327,860	(9,640)	-2.9%
R334 Household Hazardous Waste	292,177	415,600	334,906	430,045	14,445	3.5%
Total Solid Waste Other	**11,260,329**	**12,979,381**	**12,693,916**	**14,515,470**	**1,536,089**	**11.8%**
Otter Lake:						
R326 Otter Lake Waste Stabilization Fa	3,545,049	3,487,863	3,488,062	3,377,000	(110,863)	-3.2%
R327 Otter Lake Residuals Disposal Fa	8,512,412	6,019,501	6,436,773	5,995,201	(24,300)	-0.4%
R329 Otter Lake FEP	10,652,486	9,865,964	10,255,159	9,747,345	(118,619)	-1.2%
Total Otter Lake	**22,709,947**	**19,373,328**	**20,179,994**	**19,119,546**	**(253,782)**	**-1.3%**
Wastewater Treatment:						
R201 Administration - WW	0	(4,726,300)	(0)	(4,768,320)	(42,020)	0.9%
R210 Aerotech	(862)	136,400	(413)	164,842	28,442	20.9%
R220 Mill Cove	(314)	2,863,600	(20,826)	2,820,257	(43,343)	-1.5%
R230 Eastern Passage	(2,526)	605,900	(1,861)	631,821	25,921	4.3%
R240 Timberlea	(45)	495,000	(59)	503,502	8,502	1.7%
R250 Community Plants	(6,797)	481,100	(13,354)	489,195	8,095	1.7%
R260 Aerotech Lagoon	(0)	400	(0)	1,500	1,100	275.0%
R270 Sludge Transfer	0	162,100	(27)	163,875	1,775	1.1%
R315 Leach. Trt./FlareStc	0	1,100	(0)	0	(1,100)	-100.0%
Total Wastewater Treatment	**(10,544)**	**19,300**	**(36,540)**	**6,672**	**(12,628)**	**-65.4%**
Environmental Services:						
R160 Environmental Serv.	0	10,300	(1)	0	(10,300)	-100.0%
Total Environmental Services	**0**	**10,300**	**(1)**	**0**	**(10,300)**	**-100.0%**

Environmental Management Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Parks & Natural Areas S&S Mgmt:						
D935 Administration	96,092	98,100	98,341	147,499	49,399	50.4%
D940 Programs	37,366	40,400	38,628	113,878	73,478	181.9%
D945 Projects	124,220	126,300	149,389	83,905	(42,395)	-33.6%
Total Parks & Natural Areas S&S Mg	**257,678**	**264,800**	**286,358**	**345,282**	**80,482**	**30.4%**
Community Projects:						
C405 Community Projects	0	0	1,175	0	0	-
C440 Bylaw Enforcement	0	0	229	0	0	-
Total Community Projects	**0**	**0**	**1,404**	**0**	**0**	-
General Administration:						
S110 General Manager's Office	99,421	(596,600)	(578,360)	92,300	688,900	-115.5%
S120 Comm. Proj. Admin.	384,602	196,700	284,315	179,300	(17,400)	-8.8%
Total General Administration	**484,023**	**(399,900)**	**(294,045)**	**271,600**	**671,500**	**-167.9%**
Facilities/Buildings:						
S231 947 Mitchell	55,622	61,800	52,638	25,800	(36,000)	-58.3%
S232 1300 St. Margaret's Bay	12,345	9,400	7,537	9,400	0	0.0%
S233 Fairbanks Learning Centre	7,309	6,300	5,193	6,300	0	0.0%
Total Facilities/Buildings	**75,276**	**77,500**	**65,368**	**41,500**	**(36,000)**	**-46.5%**
Initiatives:						
S241 Paper Recycling	(4,010)	25,700	66,557	61,200	35,500	138.1%
S242 Enviro Depot	(53,967)	27,700	(21,022)	(3,500)	(31,200)	-112.6%
S243 By Law Remedies	217,329	5,700	67,914	162,900	157,200	2757.9%
S244 Organic Carts	(1,513)	1,200	18,419	0	(1,200)	-100.0%
Total Initiatives	**157,839**	**60,300**	**131,869**	**220,600**	**160,300**	**265.8%**
Operations:						
S210 Operation's Adm	432,203	288,700	178,677	239,300	(49,400)	-17.1%
S220 Trucking/Fleet Services	102,485	112,100	91,292	101,650	(10,450)	-9.3%
Total Operations	**534,688**	**400,800**	**269,969**	**340,950**	**(59,850)**	**-14.9%**
Contractual Services:						
S310 Contractual Services Administrati	0	136,100	116,752	116,900	(19,200)	-14.1%
S320 Animal control	197,344	456,300	(52,853)	410,700	(45,600)	-10.0%
S330 Taxi & Limousine	(63,620)	(54,500)	(52,891)	(2,100)	52,400	-96.1%
Total Contractual Services	**133,724**	**537,900**	**11,007**	**525,500**	**(12,400)**	**-2.3%**
Community Standards:						
S410 Community Standards Administra	0	310,800	242,230	464,500	153,700	49.5%
S420 Enforcement	424,007	445,500	822,745	370,700	(74,800)	-16.8%
Total Community Standards	**424,007**	**756,300**	**1,064,975**	**835,200**	**78,900**	**10.4%**
Total	**$30,642,322**	**$28,431,621**	**$28,328,847**	**$29,805,883**	**1,374,262**	**4.8%**

Environmental Management Services

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$4,918,327	$5,499,757	$5,224,513	$6,166,349	666,592	12.1%
Office Costs	173,859	233,900	170,096	210,689	(23,211)	-9.9%
Professional Fees	16,846,633	16,552,700	16,660,871	17,395,197	842,497	5.1%
Legal & Consulting Fees	14,935	45,000	83,735	34,850	(10,150)	-22.6%
External Services	10,776,461	12,409,890	12,217,839	12,475,063	65,173	0.5%
Uniforms & Clothing	19,743	13,600	24,267	21,200	7,600	55.9%
Salt	27	0	0	0	0	0.0%
Supplies & Materials	638,452	696,700	598,840	669,300	(27,400)	-3.9%
Utilities	667,574	545,200	598,319	580,900	35,700	6.5%
Building Costs	132,642	186,500	242,046	253,750	67,250	36.1%
Equipment & Communications	350,840	331,700	312,700	409,182	77,482	23.4%
Vehicle Expense	79,339	88,100	87,872	93,016	4,916	5.6%
Travel	81,693	99,100	84,999	108,205	9,105	9.2%
Training & Education	20,500	37,300	15,453	50,754	13,454	36.1%
Facilities Rental	36,000	36,000	36,193	36,000	0	0.0%
Advertising & Promotion	529,030	587,400	576,842	342,560	(244,840)	-41.7%
Other Goods & Services	487,420	405,400	677,489	626,589	221,189	54.6%
Interdepartmental	45,089	(81,900)	70,237	54,450	136,350	-166.5%
Debt-Interest	4,218,453	3,484,597	3,518,018	2,941,711	(542,886)	-15.6%
Debt Principal	11,110,417	8,845,194	8,870,324	8,486,465	(358,729)	-4.1%
Transfer to/from Reserves	2,703,438	1,792,441	2,301,639	1,761,750	(30,691)	-1.7%
Other Fiscal	0	0	3,882	0	0	0.0%
Total	**$53,850,871**	**$51,808,579**	**$52,376,173**	**$52,717,980**	**909,401**	**1.8%**
Revenues						
Tax Revenues	($130,265)	($84,700)	($144,344)	($143,360)	(US$58,660)	69.3%
Payments in Lieu of taxes	0	0	223	0	0	0.0%
Transfers from other Gov'ts	(3,281,353)	(3,379,700)	(3,286,243)	(2,775,000)	604,700	-17.9%
Fines and Fees	(745)	0	(8,396)	(53,700)	(53,700)	0.0%
Licenses & Permits	(272,603)	(329,500)	(250,072)	(233,500)	96,000	-29.1%
Sludge Tipping	(447,825)	(431,100)	(378,018)	(774,000)	(342,900)	79.5%
Tipping Fees - Waste Resources	(10,990,517)	(10,897,758)	(11,045,728)	(10,940,317)	(42,559)	0.4%
Sales Revenue	(1,959,252)	(1,778,000)	(2,168,872)	(1,744,000)	34,000	-1.9%
Waste Water Levies	(505,330)	(535,280)	(549,237)	(535,480)	(200)	0.0%
Environmental Protection Levies	(5,284,262)	(5,060,720)	(5,229,009)	(5,449,140)	(388,420)	7.7%
Other Revenue	(336,394)	(880,200)	(987,631)	(263,600)	616,600	
Total	**($23,208,548)**	**($23,376,958)**	**($24,047,326)**	**($22,912,097)**	**464,861**	**-2.0%**
Net Cost	**$30,642,323**	**$28,431,621**	**$28,328,847**	**$29,805,883**	**1,374,262**	**4.8%**

Halifax Regional Municipality
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Includes 2005-06 & 2006-07 Plan

Environmental Management Services

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CHI00576 Otter Lake Equipment Replacement	0	1,470,000	3,304,000	1,140,000
CHI00577 Refuse Trailers - Rural Depots	0	0	243,000	0
CQ200521 AeroTech Park Water Distribution Line Extension	0	250,000	0	0
CSE00386 Harbour Solutions Project	85,641,000	45,542,000	103,707,000	49,520,000
CGU00503 Twin Cities Pumping Station & Forcemains	50,000	1,358,000	0	0
CSE00399 Diffusers Ratio Upgrade	0	1,358,000	1,067,000	0
CGI00607 Aerotech Central Biosolid Facility Goffs	0	970,000	2,425,000	0
CGU00574 Salter St, Halifax - Outfall Replacement (Pre-apprvd)	0	776,000	0	0
CSU00138 Aerotech Sewage Treatment Plant-Upgrade	1,450,000	776,000	728,000	0
CSU00120 Morris Lake Pumping Stn-Standby Power (Pre-apprvd	500,000	485,000	0	0
CGU00579 Crescent Ave PS, Halifax (Pre-apprvd)	0	485,000	0	0
CSE00389 Source Control Program - P2	0	485,000	485,000	485,000
CGU00575 Uplands Park - Sanitary & Storm Sewers (Pre-apprvd)	0	359,000	349,000	0
CGI00610 Bedford Sackville Trunk Sewer	0	291,000	291,000	291,000
CGU00461 Sewer Laterals Replacements(Paving Proj.)	250,000	253,000	87,000	412,000
CSR00503 Infiltration/Inflow Reduction	1,000,000	243,000	243,000	243,000
CGI00603 Mobile Emergency Standby Generators	0	194,000	0	0
CGI00615 Ellenvale Run - Drainage Improvements	0	194,000	0	0
CSU00110 Wastewater Treatment Plants-Upgrades	750,000	194,000	243,000	194,000
CGI00617 Street Drainage Systems-Various Location	0	170,000	218,000	243,000
CGU00569 Herring Cove Rd(617) Culvert Replacement (pre-apprv	0	146,000	0	0
CGI00614 Eastern Passage WPCP Expansion	0	146,000	776,000	8,730,000
CGR00371 Upgrading Pumping Stations	2,122,596	146,000	2,910,000	3,395,000
CGI00612 Cross Culvert Replacements	0	121,000	0	0
CGU00581 Dartmouth Rd @ Brentwood- Storm Drainage (Pre-apr	0	116,000	0	0
CGU00457 Shubenacadie Canal-Lock I Rehabilitation	320,000	116,000	0	0
CGU00568 Fenerty Rd/Springfield Lake Rd Drainage (pre-apprvd)	0	97,000	0	0
CGU00570 Leeds Street - Sewer Replacement ($55k pre-apprvd)	0	73,000	0	0
CGU00580 Crichton Ave - Combined Sewer Replacemen (Pre-apr	0	63,000	0	0
CGR00788 Studies & Investigations(Var.Locations)	407,000	49,000	0	0
CGU00578 Coleridge Ct - Ditch & Drainage ROW (Pre-apprvd)	0	49,000	0	0
CGU00573 Riverwood Dr PS, Lakeside/Timberlea (Pre-apprvd)	0	49,000	0	0
CGI00597 Second Lake Park - Erosion Protection	0	49,000	0	0
CGU00576 Whimsical Lake PS, Halifax (Pre-apprvd)	0	49,000	0	0
CGU00466 Portobello Rd-Drainage & Retaining Wall	0	49,000	0	0
CGI00592 Wet Weather Flow Study -Humber Park PS's	0	49,000	0	0
CGU00572 Plymouth Rd PS, Dartmouth (Pre-apprvd)	0	49,000	0	0
CGU00583 Main St PS, Dartmouth (Pre-apprvd.)	0	49,000	582,000	0
CGU00577 Akerley & Windmill PS, Dartmouth (Pre-apprvd)	0	49,000	737,000	0
CGU00582 Balcome Dr PS, Halifax (Pre-apprvd.)	0	29,000	0	0
CGU00571 O'Dell Dr PS, Dartmouth (Pre-apprvd)	0	29,000	0	0
CSE00900 Underground Services	0	250,000	0	0
CGI00591 Windmill Road PS, Dartmouth	0	0	49,000	631,000
CGI00619 Springvale Avenue - Sewer Replacement	0	0	49,000	0
CGI00611 Bissett Lake PS, Dartmouth	0	0	49,000	97,000
CSU00327 Wellinton STP/Frame Subdivision STP	0	0	49,000	553,000
CGI00593 Valleyford Holding Tank, Dartmouth	0	0	49,000	834,000
CGI00599 Quigley's Corner PS, Eastern Passage	0	0	49,000	970,000
CSR00784 Bayer's Lake Industrial Park Forcemain	0	0	49,000	1,392,000
CSR00803 Roach's Pond-Forcemain	0	0	49,000	2,134,000

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Environmental Management Services

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CGU00502 Wet Weather Flow Studies	100,000	0	97,000	0
CSU00316 Belmont Ave-STP Elimination	50,000	0	97,000	1,649,000
CGI00616 Fairfield Holding Tank, Halifax	0	0	146,000	0
CGI00605 Johnson Road PS, North Preston	0	0	194,000	0
CGI00596 Lakeside #1 PS, Lakeside/Timberlea	0	0	349,000	834,000
CSU00116 Fairview Overpass-Combined Swr Cleaning	599,995	0	485,000	291,000
CSU00117 Freshwater Brook Sewer-Inspection	50,000	0	485,000	485,000
CSE00500 Combined Sewer Overflow Prevention	0	0	4,074,000	4,850,000
CGI00618 Auto Port PS, Eastern Passage	0	0	0	49,000
CGI00595 Lyle St, Dartmouth - Upgrade Storm Sewer	0	0	0	243,000
CSU00317 BLT STP Odour Control System	50,000	0	0	388,000
CWI00578 Additional Green Carts for New Residents	0	136,000	146,000	146,000
CWI00622 Cell 2 Cover and Gas System	0	3,783,000	0	0
CWI00446 Otter Lake Cell 4	0	0	11,834,000	0
Total	**93,340,591**	**61,594,000**	**136,694,000**	**80,199,000**

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

Financial Services leads HRM's broad fiscal accountability within the Corporate Scorecard theme *"Excellence in Governance"*. In addition, the business unit directly supports the Corporate Scorecard theme of *"Excellence in Service Delivery"* by providing direct services and advice, ensuring HRM provides value to taxpayers and to internal and external clients.

Financial Services staff provide central financial management functions including:

- Cash Management
- Accounting
- Financial Reporting
- Procurement
- Inventory and Asset Control
- Budget and Business Planning support
- By-Law registration & administration
- Tax Billing & Collection
- Financial Policy Analysis
- Financial & Operational Consulting

in support of Council, EMT and Business Unit decision making.

Financial Services interacts directly with citizens responding to inquiries and requests for services such as:

- Tax Account Status
- Local Improvement Issues
- Variety of By-Law Inquiries
- Parking Ticket Enforcement

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/RESULTS
Council and management decision making is supported by appropriate, complete financial information.	-Reports to Council: -few recommendations revised or rejected by Council -few reports deferred for lack of financial info -few reports which are identified as containing problems (inadequate information, lack of funding etc.) - Regular SAP logins for all business units - Positive feedback from internal surveys - Information input into SAP on a timely basis. - Regular reporting of corporate fiscal capacity and operating results to Senior Management, Executive Management and Council.
Council, Executive Management and the public appropriately have confidence that HRM's financial resources are being managed with integrity and care.	-No significant year end variance from 3rd quarter projections that should have been anticipated or been managed. -Monthly projection changes do not exceed 25% (timeliness, relevance of info provided) of the previous projection. -Minimal revenue write-offs -Minimal untendered purchases -Debt-load/citizen benchmarked against other municipalities.-reduce or maintain -Reserves per capita-maintain or increase -Positive feedback from citizen survey - No qualifications in audit report.

CLIENT BENEFITS	INDICATORS/RESULTS
High quality advice	-Positive feedback from internal client survey -Positive feedback from targeted external client surveys -High % of recommendations accepted by Council
Clear, relevant policy support	-Positive feedback from internal client survey -Consultation occurs with stakeholders when policies are created or revised. -Existing policies are reviewed with stakeholders. - Instances of non compliance with policies are minimal.
High quality, timely reporting	-Positive feedback from internal client survey -Response standards met or exceeded -High % of times when month-end closing occurs within 5 working days of month end -Quarterly reports to Council within established time standards -Turnaround time on requests for Council reports will not exceed the expectations set out in the October 2002 report to Council on the Council status sheet.
Effective financial systems & processes	-Positive feedback from internal/external client survey -Response standards met or exceeded

2003/2004 Net Operating Budget	**$4,695,713**	***2003/2004 Gross Capital Budget***	**$335,000**
2004/2005 Net Operating Budget	**$4,198,977**	***2004/2005 Gross Capital Budget***	**$777,000**
2003/2004 Approved FTE's	**145**	**2004/2005 Approved FTE's**	**152**

Full Time Equivalents: Financial Services had 145 FTE's approved for the 2003/04 budget. There are 7 new positions included in the 2004/05 to a total of 152 FTE's. Two positions, one which is a term, were approved during 2003/04 and will be funded through capacity. Three others are also to be funded through capacity and budgeted savings. The remaining 2 are funded through new money.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
High quality, consistent, measurable service to our clients including business units, Executive Management, Council and the public	• Regular monthly reports of aged receivables • Template developed for monthly analysis of outstanding receivables Agencies, Boards & Commissions • Template for Real Property Inventory and catalogue of management agreements with Agencies, Boards and Commissions • Participated in the achievement of objectives from the operational review of Sackville Sports Stadium • Regular contact with Halifax Regional Water Commission regarding annual report, fire protection services and local improvement charges • Attendance at Community Council Meetings • Surveys conducted • Developed two Service Level Agreements
Ensure Financial Services staff have the right skills, tools, culture and work environment needed to deliver excellent service.	• Project overview for developing an initial succession plan. Several supervisory positions have been established • Cross-training of staff is ongoing • Documentation of procedures has begun • Risk Management Program has been integrated with the Business Planning Process • Performance Development Plans conducted for staff and will continue on yearly basis, which also incorporated a 360 development tool • Improved communications through regular staff meetings, newsletters and annual employee sessions • Improvements to floor plan are underway • Business Case presented for new revenue system • Pilot for electronic billing is scheduled for summer 04 • Improvements on reporting have been incorporated and continue monthly • SAP HR integrated with financial services
A documented and enhanced fiscal accountability framework	• Best practices guide for Grants In Lieu developed • Review of all financial policies has begun

Key Initiative	Status
to support HRM goals.	• Monthly financial statements prepared • Cash flow processes maximizing investment capabilities • Internal benchmarks created and monitored • Participation in By-law Harmonization • Operational reviews conducted with recommendations being implemented • Supporting corporate projects such as Regional Planning • Implemented a Capital Cost Contribution Policy • Ongoing involvement with Harbour solutions, Provincial Assessments, Natural Gas, Supplementary Education, Tax Burden, Grants, Tax Structure, Non-Profit Housing, Rebate and Deferral programs, Strategic Capital Project Support
With the Chief Administrator office and other business units, establish effective working relationships with the Province of Nova Scotia to resolve outstanding fiscal matters, including but not limited to assessment, joint SAP and other opportunities.	• Ongoing working relationships for E-Business, Data Sharing Agreements, Service Level Agreements, Public Sector Accounting Board compliance, Federation Canadian Municipality's Green Municipal Investment Fund • Successfully hosted the 2003 Association Municipal Administrators Annual Conference

Issue # 1

A key aspect of Financial Services' mission is to provide financial management advice and support in response to business unit and corporate needs. The 2003/04 survey results have been analysed and ongoing discussions with business units will help determine how to balance business unit service levels with overall corporate and legislative responsibilities, to ensure our service delivery is balanced to the citizens, business units and corporate needs.

Link to Corporate Scorecard Theme Outcome

Excellence in Service Delivery
Citizen Outcome: Customers satisfied with level of services received from HRM

Financial Outcome: Citizens feel the municipal services they receive are worth the taxes they pay

Excellence in Governance:
Citizen Outcome: Processes to encourage citizen involvement are balanced with the cost of obtaining input and the quality of the information received

Goal 2004/2007

High quality, consistent, measurable service to our clients including business units, Executive Management Team, Council and the public.

Objectives 2004/2005

- Improve consistency and quality of management agreements for HRM facilities;
- Develop and implement a customer service plan for Financial Services;
- Develop additional Service Level Agreements with other internal business units;
- Refine management structure in the Procurement Division to ensure service delivery standards are met;
- Develop Service Standards beginning with Revenue Collection;
- Integrate corporate scorecard goals into annual business plan;
- Review the budget and business planning process to improve communication and information flow;
- Track levels of citizen participation in budget and business planning, working to identify gaps, best practices and develop plans to improve public consultation and satisfaction.

Analysis of Proposed Changes

Service Levels
- Management agreements must reflect roles, accountabilities and respective responsibilities in order to minimize financial exposure to HRM.
- Clarity of need and respective roles and expectations of management will allow more effective deployment of Financial Services resources.
- Definition and validation of service standards will improve service consistency and provide specific documented standards against which service delivery will be measured.

Financial/Budget
The impact on budget and resources will be dependent on recommended changes to service levels which may result from surveys and service agreements. These impacts will be phased as necessary and managed within the envelope in 2004/05.

Processes
Development of service standards may identify areas in which change in an existing process is necessary to achieve the appropriate service levels

Internal Service Providers
Financial Services will work with internal service providers including Human Resources, Shared Services and Real Property and Asset Management in order to address objectives on agencies, boards and commissions and service agreements within HRM.

FTE: 1.0 within existing budget envelope

Performance Measures

Improved policies and procedures for agencies, boards and commissions.
Customer service plan completed
Improved Client survey results
Focus group feedback
Number of Community Council meetings attended by Financial Services staff.
Service standards are set and agreements in place as planned.

Issue #2

Workplace which supports excellent service delivery

Employee satisfaction levels and work place environment directly affect the ability of the business unit to provide excellent service delivery. Communication, training and succession planning are key issues. Financial Services has made progress, but efforts must continue in 2004-05. A new division within Financial Services will be created through restructuring which will lead the Service Delivery of Financial Services throughout the organization.

Link to Corporate Scorecard Theme Outcome

Excellence in Service Delivery:
Citizen outcomes: Customers satisfied with level of services received from HRM
Financial outcomes:
Citizens feel the municipal services they receive are worth the taxes they pay
Adequate financial resources to encourage staff development and retention.
Adequate resources provided to staff to allow them to provide excellent service delivery

Goal 2004/2007

Ensure Financial Services staff have the right skills, tools, culture and work environment needed to deliver excellent service.

Objectives 2004/2005

- Continue developing a succession plan for Financial Services including risk assessment and career path mapping;
- Meet Employee session action plan objectives (regular staff meetings, 360 feedback tool);
- Make improvements to the workplace a priority;
- Create a new division to address service delivery standards, improvements and technology requirements identified to deliver those services;
- Develop procedures and standards for monthly and recurring work processes to enable consistent and timely information and add service delivery and value to clients;
- Review, analyze and develop corporate policy direction on Inter-departmental charges to enable consistent application and to reduce work effort;
- Develop a Customer Contact Strategy that provides timely, accurate, reliable response to citizens request for information or services;
- The Integrated City Projects we will support are:
    - Physical Asset - Asset Management Accounting Requirements
    - Revenue system
    - Corporate Dashboard
    - By-law Integration
    - Land Information System
- Other projects that we will support are
    - Reporting (all SAP modules)
    - Rebate agreements
    - Internal Inventory
    - Service Purchase Orders
    - Vendor Evaluation Criteria
- Participate on Corporate Diversity Project

Analysis of Proposed Changes

Service Levels

- The accomplishment of these objectives will improve the workplace, thus providing a better environment for Financial Services staff to meet client needs. A number of powerful tools currently exist to support staff in their jobs and enhancements. Ensuring staff can make the most of the tools at hand protects the investment in the tools and maximizes the potential outcomes.
- Additional resources required will be evaluated on a case by case basis for feasibility. Addition

of SAP modules and a new revenue solution will enhance service levels and minimize risk.

Financial/Budget
All but two objectives will be managed within the Financial Services envelope. Resources for workplace improvements are within the Real Property and Asset Management envelope. Resources for the technology / process improvements will be allocated as part of the capital budget.

Processes
There will be process changes where appropriate related to technology/process projects undertaken. These will be developed and communicated on a case by case basis to other business units and users and will be supported by a training plan.

Internal Service Providers:
Human Resources will be required to assist with the preparation of a succession plan. Financial Services will continue to work closely with Shared Services and other business process owners (Real Property and Human Resources) to jointly agree on priorities and ensure appropriate resources are in place. Financial Services will work closely with Shared Services and client business units to implement technology/process solutions.

FTE: 3 FTE 1 within budget envelope; 2 new money

Performance Measures

Initial succession plan completed
Employee session objectives met
Workplace improvements completed.
Project plan tracking for technology/process projects undertaken.
New Division to address Service Delivery completed

Issue #3

Fiscal accountability/stewardship

Financial Services will continue to lead the organization on fiscal accountability and taxation. The Corporate Scorecard Theme - "Excellence in Governance", will be supported through education, reporting, advice and recommendations to business units and Council on related matters.

Building on the collection and mapping of current policies and legislation, Financial Services will work with business units and Council to define roles and responsibilities of various stakeholders and develop a work plan to address issues. We will continue to make improvements, including updating

the multi year financial strategy, by reviewing, improving and adding to policies and to continue the forward movement by incorporating any new, updated policies into the business planning, corporate scorecard and performance measurement guidelines.

Once Financial Services, business units and Council have a common understanding for our respective roles in stewardship, clear polices will be developed.

Link to Corporate Scorecard Theme Outcome

Excellence in Governance
Citizen Outcome: Citizens feel they are making a difference/participating in the future direction of HRM
Financial Outcomes:
Citizens feel the municipal services they receive are worth the taxes they pay
Processes to encourage citizen involvement are balanced with the cost of obtaining input and the quality of the information received
HRM has sound financial management practices.
Accountability for dollars spent.

Goal 2004/2007

A fiscal accountability framework which reflects HRM's needs and citizen expectations.

Objectives 2004/2005

- Complete policy and legislation map related to fiscal accountability and identify gaps, duplication and issues;
- Continuously seek improvements and efficiencies that will save the tax payers money by developing internal revenue collection procedures
- Develop a work plan to monitor and report on compliance with financial policies and legislation and to address the issues identified in the policy mapping. This includes the work of the Long-term capital committee;
- Evaluate 04/05 business planning and budget process and make necessary changes;.
- Support the mandate of the Business Systems and Control Group and ensure business plan goals are achieved;
- Support corporate initiatives, including but not limited to, Regional Planning, Business Improvement Districts, Business Park Rationalization and an improved Transportation System;
- Provide advice and recommendations to Council on significant issues and/or participate actively on projects which could pose significant risk or opportunity for HRM, including:
    - Harbour Solutions
    - Provincial Assessment

  - Natural Gas/District Energy Initiative
  - Capital Cost Contribution Policy
  - Supplementary Education Funding
  - Funding levels from other levels of government
  - Solid Waste Strategy
  - Animal Control Business Case
  - Green Strategies
  - Heritage Investment Plan & Cultural Policy
  - Pro-active approach in applying for federal/provincial money
  - Capital Transportation Authority
- Identify and scope pilot business areas for improved costing;
- Develop and implement action plan to address changes to Canadian Institute Chartered Accountants, section: 5600 which will require HRM to adopt Public Sector Accounting Board standards in 2003/04;
- Develop and implement plan to address existing area of concern from Standard & Poor's bond rating report including debt levels, liquidity, expenditure control;
- Working with Environmental Management Services, develop a financial model for environmental systems and infrastructure;
- Enhance the information and data management systems (Land Information System-Crystal reporting);
- Active participation in the municipal assessment service delivery transition;
- Complete terms of reference and data collection for analysis of commercial and residential tax burden;
- Support the elimination of the Business Occupancy Tax by the Provincial Government and develop HRM options to recover Business Occupancy Tax;
- Improve accessibility and understandability of financial and budget information;
- Working with Environmental Management Services & Public Works & Transportation to develop 5 year plan for sewer rates.

Analysis of Proposed Changes

Service Levels
Fiscal accountability is enhanced when policies are clear, complete, understood and roles defined. It is expected that support of the significant issues identified under this goal can be managed without affecting service levels provided by Financial Services. Revenue collection activity will increase. We will also provide service to Recreation Tourism & Culture for their proposed Cultural Policy Initiative. However, given the magnitude of these issues, it will be a challenge to maintain existing service levels should other significant issues arise beyond those identified.

Financial/Budget:
Costs in Financial Services and losses from write offs budgeted in fiscal services will be reduced

through the implementation of improved revenue collection procedures.

Processes:
There will be process changes where appropriate related to technology/process projects undertaken. These will be developed and communicated on a case by case basis to other business units and users and will be supported by a training plan.

Internal Service Providers:
All business units, Executive Management Team and Council

FTE: 1.0 within existing envelope

Performance Measures

Policy mapping document complete and issues identified for action.
Corporate Scorecard and Performance Measurement progress.
04/05 Business planning process evaluation process complete.
Recommendations made to improve public input in business planning and budget process.
Business Systems and Control group business plan objectives met.
Financial Statements incorporate Public Sector Accounting Board requirements
Scoping for improved costing (pilot completed)
Areas of concern from Standard and Poor's are reduced/eliminated
Financial Model for Environmental Management Services developed
Corporate initiatives receive necessary support from Financial Services.
Clear support and recommendations to Council on significant issues and projects listed above

Issue #4

Intergovernmental Relations:

Federal and Provincial initiatives and changes to legislation can have a significant financial impact on HRM. Effective relationships are necessary to address issues as they arise.

Link to Corporate Scorecard Theme Outcome

Excellence in Governance
Citizen Outcome: Citizens believe HRM works with other levels of government to improve government responsiveness
Financial Outcomes:
HRM is positioned to act on leverage opportunities
Efficiency in integrated service delivery

Goal 2004/2007

With the CAO's office and other business units, establish effective working relationships with the Federal and Provincial Governments to resolve outstanding fiscal matters.

Objective 2004/2005

- Continue to participate in or initiate discussions with Federal and Provincial staff in areas of joint concern.
- Continue meetings with staff of Service Nova Scotia & Municipal Relations
- Support HRM's participation in the Association of Municipal Administrators of NS.
- Develop and distribute a factual backgrounder on HRM (mandate, finances, priorities) to all levels of government
- Coordinated proposals of priorities developed for HRM, with Federal and Provincial consultation

Analysis of Proposed Changes

Service Levels
Not applicable

Financial/Budget:
Within existing.

Processes
Not applicable

Internal Service Providers
Not applicable

FTE: No change

2004/05 Budget
Not applicable

Performance Measures

Participation with provincial staff in areas of joint concern.
Monthly meetings with Service Nova Scotia Municipal Relations.
Active participation in Association Municipal Administrator Nova Scotia supported.

Financial Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Administration:						
A301 Administration - Finance	$553,676	$656,900	$630,471	$541,909	($114,991)	-17.5%
A317 Business Systems & Controls	162,435	189,700	152,689	192,062	2,362	1.2%
Total Administration - Finance	**716,110**	**846,600**	**783,160**	**733,971**	**(112,629)**	**-13.3%**
Revenue:						
A311 Revenue - Administration	158,371	150,300	176,385	159,399	9,099	6.1%
A312 Coin Room	185,241	188,195	177,991	179,055	(9,140)	-4.9%
A313 Payment Processing	249,050	242,300	224,500	237,650	(4,650)	-1.9%
A314 General Revenue	455,112	550,535	517,299	579,631	29,096	5.3%
A315 Ticket Office	998,362	1,223,293	1,126,401	989,972	(233,321)	-19.1%
A316 Taxation	635,975	701,900	732,592	656,866	(45,034)	-6.4%
Total Revenue	**2,682,111**	**3,056,523**	**2,955,167**	**2,802,573**	**(253,950)**	**-8.3%**
Accounting:						
A321 Accounting Administration	1,915,126	1,858,300	1,887,322	234,809	(1,509,891)	-81.3%
A322 Financial Reporting	0	0	0	451,638	437,338	0.0%
A323 Capital & Disbursements	0	0	0	775,716	775,716	0.0%
Total Accounting	**1,915,126**	**1,858,300**	**1,887,322**	**1,462,164**	**(296,836)**	**-16.0%**
Procurement:						
A331 General Purchasing	1,034,524	1,356,000	1,256,569	1,384,804	28,804	2.1%
A332 Inventory & Asset Mg	1,076,724	1,198,420	1,251,223	1,304,513	106,093	8.9%
A333 Stores-Transit/Fire	0	0	0	0	0	0.0%
A334 Stores-East/West	0	0	0	0	0	0.0%
A341 Outside Agencies	73,358	0	69,939	0	0	0.0%
Total Procurement	**2,184,606**	**2,554,420**	**2,577,731**	**2,689,317**	**134,897**	**5.3%**
Service Delivery:						
A351 Service Delivery	0	0	0	619,790	520,490	100.0%
Total Service Delivery	**0**	**0**	**0**	**619,790**	**520,490**	100.0%
Financial Planning Services						
A810 Financial Planning	424,753	398,810	375,634	458,350	59,540	14.9%
A811 Grants-Administration	111,170	122,030	119,785	126,312	4,282	3.5%
A318 Strategic Initiatives	149,027	69,030	15	0	(69,030)	-100.0%
Total Financial Planning Services	**684,950**	**589,870**	**495,435**	**584,662**	**(5,208)**	**-0.9%**
Total	**$8,182,903**	**$8,905,713**	**$8,698,815**	**$8,892,477**	**(13,236)**	**-0.1%**

Financial Services

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Administration:						
A301 Administration - Finance	$0	$0	($217)	$0	US$0	0.0%
A317 Business Systems & Controls	0	0	(2,500)	0	0	0.0%
Total Administration - Finance	**0**	**0**	**(2,717)**	**0**	**0**	**0.0%**
Revenue:						
A311 Revenue - Administration	1,238	0	(379)	0	0	0.0%
A314 General Revenue	(313,572)	(235,000)	(239,184)	(268,500)	(33,500)	14.3%
A315 Ticket Office	(3,262,488)	(3,395,000)	(3,220,974)	(3,875,000)	(480,000)	14.1%
A316 Taxation	(559,081)	(580,000)	(549,875)	(550,000)	30,000	-5.2%
Total Revenue	**(4,133,902)**	**(4,210,000)**	**(4,010,412)**	**(4,693,500)**	**(483,500)**	**11.5%**
Accounting:						
A321 Accounting Administration	(3,336)	0	(1,772)	0	0	0.0%
Total Accounting	**(3,336)**	**0**	**(1,772)**	**0**	**0**	**0.0%**
Procurement:						
A331 General Purchasing	(253)	0	(640)	0	0	0.0%
A332 Inventory & Asset Mg	(8,304)	0	(1,667)	0	0	0.0%
A341 Outside Agencies	(73,358)	0	(69,939)	0	0	0.0%
Total Procurement	**(81,915)**	**0**	**(72,246)**	**0**	**0**	**0.0%**
Total	**($4,219,153)**	**($4,210,000)**	**($4,087,147)**	**($4,693,500)**	**(483,500)**	**11.5%**

Financial Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Administration:						
A301 Administration - Finance	$553,676	$656,900	$630,254	$541,909	(US$114,991)	-17.5%
A317 Business Systems & Controls	162,435	189,700	150,189	192,062	2,362	1.2%
Total Administration - Finance	**716,110**	**846,600**	**780,443**	**733,971**	**(112,629)**	**-13.3%**
						-
Revenue:						-
A311 Revenue - Administration	159,609	150,300	176,006	159,399	9,099	6.1%
A312 Coin Room	185,241	188,195	177,991	179,055	(9,140)	-4.9%
A313 Payment Processing	249,050	242,300	224,500	237,650	(4,650)	-1.9%
A314 General Revenue	141,540	315,535	278,115	311,131	(4,404)	-1.4%
A315 Ticket Office	(2,264,126)	(2,171,707)	(2,094,573)	(2,885,028)	(713,321)	32.8%
A316 Taxation	76,894	121,900	182,717	106,866	(15,034)	-12.3%
Total Revenue	**(1,451,791)**	**(1,153,477)**	**(1,055,244)**	**(1,890,927)**	**(737,450)**	**63.9%**
						-
Accounting:						-
A321 Accounting Administration	1,911,790	1,858,300	1,885,550	234,809	(1,509,891)	-81.3%
A322 Financial Reporting	0	0	0	451,638	437,338	-
A323 Capital & Disbursements	0	0	0	775,716	775,716	-
Total Accounting	**1,911,790**	**1,858,300**	**1,885,550**	**1,462,164**	**(296,836)**	**-16.0%**
						-
Procurement:						-
A331 General Purchasing	1,034,271	1,356,000	1,255,929	1,384,804	28,804	2.1%
A332 Inventory & Asset Mg	1,068,420	1,198,420	1,249,556	1,304,513	106,093	8.9%
A333 Stores-Transit/Fire	0	0	0	0	0	-
A334 Stores-East/West	0	0	0	0	0	-
A341 Outside Agencies	0	0	0	0	0	-
Total Procurement	**2,102,691**	**2,554,420**	**2,505,485**	**2,689,317**	**134,897**	**5.3%**
Service Delivery:						
A351 Service Delivery	0	0	0	619,790	520,490	-
Total Service Delivery	**0**	**0**	**0**	**619,790**	**520,490**	-
						-
Financial Planning Services						-
A810 Financial Planning	424,753	398,810	375,634	458,350	59,540	14.9%
A811 Grants-Administration	111,170	122,030	119,785	126,312	4,282	3.5%
A318 Strategic Initiatives	149,027	69,030	15	0	(69,030)	-100.0%
Total Financial Planning Services	**684,950**	**589,870**	**495,435**	**584,662**	**(5,208)**	**-0.9%**
Total	**$3,963,750**	**$4,695,713**	**$4,611,668**	**$4,198,977**	**(496,736)**	**-10.6%**

Financial Services

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$6,505,377	$7,142,370	$6,982,599	$7,532,710	390,340	5.5%
Office Costs	477,800	449,005	473,748	365,190	(83,815)	-18.7%
Professional Fees	95,500	105,500	95,870	97,194	(8,306)	-7.9%
Legal & Consulting Fees	27,896	32,250	15,115	29,779	(2,471)	-7.7%
External Services	647,794	678,100	653,680	460,576	(217,524)	-32.1%
Uniforms & Clothing	14,186	5,100	11,834	8,700	3,600	70.6%
Salt	2,920	0	1,761	0	0	0.0%
Supplies & Materials	86,037	31,550	140,281	76,600	45,050	142.8%
Building Costs	12,190	0	63	0	0	0.0%
Equipment & Communications	76,495	116,650	108,584	68,773	(47,877)	-41.0%
Vehicle Expense	1,684	500	2,496	485	(15)	-3.0%
Travel	24,640	22,550	26,767	25,123	2,573	11.4%
Training & Education	43,716	79,200	25,639	67,706	(11,494)	-14.5%
Facilities Rental	181	400	177	776	376	94.0%
Advertising & Promotion	48,038	24,000	12,760	19,594	(4,406)	-18.4%
Other Goods & Services	83,055	91,100	102,308	85,671	(5,429)	-6.0%
Interdepartmental	35,395	57,438	45,131	23,600	(33,838)	-58.9%
Transfer to/from Reserves	0	70,000	0	30,000	(40,000)	-57.1%
Other Fiscal	0	0	0	0	0	0.0%
Total	**$8,182,903**	**$8,905,713**	**$8,698,814**	**$8,892,477**	**(13,236)**	**-0.1%**
Revenues						
Fines and Fees	($3,556,238)	($3,610,000)	($3,440,434)	($4,125,000)	($515,000)	14.3%
Tax Certificates	(559,081)	(580,000)	(549,875)	(550,000)	30,000	-5.2%
Other Revenue	(103,835)	(20,000)	(96,838)	(18,500)	1,500	-7.5%
Total	**($4,219,153)**	**($4,210,000)**	**($4,087,147)**	**($4,693,500)**	**(483,500)**	**11.5%**
Net Cost	**$3,963,750**	**$4,695,713**	**$4,611,667**	**$4,198,977**	**(496,736)**	**-10.6%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

Financial Services

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CBM00423 Seaview Prk-PCB Site-Decmmissn'g/re	0	243,000	0	0
CHM00633 Fuel System Replacement/Repairs	0	49,000	0	0
CIM00566 Revenue Tools Replacements	0	485,000	291,000	0
Total	**0**	**777,000**	**291,000**	**0**

Halifax Regional Fire and Emergency Services Mission Statement

Who?

We serve 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 Fire and Emergency . 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	Results
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	Year 2000 National Deaths 1.3 and Injuries 1.8, HRM Deaths .3 and injuries 5.8 (per 100K)
	• number of major fires does not exceed the average of the past five year period	• average 32 per year (over past 4 years (1998-2002) January 1 - September 30, 2003 - 22
	• % of environmental issues mitigated	• 48 call outs in 2003 no permanent damage to the environment by virtue of the incident so 100% mitigated
	A specialized Haz-mat team is maintained	The Dangerous Goods Response Team is housed at Stations 7 & 12. 65 members have been trained to the Hazardous Materials Technician Level during the past three years. This training has provided the service with 16 Haz-mat Technicians per platoon. There are 10-15 individuals per platoon trained to the Operational Level. All other personnel are trained to the Awareness Level. 5 individuals have received intermediate level training as part of an HRM, Chemical, Biological, Radiological and Nuclear (CBRN) joint response preparedness.
	All operations staff are trained in natural gas awareness	2001 Natural Gas 'Train the Trainer' Program conducted. 2001/02 - 354 core personnel trained to natural gas awareness. Heritage Gas has recently conducted information sessions at Stations 12, 13 & 14, which is the response area

Strategic Outcomes	Indicators	Results
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	NOTE: the question was used in the 1997 survey with - 98% surveyed expressing confidence in Fire Service However, in the 2000 survey the same question was not used. 2000 but 85% surveyed stated Fire protection services a very important service In 2002, the same question was used but the data collected was not collated the same as in 1997. i.e. Three quarters of HRM residents said they have a great deal of confidence in the service to respond quickly. **UPDATE: Advised that there is no plan for a survey in 2004.**
	Post incident customer feedback	Feedback form developed to be mailed to or left with service user **not implemented** due to sensitive nature of some types of responses and the way the information is captured in FDM i.e. the name/address of individual in the system may not be the individual who received the service(apartment buildings) Random selection of certain types of incidents from FDM. - telephone contact made with service user and user responds to a standard set of questions. Implemented in January 2 004.

Client Benefits	Indicators	Results
Timely and effective response to calls for emergency and non-emergency services	Service Delivery Standards Approved by Council Annual audit, as described in performance criteria in service delivery standard, conducted	Currently being reviewed by Executive Management
Provision of appropriate, professional and skillful emergency service	• % of time appropriate apparatus and specialized teams dispatched • Average # of hours each firefighter trains on National Fire Protection Association (NFPA) Level 1 subject matter by Station Officer as part of daily duties • % increase in training availability to the rural areas • % reduction in fire related incidents in targeted areas	not available 2003 - average of 37 hours 2003 - 944 hr (increase of 148%) 3 stations to be selected as pilot based on call responding to children
Hazard awareness and knowledge of prevention	• # of educational programs delivered • # of public awareness initiatives • Feedback	2002- 135, 2003 – 263 2002 - 6, 2003- 14 Form developed

2003/2004 Net Operating Budget	**$ 38,593,470**	***2003/2004 Gross Capital Budget***	**$ 4,888,000**
2004/2005 Net Operating Budget	**$ 39,198,439**	***2004/2005 Gross Capital Budget***	**$ 3,788,000**
2003/2004 Approved FTE's	**453**	**2004/2005 Approved FTE's**	**461**

Summary of Achievements of Last Years Business Plan

Key Initiatives	Status
Safety Standards - To reduce liability and risk to firefighters and to the organization through improvements to facilities and equipment. To ensure emergency preparedness.	Facility compliance in the core is ongoing and the assessment in the rural areas has started. To date, there are significant issues in the rural area. Equipment and apparatus upgrades are ongoing. Inspection and monitoring programs are being created and enhanced based on issuance of new equipment (rural) and identification of deficiencies in core.
Standards of Response Coverage - To implement a set of response coverage standards to assist the Fire Service to plan, to monitor and to evaluate its service delivery.	The Fire Service Committee has completed the draft report. It has been reviewed by the CAO and Chief Director with a targeted presentation date to Council in April/04. The document has integrated service delivery standards by population density for all coverage areas. The multi year plan is to be developed based on the approval of standard levels by Council.
Trunked Mobile Radio (TMR) & Paging System- To have a single integrated effective communication system for all protective services and HRM business units.	Implementation of Phase 2 (new radio system) has been completed in both the core and rural areas.
Computer Aided Dispatch (CAD) & Record Management System (RMS) - To implement a single CAD and RMS for Police Services and Fire & Emergency Services. To make available Fire's records management system to all stations within the core and rural areas.	All Core Station Officers have completed training which will allow them to input incident information direct into the FDM records management system. The rural areas will be completed by the end of June.
Health and Wellness - To help members of the Fire Service maintain a level of health and wellness for acceptable job performance.	One core station requires fitness equipment. There is no formal plan, as yet, for the rural/composite stations. Hep A&B inoculation program is ongoing. The Critical Incident Stress Program is ongoing. The funding for the Health Screening Program has been approved which takes it from a pilot to a full program. Nutrition and lifestyle programs require additional funding support. The non-punitive fitness standard has not yet been identified.

Key Initiatives	Status
Long-Term Capital Plan - To ensure there is adequate infrastructure to respond to the needs of the community for Fire and Emergency Service.	Construction for the North Dartmouth Fire Station is presently about 3 weeks behind schedule with a targeted completion date of May 2004. Two fire engines have been received for the core and the third has a delivery date of May. Nine fire engines have been received for the rural areas. Building assessments have commenced with 2 of the 5 rural districts completed. The ten year plan will be completed in 2004. A rehabilitation and command unit is in the design stage. The water supply final draft has been completed and will be forwarded to Fire EMT for review by the end of April. A request for Federal Funding via the Heavy Urban Search and Rescue (HUSAR) /Office of Critical Infrastructure Planning Emergency Preparedness OCIPEP has been submitted. Our portion (Regional Fire Service) portion of the fund was to be 25% (60K). This capital portion has been submitted to the Long Term Capital Committee for approval. Once this years installation of the Opticom system is completed and inspected, all of Sackville, Dartmouth, Bedford Highway will have been completed with about 40 done in Halifax. Any new intersections upgraded or added will automatically have Opticom added through the Traffic and Transportation Division. Metro Transit has expressed an interest in the system for their buses. A 3 to 4 year plan to complete the remaining Halifax Intersections that fall within our primary and secondary routes has been developed.
Risk Management - To reduce the liability to the organization through the determination of an acceptable level of risk.	Risk management is unfunded and has not progressed.

Key Initiatives	Status
Inter-Agency Emergency Response Coordination - To develop protocols with different boards and agencies of government to ensure a coordinated response during emergencies.	New methods of extinguishing container fires have been explored and developed. No equipment or training issues have been explored. No method of sharing this information on a national/international basis has been explored. Ongoing meetings are being held with the Halifax Marine Advisory Committee, Halifax Port Corporation and recently Department of National Defence in order to start the role clarification for emergency incidents and resource sharing.
Resource Allocation for Rural Districts - To mange the expectations of the rural areas to ensure the needs of the community are met. To reduce liability and risk to firefighters, community and to the municipality through implementing standards and improvements in training, attainment and retention of volunteers, equipment, fire apparatus, safety and fire prevention activities.	An emphasis is being placed on having all volunteers receive Basic Firefighting and driver/operator training. Two Volunteer Training Co-ordinators are now working in the rural areas to standardize and co-ordinate training issues. Training Committees have been established in the Zones. A breathing apparatus programs has been implemented - all new Breathing Apparatus(s) for the rural area with the exception of 2 Departments left to do. An Air Supply Committee has been established. A Bunker Gear Program has been implemented. Vehicle extrication tools have been assessed and a plan developed. Mechanical services have been extended to the rural areas. A water supply committee has been established to outline goals for water supply standards. Response boundaries have been revised. Procurement procedures have been improved and streamlined. New work uniforms are being provided for all firefighters. A Rural Management Committee has been established replacing the Fire Advisory Committee. The Composite Chiefs Selection Process and Review process have been extended to Composite Deputies.

Key Initiatives	Status
EMO Planning -To clarify the roles and responsibilities of all stakeholders through the completion of HRM departmental emergency plans and the three subset plans of the Master Plan.	The Evacuation Plan has been passed by Council. HRM departmental plans are about 3/4 done.
Strategic Plan - To implement the four strategic directions: communication, career development, performance development and partnerships.	A public relations unit has been established to standardize communication mediums. A Steering Committee has been established to enhance communication. A career development program has been identified and a performance development program has been implemented for all career firefighters.
Diversity - To promote the Fire Service as a career option in the community, to enhance service delivery, to internally promote and educate personnel on the importance of cultural diversity, to bring about a cultural change.	A partnership was established with Reach Nova Scotia and a Disability Management developed and implemented for the Fire Service. This program is now being individualized and used by Transit and the Police. A Designated Recruitment Initiative has been implemented for African Canadians through partnership with: The Black Community Workgroup of Halifax Co-operative Limited, Watershed Association development Enterprises, the African Canadian Employment Clinic and the YMCA Enterprise Centers. Eleven individuals have been selected from this initiative and now attending the Nova Scotia Fire Fighting School.
Safe Communities - To help people come together in the community to create a sense of awareness, understanding, support and leadership. To implement effective local programs to eliminate injuries and suffering.	Designation received on June 16, 2003.
Space Requirements - To obtain an appropriate combined facility to meet operational requirements of administration and fire prevention personnel. To obtain appropriate facilities to meet operational requirements of Mechanical.	On going discussions with Real Property.

Key Initiatives	Status
Records Management - To implement a records management system.	The pilot project has been put on hold based on a corporate decision while the project is re-evaluated.
Customer Service - To monitor service delivery, to obtain customer feedback, to respond to customer needs and to realign training.	Customer service feedback forms developed and a staff person identified to implement random sampling.
Volunteer Retention & Recruitment - To attract volunteers and to expand their use.	A committee has been struck and has prepared a draft report on honorariums.
Fleet Services - To hire a service writer and a parts person.	No longer within the area of responsibility of Fire Service. Fleet Services now reports to Real Property. Structure, workload, staffing discussed with Real Property.
Fire Protection at the Airport - To meet with the Airport Authority to identify the best response alternative in accordance with Fire Service's Delivery Standards. To develop a plan to work towards identifying the resources needed to meet the standard.	Currently the structural response to the airport and airport industrial park does not met any standard and needs to be addressed. The current ongoing review indicates a new station needs to be built closer to the airport and staffed 24/7.

Issue #1

Increased Level of Safety Standards

The Fire Marshal's Office has developed Health and Safety Guidelines based on National Fire Protection Association 1500. These guidelines are now before the Board for approval. Once approved, they will be used as an industry standard for enforcement purposes in areas where there are paid personnel. We know that these guidelines will require upgrades to our facilities and equipment. These guidelines complement the work done during the Risk Management Pilot. Implementation of the guidelines and the items identified in the Risk Management Pilots will be particularly costly for our Service. The lack of safe drinking water in the rural areas has been identified as a risk.

Link to Corporate Scorecard Outcome

By ensuring personnel have the appropriate equipment, are housed in and response from adequate facilities, use safe practices and procedures for effective service delivery, have safe drinking water in the rural areas, supports the protection of all members and the community and ensures emergency preparedness; which supports:

Safe Communities: buildings, properties and infrastructure in HRM are safe, healthy and well maintained

Goals 2004/2007

- To reduce liability and risk to firefighters and to the organization through improvements to facilities, training and equipment.
- To ensure emergency preparedness.
- To develop a suitable program to identify risks in facilities, equipment and training and processes to correct or minimize the risks.

Objectives 2004/2005

- To integrate facility and equipment compliance issues with findings from the risk management pilot.
- To assess the water needs at every station and to establish a plan to provide safe drinking water in all fire stations.
- To review the existing equipment in regards to standards and regulations.
- To develop risk management, inspection and monitoring programs to address compliance issues.
- To work with Real Property and Asset Management to implement a plan for the roll out of improved physical asset management for rural fire including a preventative maintenance program.

Analysis of Proposed Changes

Service Levels
In all sections could be negatively affected because of the high cost of compliance and the risk of unsafe drinking water.

Financial
Budget impacts during the risk management pilot will be minimal. In the long term, it is difficult to assess the exact financial implications until the risk management pilot is completed into a Risk Management Plan. Initial assessment is approximately $2 million capital for improvements in equipment to meet minimum standards. Under Capital approximately $100,000 for the physical asset management plan. Approximately $50,000 for 0.5 FTE for risk management project.

Processes
In place to measure compliance. New processes will be required to implement new standards and compliance programs. The additional workload created by assessing the risk and determining compliance with the standards will need to be addressed.

Internal Service Providers
Facility compliance and safe drinking water must be addressed by Real Property and Asset Management. Assistance in developing the risk management plan will need to be addressed by Procurement, the Insurers and Human Resources. Physical asset management by Real Property and Asset Management.

FTE's:
0.5 to develop and monitor compliance to the Risk Management Plan and standards (In Human Resources budget)

Performance Measures

- $ being spent to maintain HRM infrastructure
- # of buildings compliant
- # of equipment compliant
- Drinking water assessed
- Plan in place to address findings
- equipment reviewed
- .5 individual hired to develop programs
- # of compliance issues addressed
- Adequate physical assets in place to meet service delivery needs.

Issue #2

Standards of Response Coverage

Fire and Emergency does not have an approved service delivery standard in place to identify to the residents of HRM what they should expect from this service in the event of an emergency. Upon approval by Council, the implementation of response coverage standards will assist the Fire Service to plan, to monitor and to evaluate its service delivery to the citizens of HRM and those involved in emergency incidents within HRM. These non-regulatory standards are to be National Fire Protection Association (NFPA) based but are endorsed by the International City Management Association (ICMA) and the International Association of Fire Chiefs (IAFC).

Link to Corporate Scorecard Theme Outcome

By putting standards of response in place to ensure emergency preparedness and timely and appropriate emergency response and to inform the public of level of service expectation will support:

Excellence in Service Delivery: customers are satisfied with the level of services received from HRM.

Goals 2004/2007

- To have response coverage standards in place.
- To receive approval from Council for implementing required staffing and equipment levels.
- To have a plan which monitors and evaluates service delivery, within 3 years.

Objectives 2004/2005

- To obtain approval from Council for the response coverage standards.
- To develop a draft multi year plan.
- To integrate proposed rural, suburban and urban delivery standards into one service delivery document.

Analysis of Proposed Changes

Service Levels:
Service delivery will become more consistent as per National Fire Protection Association (NFPA) and approved standards.

Financial
Based on the adoption of the proposed HRM service delivery standards, there will be a need to hire 89 additional firefighters by 2008.

Processes
An audit measurement process will have to be developed to ensure Fire is meeting the standards. A multi-year strategy has to be developed.

FTE's - nil

Performance Measures:

- Council approval received for response coverage standards
- Citizen feedback around coverage standards
- Multi- year plan completed
- One service delivery document

Issue # 3

Health & Wellness

Firefighters face higher stress and cardiovascular disease rates. Cardiovascular events are the #1 killer of firefighters. The heavy clothing and breathing apparatus that firefighters wear weighs about 50 lbs. Tools can add another 15 to 30 lbs. Add in flights of stairs and the stress of fighting fires and responding to other emergency incidents, the need for an ongoing fitness/wellness program is apparent. Injuries and illness can be reduced by the implementation of a proper program.

Link to Corporate Scorecard Theme Outcome

By ensuring personnel are physically and emotionally able to handle the duties and stress levels of their positions; by ensuring staff are capable of protecting the people they serve; by reducing absenteeism and injury frequency will support:

Excellence in Service Delivery: adequate resources provided to staff to allow them to provide excellent service delivery.

Goal 2004/2007

To enhance support systems to assist members to physically and emotionally perform their job responsibilities

Objectives 2004/2005

- To implement a fitness program by September 2004.
- To sustain the heart health screening program.
- To implement nutrition and lifestyle programs for staff such as smoking cessation, ergonomics.
- To continue participation in the FATE study (Firefighters and their Endothelium) with the QE II.

(Endothelium is the inner lining of all arteries.)
- To implement an ongoing inoculation Hep A & B program.
- To implement a hearing conservation program.
- To work with Human Resources to provide a full time Occupational Health Nurse for Fire Services.

Analysis of Proposed Changes

Service Levels:
Could improve if minimum staffing levels increase due to improved attendance at work and a reduction in injuries.

Financial
$35,000 for .5 Occupational Health Nurse under Human Resources plus support for programs.

Internal Service Providers
Human Resources to provide support for an additional .5 OH Nurse and to cover fitness program costs and to provide guidance and advise.

FTE's: .5 for Human Resources

Performance Measures:

- Fitness program implemented by September 2004
- Absenteeism, hours as % of total hours
- employee survey
- Heart Health screening program continues
- Nutrition and Lifestyle Programs implemented
- Absenteeism, hours as % of total hours
- employee survey completed
- FATE program continues
- Sustainable inoculation Hep A & B program implemented
- Absenteeism, hours as % of total hours
- Hearing conservation program implemented
- .5 Occupational Health Nurse hired dedicated to Fire
- % employees who are satisfied with the resources available to them in undertaking their jobs

Issue # 4

Post Implementation Support of Capital Initiatives

All of HRM is at risk of not being able to support post implementation of both the Trunked Mobile Radio (TMR) & Paging System and the Computer Aided Dispatch/Record Management System.

Fire will have Records Management System implemented in core and rural stations, in addition to a rostering functionality which must have technical support. A Corporate Training Centre is required to ensure staff are adequately trained to provide excellent customer service.

Link Corporate Scorecard Theme Outcome:

By putting adequate, trained human resources in place to support the implementation of a single integrated communication and records management system ensures there is a reliable dispatch and records management system in place and will support:

Excellence in Service Delivery: Customers satisfied with the services received from staff and Council.

Goals 2004/2007

- To support the systems at post implementation.
- To have in place a corporate training centre.

Objective 2004/2005

- To work with Integrated City Manager, Shared Services and other Protective Service partners to ensure that business support tools and technologies are appropriately supported and enhanced at post implementation. To hire additional personnel as determined by Integrated City Initiative plus one IT Support position for Computer Aided Dispatch/Records Management System
- To ensure staff are trained to utilize the system.
- To work with RPAM to obtain land for a corporate training centre.

Analysis of Proposed Changes

Service Levels
To make effective use of these systems which will improve service levels, these positions must be filled.

Financial
$100,000 for additional personnel as determined by Integrated City Initiative.
Other financial implications are reflected under the umbrella of the CAD/RMS Project.

Processes
Internal processes will be streamlined to take advantage of efficiencies that the systems offer.

Internal Service Providers
Partnering with Police, 911, Public Works, Parks & Rec, Integrated City and Shared Services

FTE's:
1 in Integrated City Budget for Telecommunications
1 in CAD/RMS for IT support to report to Shared Services IT section

Performance Measures:

- Business support tools supported
- IT Support for CAD/RMS hired
- % employees who are satisfied with the resources available to them in undertaking their jobs
- Included in Real Property and Asset Mgt capacity deficiency list

Issue # 5

Community Emergency Preparedness

In response to post crisis event feedback and partnerships with the federal government, it is necessary for HRM to enhance its community emergency preparedness, to ensure that HRM is prepared to respond to the needs of the citizens during times of crisis.

Link to Corporate Theme Outcome

By ensuring plans and procedures are in place for a timely co-ordinated response during emergencies and to allow for individual radio communications in areas where signals are low and need amplification will support:

Safe Communities Theme: Timely and appropriate emergency response; systems are in place for timely responses to emergencies.

Goal 2004/2007

To ensure a coordinated response during emergencies and to ensure an adequate and appropriate infrastructure is in place to emergency support operations.

Objectives 2004/2005

- Final implementation of the Master Plan and three subset plans:
    1. Emergency Evacuation
    2. Telecommunications
    3. Public Information
- All HRM Departmental emergency plans completed and reviewed.
- To develop an HRM-wide telecommunications systems with all HRM agencies.
- To provide repeaters for all fire vehicles to allow individual radio communication.
- Complete purchasing of equipment and provide necessary training to have a response ready Joint

Chemical Biological Radiological Nuclear (CBRN) Team.
- To upgrade equipment and training from a LUSAR (Light Urban Search and Rescue) capability to a MUSAR (Medium Urban Search and Rescue) capability.
- To increase and upgrade Emergency Operations Centre (EOC) technology.

Analysis of Proposed Changes

Service Levels
Improved coordinated response to major emergencies from all agencies

Financial
$150,000 capital required for Urban Search and Rescue training and equipment (this represents our portion of the cost sharing agreement with the federal government). Fire Service to try and negotiate a higher percentage contribution on behalf of the Federal Government.
$100,000 capital required for Joint Chemical Biological Radiological Nuclear Team - Federal Government contributes 75% for a total commitment in 2004/05 of $400,000). Alternative funding sources will have to be identified to meet this commitment. Funding for the vehicle repeaters is addressed under the Trunk Mobile Radio Project.

Processes:
New processes to be outlined in Master plan. New telecommunication system will require training. Urban Search and Rescue funding is being offered on a targeted basis to select municipalities by the federal government. Failure to take advantage of this program when offered will result in the loss of this funding, however the expectation that Fire Service can provide the service will remain.

Internal Service Providers:
Police, 911 Centre, Shared Services and Emergency Measures.

FTE's: 0

Performance Measures

- A co-ordinated response of all services during an emergency.
- Citizen Survey
- Repeaters provided for all required apparatus
- Medium Urban Search & Rescue funding in place.
- Joint Chemical Biological Radiological Nuclear (CBRN) Team funding in place.

Issue # 6

Diversity

The Fire Service is not attracting individuals from all the under represented groups to the occupation

of firefighter or to become volunteers. There has been an increased number of applications due to the designated recruitment initiative in the African-Canadian Community and Fire Service would like to expand this initiative to other under represented communities. There is also continued need to promote the importance of and benefits of cultural diversity.

Link to Corporate Theme Outcome

By ensuring individuals from different cultural backgrounds feel more comfortable accessing service from Fire Service, by offering service from an individual from the same cultural background and by promoting the importance of diversity will support:

Healthy, Sustainable, Vibrant Communities: Recognition, encouragement, and protection of HRM's heritage, culture and diversity.

Goal 2004/2007

To partner with the community to promote the Fire Service as a career option, to enhance service delivery; to internally promote and education personnel on diversity.

Objectives 2004/2005

- To expand recruitment initiatives with the under represented groups and to promote the career of firefighting.
- To identify, develop and implement diversity programs for both the rural and the core.

Analysis of Proposed Changes

Service Levels
There will be an improved level of service delivery to individuals from the under represented groups.

Financial
Assistance from Human Resources to promote the Fire Service with the under represented groups and to develop and implement diversity programs.

Processes
Recruitment processes could change.

Internal Service Providers: Human Resources

FTE: 0

Performance Measures:

- Partnerships developed

- Workplace more reflective of the community it serves
- Diversity programs developed
- # participate in diversity programs

Issue # 7

Safe Communities

Due to a lack of effective programs there is a high level of injuries and suffering among children and the elderly due to unnecessary accidents.
Due to the location, road conditions and limited number of firefighters available, the response times to the airport facility from Station 47 are an average 8 minutes.
Due to the lack of protocols with different boards and agencies of government emergency response could be affected.

Link to Corporate Scorecard Theme Outcome

By engaging community groups to promote and support the development and implementation of programs to reduce unnecessary accidents, by developing protocols with different boards and agencies of government to establish roles and responsibilities and to improve response coverage to the airport will support:

Safe Communities Theme outcome: All citizens are active and involved in maintaining community safety and a timely, appropriate emergency response.

Goals 2004/2007

- To become a model for the Safe Communities Foundation to promote the concept across Canada and the world on designating communities within a municipality and to continue to grow, support and monitor the program.
- To establish service delivery parameters and options with federal agencies.

Objectives 2004/2005

- To source community organizations to drive the implementation of reduction of injury in the three main categories: falls, motor vehicle collisions and self-injury.
- To expand the Risk Watch program from 12 schools to 24 to address children at risk of injury.
- To implement the Passport for Safety Program through business and HRM participation.
- To engage Community Links to address issues with seniors.
- To continue liaising with various federal agencies and the port authorities to determine roles and sharing of resources.
- To continue roles and responsibilities clarification with Department of National Defense
- To develop service agreements with First Nations regarding emergency response to their lands.

- To review the feasibility of developing a contract for service with the Halifax International Airport Authority.

Analysis of Proposed Changes

Service Levels
Should increase because of frequency of community contacts and level of community involvement.

Financial:
none

Processes:
To be determined

Internal Serviced Providers;
All business units.

FTE:
0

Performance Measures

- # of community agencies involved in Safe Community Initiative
- % reduction in injuries
- # of schools involved in Risk Watch program
- # of businesses involved in the Passport for Safety Program
- plans /initiatives in place to address safety issues
- # of senior issues addressed in Community Links
- roles clarified with Dept of National Defence and resources identified
- service agreements developed with First Nations
- review of the feasibility of developing a contract for service with the Halifax International Airport Authority completed

Issue # 8

Administrative Offices

The current facilities for administration and fire prevention do not meet the needs of the service. Two or more individuals, with the same working hours, must share the same office and/or cubicle space resulting in a lack of productivity and efficiency. Due to the lack of space, it is difficult to provide secondment opportunities as per the collective agreement and to take advantage of opportunities for student placement and placements with the Mental Health Association.

Link to Corporate Scorecard Theme Outcome

Excellence in Service Delivery : by providing appropriate facilities will enable staff to be more productive and increase excellence in service delivery.

Goal 2004/2007

To support all personnel in the performance of their responsibilities by providing appropriate facilities to meet their needs.

Objectives 2004/2005

To obtain an appropriate combined facility to meet operational requirements of administration and fire prevention personnel.

Analysis of Proposed Changes

Service Levels
Should increase due to increased productivity, efficiency.

Financial:
To be determined.

Processes:
To be determined

Internal Serviced Providers
Real Property and Asset Management

FTE:
0

Performance Measures

Appropriate Facility obtained

Issue #9

Volunteer Recruitment & Retention

Within HRM there are 44 rural stations of which 21 are composite and 23 are solely volunteer. Without volunteers, communities within HRM would be without Fire Protection. The lack of resources to support the implementation of processes and procedures to attract , retain and support

volunteers is a barrier which could affect response and community safety.

Link to Corporate Scorecard Theme Outcome

By attracting and supporting volunteers citizens would feel safe due to emergency preparedness will support:

Safe Communities: all citizens are active and involved in maintaining community safety.

Goal 2004/2007

To develop an infrastructure that is responsive to the needs of the rural areas in the attraction and retention and expanded use of volunteers.

Objectives 2004/2005

- To conduct diversity training for all members.
- To conduct Zengar Miller leadership training to all volunteer officers in the composite stations.
- To provide training for composite chiefs and their management teams on progressive discipline.
- A section dedicated to rural issues to be included in the Feedline.
- To implement programs to promote volunteers in the Fire Service.
- To educate citizens on entrance requirements.
- To expand the use of volunteers.
- To develop and implement a Performance Development Plan for volunteers that allows volunteers to plan their career in HRM.
- To work with HRM Human Resources to find the resources to create a Senior Human Resources Consultant that is solely dedicated to the rural volunteer/composite stations and issues.

Analysis of Proposed Changes

Service Levels
Should increase through expanded use of volunteers, increased numbers and standardized training.

Financial
$65,000 to be included in Human Resources

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Processes
Recruitment, retention and training processes.

Internal Serviced Providers
Human Resources.

FTE:
1 for HRM Human Resources

Performance Measures:

- Training schedule developed & implemented
- Trainers identified
- Employee feedback
- Communication plan developed
- Non-operational roles identified
- % increase in use of volunteers
- Performance Development Plan implemented
- Senior HR Consultant dedicated to the rural volunteer/composite stations

Issue #10

Code Enforcement

In February 2003, the Province passed the Fire Safety Act imposing new legislated requirements on Fire Services. This legislation requires the inspection of specific types of occupancies within specified time periods. Fire and Emergency has been unable to meet the requirements of the Fire Safety Act - Schedule 'A' due to the increased workload and the barriers to the implementation of By-Laws M-100 'Respecting Standards for Residential Occupancies' and S-203 'Smoking'. Even with the possibility of the transfer of the enforcement of By-laws M-100 and S-203 to Planning and Development, there will still be a transition period and Fire and Emergency will still be responsible for the life safety issues under By-Law M-100.

Link to Corporate Scorecard Theme Outcome

Through standardized, regular inspections as outlined in the Fire Safety Act individuals would have an increased level of safety which supports:

Healthy, Sustainable, Vibrant Communities Theme outcome: Desirable & attractive places to work, play, learn and live.

Goal 2004/2007

To meet the requirements under the Fire Safety Act.

Objectives 2004/2005

- To work with Planning & Development and Environmental Management Services to implement a process for addressing non life safety issues under By-Law M-100.
- To develop lists of occupancies by districts to be inspected in accordance with the Fire Safety Act - Schedule "A".
- To develop an inspection schedule in accordance with the Fire Safety Act - Schedule "A".

Analysis of Proposed Changes

Service Levels
Presently unable to meet requirements but should increase because of standardized regular inspection program, and M100 & S203 issues addressed.

Financial:
Additional resources for Planning & Development to implement M100 & S203 (3 individuals).

Processes
To be determined

Internal Serviced Providers
Planning & Development, Environmental Management Services, Human Resources.

FTE:
3 individuals (Planning & Development)

Performance Measures

- Process developed to work with Planning & Dev
- Occupancies inspected in accordance with the Fire Safety Act - Schedule A.

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	$22,524,614	$23,200,600	$22,745,605	$23,530,834	$330,234	1.4%
F120 Training	1,013,066	1,133,800	1,081,542	1,152,368	18,568	1.6%
F130 Prevention	1,330,955	1,520,200	1,608,079	1,574,494	54,294	3.6%
F140 Administration	1,392,152	1,463,200	1,538,705	1,394,234	(68,966)	-4.7%
F150 Mechanical Maint.	1,251,044	1,226,900	1,496,421	1,453,331	226,431	18.5%
F160 Buildings & Logistic	1,116,770	1,351,400	1,445,171	1,378,860	27,460	2.0%
F170 Rural District Management	567,091	644,000	736,376	646,309	2,309	0.4%
F190 Communications	117,012	194,800	196,856	198,850	4,050	2.1%
Total Core Area - General	**29,312,705**	**30,734,900**	**30,848,756**	**31,329,280**	**594,380**	**1.9%**
Core Area, Safety & Strategic:						
F180 Safety & Strategic Initiatives	0	0	0	796,700	796,700	0.0%
A451 Emergency Measures Recoveries	24,996	25,000	25,004	25,000	0	0.0%
C801 Emergency Measures Administrat	176,744	197,800	156,775	199,074	1,274	0.6%
Total Core Area, Safety & Strategic:	**201,740**	**222,800**	**181,779**	**1,020,774**	**797,974**	**358.2%**
Total Core Area:	**29,514,444**	**30,957,700**	**31,030,535**	**32,350,054**	**1,392,354**	**4.5%**
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	0	584,500	537,917	487,300	(97,200)	-16.6%
F792 Rural Fire Fleet Maintenance	40	373,500	228,124	106,700	(266,800)	-71.4%
F793 Rural Fire - Rural Operations	0	4,221,100	4,951,781	5,605,074	1,383,974	32.8%
Total Rural Fire Common	**40**	**5,179,100**	**5,717,822**	**6,199,074**	**1,019,974**	**19.7%**
Contracted Operations:						
F724 Enfield	20,570	20,000	30,000	35,000	15,000	75.0%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	0	40,000	40,000	40,000	0	0.0%
Total Contracted Operations	**22,970**	**62,400**	**72,400**	**77,400**	**15,000**	**24.0%**
Zone 1 Rural Fire:						
F709 Lake Echo	386,544	134,500	121,921	0	(134,500)	-100.0%
F710 Chezzetcook	277,209	84,100	119,648	0	(84,100)	-100.0%
F711 Lawrencetown	365,876	71,300	109,565	0	(71,300)	-100.0%
F712 Musquodoboit Harbour	194,160	78,100	64,559	0	(78,100)	-100.0%
F713 Ostrea Lake	33,671	12,500	13,053	0	(12,500)	-100.0%
F714 Oyster Pond/Jeddore	155,290	54,300	47,147	0	(54,300)	-100.0%
F751 District 1 Fire	171,866	91,500	37,456	239,844	148,344	162.1%
Total Zone 1 Rural Fire	**1,584,616**	**526,300**	**513,349**	**239,844**	**(286,456)**	**-54.4%**
Zone 2 Rural Fire:						
F715 Mooseland	4,604	0	0	0	0	0.0%
F716 Moser River	38,422	24,500	19,287	0	(24,500)	-100.0%
F717 Mushaboom	28,164	20,100	18,279	0	(20,100)	-100.0%
F718 Three Harbours	29,972	21,600	31,000	0	(21,600)	-100.0%
F719 Sheet Harbour	113,422	65,100	50,375	0	(65,100)	-100.0%
F720 Tangier	58,660	49,100	32,459	0	(49,100)	-100.0%
F752 District 2 Fire	26,840	64,500	48,517	120,745	56,245	87.2%
Total Zone 2 Rural Fire	**300,084**	**244,900**	**199,917**	**120,745**	**(124,155)**	**-50.7%**

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Zone 3 Rural Fire:						
F721 Cook's Brook	15,822	13,790	11,179	0	(13,790)	-100.0%
F722 Meagher's Grant	29,624	18,660	15,180	0	(18,660)	-100.0%
F723 Middle Musquodoboit	24,985	17,840	19,752	0	(17,840)	-100.0%
F730 Dutch Settlement	34,946	15,040	14,358	0	(15,040)	-100.0%
F736 Upper Musquodoboit	25,049	17,040	19,835	0	(17,040)	-100.0%
F753 Fire District 3 Revenue & Capital	218,477	144,500	116,296	100,631	(43,869)	-30.4%
Total Zone 3 Rural Fire	**348,903**	**226,870**	**196,601**	**100,631**	**(126,239)**	**-55.6%**
Zone 6 Rural Fire (Western):						
F701 Black Point	496,090	137,500	114,401	0	(137,500)	-100.0%
F702 Lakeside	712,059	151,600	136,806	0	(151,600)	-100.0%
F703 Bay Road	145,670	91,900	64,099	0	(91,900)	-100.0%
F704 Seabright	129,174	116,200	67,725	0	(116,200)	-100.0%
F705 Prospect Road	733,367	147,900	172,422	0	(147,900)	-100.0%
F706 Harrietsfield/Sambro	371,048	92,500	90,991	0	(92,500)	-100.0%
F707 Herring Cove	327,574	87,300	62,212	0	(87,300)	-100.0%
F734 Upper Hammonds Plains	0	0	0	0	0	0.0%
F735 Hammonds Plains	589,778	181,000	183,731	0	(181,000)	-100.0%
F756 District 6 Fire	0	122,900	37,740	462,169	339,269	276.1%
Total Zone 6 Rural Fire (Western)	**3,504,761**	**1,128,800**	**930,127**	**462,169**	**(666,631)**	**-59.1%**
Zone 4 Rural Fire:						
F725 Zone 4	1,093,834	404,800	295,484	217,022	(187,778)	-46.4%
F731 Beaver Bank-Kinsac	153,361	92,000	47,046	0	(92,000)	-100.0%
F755 District 5	0	0	0	0	0	0.0%
Total Zone 4 Rural Fire	**1,247,195**	**496,800**	**342,530**	**217,022**	**(279,778)**	**-56.3%**
Total Rural Departments	**7,008,569**	**7,865,170**	**7,972,746**	**7,416,885**	**(448,285)**	**-5.6%**
Total	**$36,523,013**	**$38,822,870**	**$39,003,281**	**$39,766,939**	**944,069**	**2.4%**

Fire and Emergency Services

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	($124,885)	($77,100)	($110,662)	($85,000)	($7,900)	10.2%
F120 Training	(20,928)	0	0	0	0	0.0%
F130 Prevention	(345)	0	0	0	0	0.0%
F140 Administration	(5,383)	0	(74,635)	0	0	0.0%
F150 Mechanical Maint.	(61,750)	(116,800)	(3,011)	0	116,800	-100.0%
F160 Buildings & Logistic	(61,485)	0	(54,938)	0	0	0.0%
Total Core Area - General	**(274,775)**	**(193,900)**	**(243,246)**	**(85,000)**	**108,900**	**-56.2%**
Core Area - Safety & Strategic Initiative:						
F180 Safety & Strategic Initiatives	0	0	0	(450,000)	(450,000)	0.0%
C801 Emergency Measures Administrat	0	0	0	0	0	0.0%
Total Core Area - Safety & Strategic I	**0**	**0**	**0**	**(450,000)**	**(450,000)**	**0.0%**
Total Core Area:	**(274,775)**	**(193,900)**	**(243,246)**	**(535,000)**	**(341,100)**	**-56.2%**
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	0	0	(58,020)	0	0	0.0%
F793 Rural Fire - Rural Operations	0	0	(46,756)	0	0	0.0%
Total Rural Fire Common	**0**	**0**	**(104,776)**	**0**	**0**	**0.0%**
Contracted Operations:						
F724 Enfield	(19,852)	0	0	0	0	0.0%
F727 Milford Station	(2,387)	0	0	0	0	0.0%
Total Contracted Operations	**(22,239)**	**0**	**0**	**0**	**0**	**0.0%**
Zone 1 Rural Fire:						
F709 Lake Echo	(381,459)	0	(100)	0	0	0.0%
F710 Chezzetcook	(263,367)	0	(3,249)	0	0	0.0%
F711 Lawrencetown	(360,126)	0	(1,610)	0	0	0.0%
F712 Musquodoboit Harbour	(165,078)	0	(643)	0	0	0.0%
F713 Ostrea Lake	(30,864)	0	(206)	0	0	0.0%
F714 Oyster Pond/Jeddore	(133,614)	0	(489)	0	0	0.0%
F751 District 1 Fire	(200,497)	0	0	0	0	0.0%
Total Zone 1 Rural Fire	**(1,535,005)**	**0**	**(6,296)**	**0**	**0**	**0.0%**
Zone 2 Rural Fire:						
F715 Mooseland	(510)	0	0	0	0	0.0%
F716 Moser River	(302)	0	(362)	0	0	0.0%
F717 Mushaboom	(6,034)	0	(578)	0	0	0.0%
F718 Three Harbours	9	0	(23)	0	0	0.0%
F719 Sheet Harbour	(21,641)	(21,500)	(21,765)	0	21,500	-100.0%
F720 Tangier	(4,839)	0	(758)	0	0	0.0%
F752 District 2 Fire	(258,965)	0	0	(21,500)	(21,500)	0.0%
Zone 2 Rural Fire	**(292,281)**	**(21,500)**	**(23,486)**	**(21,500)**	**0**	**0.0%**

Fire and Emergency Services

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Zone 3 Rural Fire:						
F721 Cook's Brook	(51)	0	(78)	0	0	0.0%
F722 Meagher's Grant	(243)	0	(157)	0	0	0.0%
F723 Middle Musquodoboit	0	0	(386)	0	0	0.0%
F730 Dutch Settlement	287	0	(90)	0	0	0.0%
F736 Upper Musquodoboit	(231)	0	(555)	0	0	0.0%
F753 Fire District 3 Revenue & Capital	(335,974)	0	(1,760)	0	0	0.0%
Total Zone 3 Rural Fire	**(336,212)**	**0**	**(3,026)**	**0**	**0**	**0.0%**
Zone 6 Rural Fire (Western):						
F701 Black Point	(490,376)	0	(1,068)	0	0	0.0%
F702 Lakeside	(710,180)	0	(596)	0	0	0.0%
F703 Bay Road	(192,157)	0	(1,030)	0	0	0.0%
F704 Seabright	(280,801)	0	(848)	0	0	0.0%
F705 Prospect Road	(726,632)	0	(2,623)	0	0	0.0%
F706 Harrietsfield/Sambro	(392,058)	0	19	0	0	0.0%
F707 Herring Cove	(331,316)	(3,000)	(3,576)	0	3,000	-100.0%
F735 Hammonds Plains	(603,142)	(11,000)	(13,264)	0	11,000	-100.0%
F756 District 6 Fire	0	0	0	(12,000)	(12,000)	0.0%
Total Zone 6 Rural Fire (Western):	**(3,726,663)**	**(14,000)**	**(22,987)**	**(12,000)**	**2,000**	**-14.3%**
Zone 4 Rural Fire:						
F725 Zone 4	(1,176,803)	0	(3,387)	0	0	0.0%
F731 Beaver Bank-Kinsac	(182,003)	0	(1,086)	0	0	0.0%
Zone 4 Rural Fire	**(1,358,806)**	**0**	**(4,473)**	**0**	**0**	**0.0%**
Total Rural Departments	**(7,271,205)**	**(35,500)**	**(165,044)**	**(33,500)**	**2,000**	**-5.6%**
Total	**($7,545,981)**	**($229,400)**	**($408,291)**	**($568,500)**	**(339,100)**	**147.8%**

Fire and Emergency Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	$22,399,729	$23,123,500	$22,634,943	$23,445,834	$322,334	1.4%
F120 Training	992,138	1,133,800	1,081,542	1,152,368	18,568	1.6%
F130 Prevention	1,330,610	1,520,200	1,608,079	1,574,494	54,294	3.6%
F140 Administration	1,386,769	1,463,200	1,464,070	1,394,234	(68,966)	-4.7%
F150 Mechanical Maint.	1,189,294	1,110,100	1,493,410	1,453,331	343,231	30.9%
F160 Buildings & Logistic	1,055,285	1,351,400	1,390,233	1,378,860	27,460	2.0%
F170 Rural District Management	567,091	644,000	736,376	646,309	2,309	0.4%
F190 Communications	117,012	194,800	196,856	198,850	4,050	2.1%
Total Core Area - General	**29,037,929**	**30,541,000**	**30,605,510**	**31,244,280**	**703,280**	**2.3%**
Core Area, Safety & Strategic:						
F180 Safety & Strategic Initiatives	0	0	0	346,700	346,700	-
A451 Emergency Measures Recoveries	24,996	25,000	25,004	25,000	0	0.0%
C801 Emergency Measures Administrat	176,744	197,800	156,775	199,074	1,274	0.6%
Total Core Area, Safety & Strategic:	**201,740**	**222,800**	**181,779**	**570,774**	**347,974**	**156.2%**
Total Core Area:	**29,239,669**	**30,763,800**	**30,787,289**	**31,815,054**	**1,051,254**	**3.4%**
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	0	584,500	479,896	487,300	(97,200)	-16.6%
F792 Rural Fire Fleet Maintenance	40	373,500	228,124	106,700	(266,800)	-71.4%
F793 Rural Fire - Rural Operations	0	4,221,100	4,905,025	5,605,074	1,383,974	32.8%
Total Rural Fire Common	**40**	**5,179,100**	**5,613,045**	**6,199,074**	**1,019,974**	**19.7%**
Contracted Operations:						
F724 Enfield	718	20,000	30,000	35,000	15,000	75.0%
F727 Milford Station	13	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	0	40,000	40,000	40,000	0	0.0%
Total Contracted Operations	**732**	**62,400**	**72,400**	**77,400**	**15,000**	**24.0%**
Zone 1 Rural Fire:						
F709 Lake Echo	5,086	134,500	121,821	0	(134,500)	-100.0%
F710 Chezzetcook	13,843	84,100	116,400	0	(84,100)	-100.0%
F711 Lawrencetown	5,749	71,300	107,955	0	(71,300)	-100.0%
F712 Musquodoboit Harbour	29,081	78,100	63,916	0	(78,100)	-100.0%
F713 Ostrea Lake	2,807	12,500	12,847	0	(12,500)	-100.0%
F714 Oyster Pond/Jeddore	21,675	54,300	46,658	0	(54,300)	-100.0%
F751 District 1 Fire	(28,631)	91,500	37,456	239,844	148,344	162.1%
Total Zone 1 Rural Fire	**49,611**	**526,300**	**507,052**	**239,844**	(286,456)	-54.4%
Zone 2 Rural Fire:						
F715 Mooseland	4,094	0	0	0	0	-
F716 Moser River	38,120	24,500	18,925	0	(24,500)	-100.0%
F717 Mushaboom	22,129	20,100	17,701	0	(20,100)	-100.0%
F718 Three Harbours	29,982	21,600	30,976	0	(21,600)	-100.0%
F719 Sheet Harbour	91,781	43,600	28,611	0	(43,600)	-100.0%
F720 Tangier	53,821	49,100	31,701	0	(49,100)	-100.0%
F752 District 2 Fire	(232,125)	64,500	48,517	99,245	34,745	53.9%
Total Zone 2 Rural Fire	**7,803**	**223,400**	**176,431**	**99,245**	(124,155)	-55.6%

Fire and Emergency Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Zone 3 Rural Fire:						
F721 Cook's Brook	15,771	13,790	11,101	0	(13,790)	-100.0%
F722 Meagher's Grant	29,381	18,660	15,023	0	(18,660)	-100.0%
F723 Middle Musquodoboit	24,985	17,840	19,366	0	(17,840)	-100.0%
F730 Dutch Settlement	35,233	15,040	14,268	0	(15,040)	-100.0%
F736 Upper Musquodoboit	24,818	17,040	19,280	0	(17,040)	-100.0%
F753 Fire District 3 Revenue & Capital	(117,497)	144,500	114,537	100,631	(43,869)	-30.4%
Total Zone 3 Rural Fire	**12,691**	**226,870**	**193,575**	**100,631**	(126,239)	-55.6%
Zone 6 Rural Fire (Western):						
F701 Black Point	5,713	137,500	113,333	0	(137,500)	-100.0%
F702 Lakeside	1,879	151,600	136,210	0	(151,600)	-100.0%
F703 Bay Road	(46,488)	91,900	63,069	0	(91,900)	-100.0%
F704 Seabright	(151,627)	116,200	66,877	0	(116,200)	-100.0%
F705 Prospect Road	6,735	147,900	169,799	0	(147,900)	-100.0%
F706 Harrietsfield/Sambro	(21,010)	92,500	91,010	0	(92,500)	-100.0%
F707 Herring Cove	(3,742)	84,300	58,636	0	(84,300)	-100.0%
F734 Upper Hammonds Plains	0	0	0	0	0	-
F735 Hammonds Plains	(13,364)	170,000	170,467	0	(170,000)	-100.0%
F756 District 6 Fire	0	122,900	37,740	450,169	327,269	266.3%
Total Zone 6 Rural Fire (Western)	**(221,902)**	**1,114,800**	**907,141**	**450,169**	(664,631)	-59.6%
Zone 4 Rural Fire:						
F725 Zone 4	(82,968)	404,800	292,097	217,022	(187,778)	-46.4%
F731 Beaver Bank-Kinsac	(28,643)	92,000	45,960	0	(92,000)	-100.0%
F755 District 5	0	0	0	0	0	-
Total Zone 4 Rural Fire	**(111,611)**	**496,800**	**338,057**	**217,022**	(279,778)	-56.3%
Total Rural Departments	**(262,637)**	**7,829,670**	**7,807,701**	**7,383,385**	(446,285)	-5.7%
Total	**$28,977,032**	**$38,593,470**	**$38,594,990**	**$39,198,439**	**604,969**	**1.6%**

Fire and Emergency Services

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$29,089,372	$29,886,300	$29,629,386	$30,458,300	572,000	1.9%
Office Costs	516,258	538,020	496,700	503,569	(34,451)	-6.4%
Professional Fees	303	0	470	0	0	0.0%
Legal & Consulting Fees	19,150	27,000	21,295	26,190	(810)	-3.0%
External Services	216,753	316,300	220,786	325,200	8,900	2.8%
Uniforms & Clothing	594,568	911,600	1,161,566	569,260	(342,340)	-37.6%
Salt	0	0	39	0	0	0.0%
Supplies & Materials	174,865	233,100	215,684	179,700	(53,400)	-22.9%
Utilities	303,177	323,150	290,340	316,426	(6,724)	-2.1%
Building Costs	290,846	472,600	260,670	554,433	81,833	17.3%
Equipment & Communications	1,607,148	1,631,400	2,089,626	2,495,485	864,085	53.0%
Vehicle Expense	1,029,319	143,200	330,828	106,700	(36,500)	-25.5%
Travel	57,204	93,200	47,237	159,332	66,132	71.0%
Training & Education	293,843	432,600	298,055	483,836	51,236	11.8%
Facilities Rental	3,867	5,000	0	4,850	(150)	-3.0%
Advertising & Promotion	16,705	31,200	18,987	40,934	9,734	31.2%
Other Goods & Services	474,799	608,000	637,139	806,193	198,193	32.6%
Interdepartmental	591,664	2,067,200	2,383,219	1,933,231	(133,969)	-6.5%
Debt-Interest	260,927	0	127,088	131,700	131,700	0.0%
Debt Principal	747,449	584,500	410,828	355,600	(228,900)	-39.2%
Insurance Costs	417	0	2,563	0	0	0.0%
Grants & Tax Concessions	22,270	31,000	30,770	31,000	0	0.0%
Transfer to/from Reserves	107,157	442,500	285,004	285,000	(157,500)	-35.6%
Capital from Operating	77,869	45,000	45,000	0	(45,000)	-100.0%
Total	**$36,523,013**	**$38,822,870**	**$39,003,281**	**$39,766,939**	**944,069**	**2.4%**
Revenues						
Tax Revenues	($3,029,899)	$0	$87	$0	0	0.0
Area Rate Revenue	(4,094,916)	0	0	0	0	0.0
Transfers from other Gov'ts	0	0	0	(450,000)	(450,000)	0.0
Fines and Fees	(110,838)	(77,100)	(110,662)	(85,000)	(7,900)	0.1
Rental & Leasing	(89,850)	(24,500)	(80,497)	0	24,500	(1.0)
Transit Revenue	0	0	402	0	0	0.0
Sales Revenue	(4,000)	0	0	0	0	0.0
Other Revenue	(216,478)	(11,000)	(217,621)	(33,500)	(22,500)	
Interdepartmental Revenue	0	(116,800)	0	0	116,800	
Total	**($7,545,981)**	**($229,400)**	**($408,291)**	**($568,500)**	**(339,100)**	**147.8%**
Net Cost	**$28,977,032**	**$38,593,470**	**$38,594,991**	**$39,198,439**	**604,969**	**1.6%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

Fire & Emergency Services

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CHJ00525 Fire Water Supply ($100k for core, $200k for r	200,000	291,000	388,000	388,000
CEF00702 Opticom Signalization System	320,000	78,000	78,000	78,000
CEJ00517 Fire SCBA Upgrade/Replacdement	485,000	97,000	0	0
CEJ00632 Fire Station Alerting System	0	24,000	679,000	0
CHA00160 Trunked Mobile Radio System (TMR)	6,722,362	3,298,000	388,000	0
Provided by Other Business Units:				
CB300627 New Penhorn Fire Station	0	0	1,067,000	1,067,000
CB100080 Fire Services-Station Upgrades	328,000	139,200	233,000	233,000
CB200471 Repair Garage-Fire Services	0	834,000	0	0
CBF00444 Station Replacement	5,875,000	340,000	0	0
CVJ00223 Apparatus Replacement	5,055,000	2,512,000	3,410,000	3,410,000
CVJ00224 Utility Vehicle Replacement	527,000	171,000	213,000	213,000
CIY00019 Civic Addressing	1,141,600	340,000	340,000	0
Total	**20,653,962**	**8,124,200**	**6,796,000**	**5,389,000**

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 $93.4 million worth of education costs, $36.7 million of principal and interest charges and a variety of other financial transactions not specific to any business unit.

Overview of 2004/05 Operating Budget

- Mandatory Education costs are budgeted to increase by $6.0 million over the 2003-2004 budget.
- Debt Charges (including those outside Fiscal Services) are expected to increase by approximately $2.1 million. Overall debt will decline by $7.8 million to $289.4 million.
- Full Interest is being paid on HRM reserves at a cost of $3.05 million.
- No Operating Surplus or Deficit is expected for 2003-2004. This assumption is included in the 2004-2005 Operating Budget.

Overview of 2004/05 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 as are transfers to the Capital Fund (called Capital from Operating or "Pay as you Go").

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 2004-2005 is estimated at $20.9 Billion. The Province of Nova Scotia sets the Education Rate each year. In 2003-2004 the rate was set at 35.10¢ per $100 of uniform assessment. HRM has estimated the Education rate to be 33.57¢ for 2004-2005. This would produce a total liability for the municipality of $72.6 million, an increase of $6.0 million or 9.0% over the previous year's budget of $66.6 million.

Education Amounts Financed by HRM

	Residential Tax Rates	Commercial Tax Rates	Amount
Mandatory Education	General Rate	General Rate	72,576,000
Supplementary Education - Halifax	9.8¢	24.9¢	12,295,000
Supplementary Education - Dartmouth	8.1¢	20.6¢	5,239,200
Education - Former County/Bedford	3.7¢	3.7¢	3,312,000
Total			**$93,422,200**

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 2004-2005 proposed budget provides for no increase in the amount of supplementary funding. The total amount for Halifax is about $12.3 million, and about $5.2 million for Dartmouth.

3. Former County/Bedford

In 2003-2004, an area rate of 4.0¢ was approved which raised just over $3.3 million for education funding. For 2004-2005, the proposed budget is unchanged over 2003-2004. This would require a rate of 3.7¢.

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 million represent 9.6% of gross expenditures. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit - 2004-2005

	Principal	Interest	Total
Fiscal Services	27,621,400	9,123,700	36,745,100
Metro Transit	3,124,100	1,092,400	4,216,500
Wastewater	1,282,800	504,600	1,787,400
Solid Waste	7,203,700	2,437,100	9,640,800
Other	566,900	73,700	640,600
Total	**$39,798,900**	**$13,231,500**	**$53,030,400**

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 $3,053,000 into reserve funds as interest on reserve balances;
- Payment of $4,200,000 to cover insurance premiums, insurance costs and the funding of the HRM self-insurance reserve;
- Payment of $4,000,000 into the Strategic Growth Reserve;
- Payment of $1,000,000 into the Ferry Replacement Reserve;
- Payment of $1,000,000 into the Capital Replacement Reserve.
- Payment of $200,000 into the General Fleet Reserve
- Payment of $750,000 into a proposed Fuel Stabilization Reserve

In each prior year, $200,000 in funding was included in Fiscal Services as a payment to the DNA reserve. HRM was required to pay a fee of $1,664 for each DNA analysis undertaken by the Halifax Police Service and RCMP. Beginning April 1, 2004 the Federal Government will be charging each

province a flat fee for DNA analysis. The Department of Justice will be dividing this cost among all municipal units. The UNSM Board of Directors and the Department of Justice have agreed that Uniform Assessment be used as the mechanism to apportion to municipalities the municipal component of the $219,254 federal charge to the Province for DNA testing. HRM's share of this total is $103,012. For 2004-05 only, the Department of Justice has agreed to assist municipalities in the transition to the new formula by contributing 50% towards the municipalities share of the cost. It has been determined that there is currently sufficient funding in the reserve for 2004-05 to cover HRM's share of the charge. Therefore, nothing has been budgeted as a payment to the DNA reserve for 2004-05.

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 Reserve are now included within the Solid Waste operating budget. The Fire Service includes a Rural Fire reserve.

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.

In 2001-2002 HRM was notified that it would be required to pay a share of the cost of operating the provincial assessment system. HRM pays an amount equal to the total provincial assessment costs times the average of (1) HRM's share of Uniform Assessment, and (2) HRM's share of assessment accounts. Using this formula HRM budgeted to pay $4.7 million for 2003-2004. For 2004-2005, the amount budgeted will be about $4.5 million.

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula. HRM's budgeted amount of $6,980,000 for 2004-2005 is based upon assumed changes in CPI and uniform assessment. This is an increase of $189,000 over 2003-2004.

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 2004-2005 is 3.2¢ per $100 of taxable and non-taxable assessment as permitted under the MGA Act. Hydrant costs are expected to total $7,524,000.

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:

	2004-2005
Community Grants	$563,700
Capital Grants	0
Sub-Total	**$563,700**
Residential Tax Exemptions	694,000
Non-Profit Tax Concessions	1,660,800
Fire Protection Concessions	78,000
Sub-Total	**$2,432,800**
Total	**$2,996,500**

Issue # 7

Operating Surplus/Deficit

HRM has assumed no operating surplus or deficit for 2003-2004 in the 2004-2005 Operating Budget. Provincial law requires that any surplus or deficit from the prior fiscal year be included in the 2004-2005 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 2004-2005 HRM has budgeted for $26.6 million in Capital from Operating. This is an decrease from 2003-2004 when it was $28.7 million. $6.5 million of the capital from operating will be placed into a reserve for solid waste cells and equipment and closure.

Included within Fiscal Services is $1.84 million to provide for the operating costs associated with new capital projects approved for 2004-2005.

HRM has also included Provisions for Uncollected Debts. These amounts include approximately $1.7 million in respect of Grants-in-Lieu from the Federal and Provincial Governments for which HRM may be unable to enforce collection. HRM has also budgeted $0.4 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.

HALIFAX REGIONAL SCHOOL BOARD

SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET

2004-2005

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INTRODUCTION/PLANNING CONTEXT

The Halifax Regional School Board (HRSB) provides quality educational opportunities for students who reside within the Halifax Regional Municipality. The HRSB is once again pleased to be part of HRM's business planning and budget process.

School boards in Nova Scotia were created by the Province under provisions in the Education Act. Although a separate legal entity, the Halifax Regional School Board shares common goals and works together with the Halifax Regional Municipality (HRM) to create a healthy, sustainable, viable and well educated community.

It is within the framework of a shared vision with HRM for excellence in educational opportunities and student achievement that this supplementary fund business plan and budget proposal is prepared and presented to Council.

There is a long history of the former cities of Halifax and Dartmouth providing funding for public education that is above the mandatory amount directed annually by the Province. This supplementary funding has been used to enhance and augment educational programs and services to students who live in these areas. It is a matter of record that HRSB receives the lowest amount per student in funding from the Province. **Supplementary funding allows students to benefit from programs and services that would not be affordable with the general funding.**

The HRSB acknowledges that educational funding is a provincial responsibility, nonetheless, there is a mandate from the public for supplementary funding to continue and many councillors strongly support the enhanced program opportunities that are provided to students in their districts.

There is a need to address several very critical issues surrounding supplementary funding. These issues have arisen as a result of school board amalgamation in 1996. Funds continue to be raised at different amounts, at different tax rates and the funds can only be spent in certain areas of the region.

The long term vision of the HRSB is one of taxpayer equity and student equity. The HRSB believes that all taxpayers should contribute towards supplementary funding at the same tax rate and that funds raised should be distributed equally throughout the region to support all students, regardless of where they live.

This 2004-2005 Business Plan and Budget proposal is based on a phased in approach to achieve the long term vision. It is important that almost 34,000 students in the former County-Bedford receive similar benefits as the students in the former cities. The HRSB has a fundamental belief that students should not be disadvantaged based on where they live. The HRSB has an obligation to all students within HRM. It is through a staged increase in the County-Bedford supplementary funding that these 34,000 students will begin to receive equitable treatment to their city counterparts.

The HRSB has heard the statements that some of the former County-Bedford areas do not want the enhancements provided in the former cities and don't want to pay the extra taxes. School administrators who have moved from city schools to county schools have commented on numerous occasions that the lack of supplementary funds is a distinct disadvantage to these students. Conversely, administrators who have moved from county schools to city schools observe the advantages that supplementary funds give to students in terms of educational experiences and success.

The 2004-2005 budget proposal reflects the funds required to maintain the existing program enhancements currently provided to students. The major supplementary fund expenditure is teacher's salaries and the budget proposal incorporates collective agreement salary increases. If funding is not increased to reflect these cost increases, there will be a further reduction in programs and services for students.

In 2003-04, the HRSB requested increased supplementary funding to offset cost drivers in programs and services. An increase was not provided and through the final budget process, there were reductions in both staff and resources in each area. These reductions were highlighted in the 2003-04 Supplementary Fund Business Plan and Budget. There has not been an increase in supplementary funding since 2002-03, yet costs continue to increase.

There have also been discussions between HRSB and HRM officials regarding the inequity of the current provincial funding formulas. This has recently been reported by the Auditor General as well. There are plans to jointly address this matter with the Department of Education.

Resolving supplementary funding issues and provincial funding inequity is interconnected. By working together and sharing a common vision for the educational system in this municipality, **the HRSB and HRM can achieve a stable, equitable level of mandatory and supplementary funding to provide the educational opportunities and success that create a "smart city".**

2004-05 Supplementary Funding Proposal

This business plan and budget proposal reflects the funding requirements to retain existing staffing and resources in Halifax and Dartmouth. It also reflects the Board's direction to prepare a budget request for an additional $2 million in the former County-Bedford that represents the first stage of a multi-year proposal to increase the tax rate in the former County-Bedford to equal the rates in Dartmouth and Halifax. Within 3 to 5 years, the HRSB hopes to have the same tax rate for all taxpayers in HRM.

The additional funds in the County-Bedford area will be used to acquire education staff and resources that are currently available to students in the former cities. Following approval of supplementary funding for 2004-05 by Council, the HRSB will complete its formal budget process, including consultation with school communities. Council will be provided with the final approved budget later this spring.

The budget proposal is as follows:

	Funding Proposal 2004-05	Actual Funding 2003-04	Actual Funding 2002-03
Halifax	$12,664,700	$12,295,800	$12,685,800
Dartmouth	5,396,400	5,239,200	5,482,000
County-Bedford	5,312,000	3,312,000	3,612,300
	$23,373,100	$20,847,000	$21,780,100

SERVICE PLAN

Program Mission, Strategic Outcomes, and Client Benefits for existing programs and services

The Halifax Regional School Board is responsible for administering the public school system within the boundary of the Halifax Regional Municipality. The Board operates 139 schools serving almost 56,500 students.

Our mission is...

> *To ensure that each student develops passion for learning, for achieving personal success, and for building a harmonious global community.*

The belief statements that underpin this mission statement are:

- Every person has value
- Individuals are accountable for their decisions
- Honesty and respect are fundamental to healthy relationships
- Continuous learning is critical to personal growth and an enriched life
- Each person has a valuable contribution to make
- Diversity enriches
- Positive attitude is essential for personal success
- Respect for self is fundamental to respect for others

The premise for setting goals and priorities for the Halifax Regional School Board is that every student can learn and every school can improve.

In accordance with Board policy, the focus of priorities for supplementary funding is:

1. Allocations from the Supplementary Fund will be made for the purpose of augmenting and enhancing programs and services and for providing students with improved opportunities for learning.

2. The board is committed to equity for all students across the region and for equitable access to the resources provided through the existence of supplementary funds.

In accordance with the HRM business plan template, the following table highlights the strategic outcomes from having supplementary funding available for students:

STRATEGIC OUTCOMES	INDICATORS
1. Students in all HRSB schools will achieve greater success and have broader educational experiences, contributing to HRM becoming a "smart city".	# of indicators of student success on which the Board provides data to schools # of indicators of student success on which schools collect data Level of support for students requiring and receiving specialist support beyond the classroom teacher
2. Public support and confidence in HRSB schools	Satisfaction rate by respondents to survey of education, community and business partners

The second section in this template requires notation of one or more benefits to the "clients" of supplementary funding. In this case, we outline the benefits to students, however, the entire community benefits when children receive a well rounded, quality public education. The benefits to students are:

CLIENT BENEFITS	INDICATORS
1. Students in Halifax and Dartmouth receive enhanced instruction in the following program areas: ➢ Music ➢ French ➢ Physical Education ➢ Art	Instructional time in the noted program areas is greater than the time allocated through the General Fund budget.

CLIENT BENEFITS	INDICATORS
2. Students with special needs receive additional supports to allow them to succeed.	Ratio of special needs resources to students in excess of provincial averages
3. Students have increased access to professional library materials and resources.	Number of library technicians in schools
4. Students in Halifax and Dartmouth have an opportunity to participate in exemplary arts programs such as All City Music.	Number of students participating in All City Music
5. Students whose first language is not English are provided enhanced support to learn English.	Students per ESL teacher
6. Class sizes are reduced to provide a more conducive environment for student success.	Average class size
7. Schools have additional program resources to augment student achievement.	Program resources per school

FINANCIAL SUMMARY

The following summarizes the current financial position for each part of the Fund:

HALIFAX

	2004-2005 Proposal	2003-2004 Budget	2002-2003 Actuals
Funding	$12,664,700	$12,295,800	$12,295,000
Prior Year Surplus	0	0	88,080
	$12,664,700	**$12,295,800**	**$12,383,080**

Expenditures			
Salaries & Benefits	$11,930,700	$11,561,800	$11,063,467
Supplies & Materials	734,000	734,000	947,373
Administration	0	0	233,592
	$12,664,700	**$12,295,800**	**$12,244,432**
Surplus	**$0**	**$0**	**$138,648**

Halifax – Budget Change Highlights

The 2004-2005 budget proposal is based on retaining the same number of staff in the 2004-2005 school year as currently in schools in 2003-2004, with the exception of an increase of 7.6 FTE additional classroom teachers to further reduce class sizes. Refer to Appendix A for the detailed list of positions by category. The budget reflects the result of negotiated salary increases for the current staff. The budget also reflects the full year impact of staff reductions that took place as of July 31, 2003.

DARTMOUTH

	2004-2005 Proposal	2003-2004 Budget	2002-2003 Actuals
Funding	$5,396,400	$5,239,200	$5,239,200
Prior Year Surplus	0	0	34,214
	$5,396,400	**$5,239,200**	**$5,273,414**
Expenditures			
Salaries & Benefits	$4,866,600	$4,778,800	$4,565,152
Supplies & Materials	453,800	388,000	519,537
Student Transportation	76,000	72,400	75,000
Administration	0	0	99,504
	$5,396,400	**$5,239,200**	**$5,259,193**
Surplus	**$0**	**$0**	**$14,221**

Dartmouth – Budget Change Highlights

The 2004-2005 budget proposal is based on retaining the same number of staff in the 2004-2005 school year as currently in schools in 2003-2004, with the exception of an increase of 4.0 FTE additional classroom teachers to further reduce class sizes. Refer to Appendix B for the detailed list of positions by category. The budget reflects the result of negotiated salary increases for the current staff. The budget also reflects the full year impact of staff reductions that took place as of July 31, 2003.

HALIFAX COUNTY-BEDFORD

	2004-2005 Proposal	2003-2004 Budget	2002-2003 Actuals
Funding	$5,312,000	$3,312,000	$3,312,000
Prior Year Deficit	0	0	<8,090>
	$5,312,000	**$3,312,000**	**$3,303,910**
Expenditures			
Salaries & Benefits	$5,312,000	$3,312,010	$3,173,817
Supplies & Materials	0	0	70,689
Administration	0	0	62,904
	$5,312,000	**$3,312,000**	**$3,307,410**
Deficit	**$0**	**$0**	**<$3,500>**

Halifax County-Bedford – Budget Change Highlights

The 2004-2005 budget proposal is based on retaining the same number of Centrally Managed staff in the 2004-2005 school year as currently in schools in 2003-2004. Refer to Appendix C for the detailed list of positions by category. The Families of Schools budget allocation is proposed to increase from $2,157,200 to $4,086,300. These funds will be budgeted in greater detail with community consultation with the intent of providing enhanced programs and services as currently provided in the 2 former cities. This will be reviewed by the Board during final budget deliberations as part of the multi-year strategy to bring student program and service equity to all regions within the HRSB.

Detailed Current Year Operating Budget – 2004-2005

Refer to Appendix A - C.

Staffing FTE's – 2004-2005

Refer to Appendix A - C.

SUMMARY OF LAST YEAR'S (2003-2004) ACHIEVEMENTS AGAINST LAST YEAR'S BUSINESS PLAN

HALIFAX

KEY INITIATIVE	*STATUS*	*IMPACT ON STUDENT ACHIEVEMENT*
Employ additional staffing to reduce the pupil-teacher ratio.	45.7 FTE's	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Children have better opportunities for success because of: ➢ Enhanced learning environments ➢ Support for children who had been experiencing challenges in larger classes ➢ Increased ability to deal with students with behavioral problems.
Augment the regional level of classroom support in the areas of: ➢ Classroom Music Instruction ➢ Core French ➢ Physical Education ➢ French Instruction ➢ Art ➢ All City Music ➢ English as A Second Language ➢ Youth Foundation	Music 4.4 FTE's Physical Ed 4.9 FTE's French 5.5 FTE's 14.9 Art FTE's All City /Family Fine Arts Specialists 11.4 FTE's 7.0 ESL FTE's 4.0 FLEC's Teachers	Additional staffing creates better programming possibilities for children by allowing for more school based specialist staff to provide: ➢ Additional minutes music instruction ➢ Choir ➢ Additional minutes of physical education ➢ Outdoor education programming ➢ Early introduction to Core French for Gr. 3 ➢ Additional minutes of French instruction Gr. 4-6 ➢ Art instruction – Gr. 4-6 ➢ Fine arts specialist time ➢ Instrumental music ➢ ESL instruction ➢ Alternative high school education program – Youth Foundation.
Enhance the regional level of classroom support for Special Needs Students in the areas of: ➢ Specialist Teachers ➢ 4+ Program ➢ Social Workers ➢ Student Support Workers ➢ Educational Program Assistants	25.3 FTE Specialists 4.0 FTE 4+Teachers 4.0 Social Workers 2.0 Student Support Workers 30.0 EPA's	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: ➢ Special Classes designed for high needs students ➢ Specialist teachers in the areas of autism and behavior management ➢ 4+ classes with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system ➢ Social workers to meet emotional, social and family needs --a service essential in meeting the needs of the whole child

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
		➢ Student support workers who provide additional support for students ➢ Educational Program Assistants who provide support for high needs students.
Provide schools with additional staffing support in the areas of library, guidance and resource.	26.8 Library Techs 1.3 Guidance	Additional staffing in the area of library support, guidance and resource create much needed supports for students outside of the regular classroom setting: ➢ All schools have the benefit of library support staff, allowing students direct access to school libraries to support student achievement ➢ Additional allocation of resource teachers to serve a growing need. Resource provides an increased ability to provide early intervention with small groups within the school-serving the literacy and behavioral needs of the children ➢ Enhance guidance services in Halifax junior high schools to better meet the needs of junior high students - study skills, health, social and emotional issues.
Augment staff allocations to provide site-based administrative relief time.	15.2 VP .3 Principal	Additional site-based administrative time contributes to a safe school environment and provides administrators with the opportunity to focus more time on curriculum development resulting in a better learning environment for students. Vice-principal relief time provides: ➢ Enables a clear focus on a safe and inviting school which sets the context for learning ➢ Time to work collaboratively with the Principal to plan and support curriculum ➢ Time to better manage the supportive environment necessary for student achievement.
Provide additional school secretary staff for schools.	5.9 Secretaries	Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Provide resources to supplementary fund programs ➢ Special Education Programs ➢ Fine Arts ➢ Youth Foundation ➢ Outdoor Education ➢ Therapeutic Swim Program	$130,000	Staffing for programming is most effective when the resources needed to support the program are also available. SF funds are used to provide: ➢ Resources to support the Fine Arts Program such as student workshops and productions ➢ Supplies and materials for students in Fine Art program, such as pottery labs ➢ Flexible Learning Center with additional resources to support their programming needs ➢ Supplies and materials and other curriculum resources for students in special education programs, i.e. Therapeutic Swim Program ➢ Provides financial support for students to participate in outdoor experiences such as rock scrambling, canoeing, sailing and skiing.
Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).	$604,000	Schools are provided supplementary funds to augment the GF allocation to supplies and materials schools need to run PSP programming. They also receive a School Fund to be used to support the School Improvement Plan as well as other school base initiatives. It provides: ➢ Additional supplies and materials ➢ Funds to purchase additional resources such as textbooks, software, curriculum resources for science and math, social studies, etc. ➢ Initiatives directed at creating a safe, inviting school environment ➢ Funds for Bully Smart Training, Peer Mediation and Peer Helping programs ➢ Up-to-date computer hardware and software ➢ Improved school grounds and encourage our students to be more ecologically aware ➢ Enhanced library resources ➢ Support for school improvement plans.

DARTMOUTH

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Employ additional staffing to reduce the pupil teacher ratio.	12.8 FTE's	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Children have better opportunities for success because of: ➢ Enhanced Learning environments for all children ➢ Support for children who had been experiencing challenges in larger classes ➢ Increased ability to deal with students with behavioral problems.

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Augment the regional level of classroom support in the areas of: ➢ Specialized Music Instruction ➢ Core French ➢ Physical Education ➢ French Education ➢ Art ➢ All City Music ➢ English as A Second Language	Music 5.6 FTE's French 2.8 FTE's Physical Ed 2.5 FTE's Art 4.60 FTE's All City/Family Fine Arts Specialists 5.1 FTE's 2.5 ESL FTE's 3.0 Jr. High Support	Additional staffing creates better programming possibilities for children by allowing for more school based specialist staff to provide: ➢ Additional minutes music instruction ➢ Additional minutes of physical education ➢ Additional minutes of French instruction Gr. 4-6 ➢ Art instruction at elementary and jr. high ➢ Instrumental music ➢ ESL instruction ➢ Junior high program support for at risk students.
Enhance the regional level of classroom support for Special Needs Students in the areas of: ➢ Specialist Teachers ➢ 4+ Program ➢ Social Workers ➢ Student Support Worker ➢ Educational Program Assistants	8.8 Specialist FTE's 2.0 Social Workers 12.1 EPA's 2.0 4+ Teachers 1.0 Student Support Worker	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: ➢ 4+ classes with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system ➢ Social workers to meet emotional, social and family needs --a service essential in meeting the needs of the whole child ➢ Student support worker who provides additional support for a Family of Schools ➢ Educational Program Assistants who provide support for high needs students.
Provide schools with additional staffing support in the areas of library assistants/technicians, guidance and resource.	15.5 Library Technicians 2.9 Guidance	Additional staffing in the area of library support, guidance and resource create much needed supports for the students outside of the regular classroom setting. (See Halifax for details).
Augment staff allocations to provide site-based administrative relief time.	1.4 VP	Additional site-based administrative time contributes to a safe school environment and provides administrators with the opportunity to focus more time on curriculum development in their school resulting in a better learning environment for students. (See Halifax for details).

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Provide additional school secretary staff for schools.	3.1 FTE Secretaries	Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.
Provide resources to Families of Schools to encourage and promote excellence	$38,000	Staffing for programming is most effective when the resources needed to support the program are also available. SF funds are used to provide: ➢ Supplies and materials for students in Fine Art programs ➢ Supplies, materials and curriculum resources for students in special education programs.
Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).	$350,000	Schools are provided supplementary funds to augment the GF allocation to supplies and materials schools need to run PSP programming. They also receive a School Fund to be used to support the School Improvement Plan as well as other school based initiatives. (See Halifax for details).

COUNTY/BEDFORD

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
Augment the regional level of classroom support for English as A Second Language.	2.0 ESL FTE's	Regional ESL support provided for students when needed.
Enhance the regional level of classroom support for special needs students in the area of: ➢ 4+ Program ➢ Educational Program Assistants	15.3 Resource Specialists 1.0 FTE 4+ Teacher 1.0 EPA	Additional staffing creates better programming possibilities for children by allowing for more regional and school based specialist staff to work with students in smaller groups or on a one-to-one level to provide: ➢ 4+ class with a teacher and EPA to better prepare students academically, socially and emotionally for entry into the public school system ➢ Educational Program Assistants who provide support for high needs students.
Employ additional staffing to enhance learning opportunities.	Within allocations to families	Additional teaching staff means smaller class sizes that have tremendous impact on each individual child and teacher. Other support staff address Family of Schools needs.
Provide schools with additional staffing support in the areas of: ➢ Library ➢ Resource	Within allocations to families	Additional staffing in the area of library support, guidance and resource create much needed supports for the students outside of the regular classroom setting. (See Halifax for details).

KEY INITIATIVE	*STATUS*	*IMPACT ON STUDENT ACHIEVEMENT*
Provide additional school secretary staff for schools.	Within allocations to families	Additional secretary support means that there is someone in the office at all times to respond to both student and parent concerns and safety issues. The presence of a secretary means that the principal is able to devote time to more substantive issues.
Provide funds to the Families of Schools to support projects within the Families of Schools.	Within allocations to families	Several schools dedicated SF funds to Professional Development PD days and curriculum leadership positions.
Enhance the per pupil allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).	Within allocations to families	Several schools dedicated SF funds to augment the purchase of supplies and materials provided by the general fund.

ISSUES ANALYSIS

ISSUE #1 EQUITY

The current amount of supplementary funding and the distribution of that funding throughout the Halifax Regional Municipality is not equitable. As a result, certain students, based on where they live in HRM, have access to a greater amount of resources than others, to enhance and augment their learning experience.

Section 530 of the Municipal Government act outlines the provisions for supplementary funding in the former cities of Halifax and Dartmouth. Funds raised in these areas can only be spent in these specific areas within the municipality. The additional education funding in the former Halifax County-Bedford is an area rate and was first introduced in 2000-2001.

The current inequity exists for both students and taxpayers. The supplementary fund tax rate is different in each of the three former municipalities so it would be difficult to achieve resource allocation equity until all taxpayers are paying the same rate.

Since the funds must be spent in the areas raised, it results in different amounts available per student. For example, the amount raised in Halifax is almost 10 times higher per student than in the County-Bedford. This gives schools in the former Halifax access to more resources to improve student success than the former County-Bedford. The HRSB believes students in certain parts of the municipality should not be disadvantaged from a resources perspective.

With amalgamation in 1996, the school board became one organization responsible for public education in the entire area of Halifax Regional Municipality. The School Board is committed to allocating all available resources equitably throughout the region to support all students, regardless of where they live or where the funds were raised. The barriers to equity that exist due to the pre-1996 provisions must be removed.

Goal 2004-2007

Attain a sustainable and committed level of supplementary funding, based on a standard municipal tax rate, that is available to be spent equitably across the entire region.

Objectives 2004-2005

1. Begin a phased increase in the County-Bedford tax rate with a view to having a standard rate across the region within 3 years. As well, the commercial assessment in the County-Bedford should be taxed on the same basis as Halifax and Dartmouth (2.55 times residential rate).

2. Partner with HRM Council to advocate for equitable general funding for HRSB.

3. Obtain a commitment from HRM to provide annual funding increases to offset cost drivers.

Analysis of Proposed Changes

The HRSB has long advocated that the funding allocation model used by the Province to distribute mandatory education funding is not equitable. This assertion has been recently supported by the Auditor General in his 2003 Annual Report.

The Board is confident that the impetus is now in place for the Province to examine the funding formula. With a combined effort, HRM and HRSB can advocate for equitable mandatory funding.

The Board also sees a link between achieving equity in mandatory funding and supplementary funding. The Board would propose that:

a) The supplementary fund tax rates be equalized at approximately the current Halifax rate over a 3-year phase in period.

b) Once equalized, the entire supplementary funding would be managed as one fund for the entire region and spent equitably to provide resources that directly improve learning success for all students. This objective would require amendments to the Municipal Government Act.

c) Increases in general funding as a result of equity changes in the funding model would be used to maintain many of the current core program enhancements in Halifax and Dartmouth. In this way, commitments would be made to preserve these supplementary funded programs and services, but funded from general revenues.

d) HRM provide a commitment that annual supplementary funding would be adjusted to reflect known cost drivers such as negotiated salary increases. This would provide much needed stability to schools and communities knowing that successful programs and services are secure over the long term.

The Board is confident that with HRM approval of these initiatives, and partnering with the Board to seek Provincial funding improvements, a new era of stability and equity can be achieved to the benefit of all students in our region.

ISSUE #2 PROGRAMS AND SERVICES

The Public School Program, or core program as it is sometimes called, is defined by the Province. However, mandatory funding to the HRSB has been insufficient to provide the level and breadth of programs and services expected by the citizens of HRM. Supplementary funding has been provided to not only enhance the core program, but provide other valuable programs and services that are not within the core program. These enhancements funded by supplementary funding have been a major contributor to student success and achieving "Smart City" status for HRM.

The public clearly supports supplementary funding and the enhanced educational opportunities it provides to our students. However, achieving the objectives in Issue #1 also presents an opportunity for dialogue on how supplementary funds can best be spent to maximize learning opportunities.

To this point, the expenditure of these funds has been guided by the HRSB policy on Supplementary Funding. The main premise is that the funds be used to enhance or augment programs and services for students. No funding is allocated for building or operational costs.

Budgeting the funds has also developed in different ways with the majority of funds in Halifax and Dartmouth being managed more centrally whereas the majority of funds in the County-Bedford are managed in a more decentralized manner. The families of schools have been allocated funds based on student population and they decide how to spend the money in accordance with their needs and priorities.

Goal 2004-2007

Adopt a consistent approach to budgeting and managing supplementary funds throughout the region and having the funds used in ways the Board deems appropriate to maximize student opportunities and success.

Objectives 2004-2005

1. Review the HRSB Supplementary fund policy in conjunction with progress in achieving objectives in Issue #1, with a view to updating the types of resources that can be acquired by supplementary funding to maximize student opportunities and success.

2. Review the budget management approach to supplementary funding in conjunction with progress on objectives in Issue #1 to achieve a more consistent approach across the region.

Analysis of Proposed Changes

As part of overall approval of this business plan and budget by HRM, the HRSB would commit to undertaking a review of the spending criteria for supplementary funding. Implementation of any changes would, in large part, hinge on success in achieving more equitable mandatory funding.

The HRSB would commit to obtaining input from HRM Council on spending criteria for supplementary funding. Such consultation would help reach a shared vision on the amount of funding and how it should be spent to maximize student success.

The Board would also examine the budget and management model. There are significant benefits to taking a more centralized approach to maximize the benefits for all students. However, some portion of the funding should be allocated to the school or family of schools level to address unique needs and priorities in school communities.

A thorough review of the budget and management process can ensure funds are being allocated and managed in the most effective manner.

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

HALIFAX

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
REVENUES					
Halifax Regional Municipality	12,664,700	12,295,800	12,295,200	368,900	369,500
EXPENDITURES					
School Services					
Classroom Teachers					
Specialized Music	247,900	208,700	229,600	39,200	18,300
Core French	128,600	131,800	141,700	-3,200	-13,100
French Instruction	157,200	157,900	132,700	-700	24,500
Physical Education	288,300	240,700	255,700	47,600	32,600
Art Instruction	800,400	764,200	761,700	36,200	38,700
Classroom Teachers	2,881,600	2,652,900	2,574,300	228,700	307,300
Fine Arts	645,300	629,300	674,000	16,000	-28,700
Youth ESL	390,900	372,600	372,400	18,300	18,500
Junior High Support/FLEC	175,700	175,700	182,000	0	-6,300
Sub-total	5,715,900	5,333,800	5,324,100	382,100	391,800
Special Education					
Resource Teachers	1,388,400	1,516,500	1,450,300	-128,100	-61,900
Social Workers	258,600	258,600	260,800	0	-2,200
EPA's	837,300	835,000	826,700	2,300	10,600
Sub-total	2,484,300	2,610,100	2,537,800	-125,800	-53,500

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

HALIFAX

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
Library & Guidance					
Library Technicians	751,800	755,600	765,500	-3,800	-13,700
Guidance	74,500	72,900	70,900	1,600	3,600
Sub-total	826,300	828,500	836,400	-2,200	-10,100
School Administrators	1,103,400	1,048,500	1,097,300	54,900	6,100
Other					
Student Services Secretaries	14,400	14,200	14,700	200	-300
4 Plus Teachers	217,500	207,200	216,000	10,300	1,500
Secretaries	151,000	160,100	153,600	-9,100	-2,600
Student Support Workers	61,400	63,400	61,700	-2,000	-300
Sub-total	444,300	444,900	446,000	-600	-1,700
Benefits					
Statutory	699,800	681,800	613,300	18,000	86,500
Medical/Dental/SalCon	150,800	151,800	142,600	-1,000	8,200
Service Awards	87,600	86,800	86,800	800	800
Pension	155,500	122,500	124,100	33,000	31,400
Sub-total	1,093,700	1,042,900	966,800	50,800	126,900
Substitutes	262,800	253,100	253,100	9,700	9,700

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

HALIFAX

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
Program Support					
Program Supplies & Materials	55,000	55,000	62,400	0	-7,400
Schools Funds	302,000	302,000	302,000	0	0
Schools - Supplies & Materials	302,000	302,000	455,600	0	-153,600
French Immersion Supplies	0	0	77,300	0	-77,300
Therapeutic Swim Program	20,000	20,000	20,000	0	0
Junior High Support	55,000	55,000	55,000	0	0
Sub-total	734,000	734,000	972,300	0	-238,300
Carry Forward (Surplus) Deficit	0	0	-138,600	0	138,600
TOTAL EXPENDITURES	**12,664,700**	**12,295,800**	**12,295,200**	**368,900**	**369,500**
Surplus	**0**	**0**	**0**		

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

HALIFAX

	School Year 2003-2004 (April-July)		School Year 2004-2005 (August -March)		TOTAL
	FTE's	Salary Cost	FTE's	Salary Cost	Salary Cost
School Services					
Classroom Teachers					
Specialized Music	4.40	84,125	4.40	163,762	247,887
Core French	2.50	43,651	2.50	84,973	128,624
French Instruction	3.00	53,351	3.00	103,856	157,207
Physical Education	4.90	97,846	4.90	190,472	288,318
Art Instruction	14.90	271,641	14.90	528,789	800,430
Additional Teachers	45.70	881,133	53.30	2,000,505	2,881,638
Fine Arts	11.40	219,000	11.40	426,316	645,316
Youth ESL	7.00	132,648	7.00	258,219	390,867
FLEC	4.00	63,637	4.00	123,879	175,667
Sub-total	97.80	1,847,032	105.40	3,880,771	5,715,954
Special Education					
Central Allocations:					
Resource Teachers	9.60	185,693	9.60	361,479	583,622
Behaviour & Congregated Classes	12.70	214,269	12.70	417,106	631,375
Family Allocations:					
Behaviour & CDST	3.00	62,316	3.00	121,307	173,391
Social Workers	4.00	92,721	4.00	180,495	258,625
EPA's	30.00	289,838	30.00	547,472	837,310
Sub-total	59.30	844,837	59.30	1,627,859	2,484,323

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

HALIFAX

	School Year 2003-2004 (April-July) FTE's	School Year 2003-2004 (April-July) Salary Cost	School Year 2004-2005 (August -March) FTE's	School Year 2004-2005 (August -March) Salary Cost	TOTAL Salary Cost
Library & Guidance					
Library Technicians	26.80	260,224	26.80	491,534	751,758
Guidance	1.30	25,298	1.30	49,246	74,544
Sub-total	28.10	285,522	28.10	540,780	826,302
School Administrators	15.50	376,928	15.50	726,481	1,103,409
Other					
Student Services Secretaries	0.50	4,563	0.50	9,778	14,341
4 Plus Teachers	4.00	73,818	4.00	143,698	217,516
Secretaries	5.40	48,051	5.40	102,966	151,017
Student Support Workers	2.00	21,265	2.00	40,167	61,432
Sub-total	11.90	147,697	11.90	296,609	444,306
Benefits					
Statutory		257,258		442,571	699,829
Medical/Dental/SalCon		51,787		98,989	150,776
Service Awards		28,781		58,803	87,584
Pension		53,409		102,078	155,487
Sub-total		391,235		702,441	1,093,676
Substitutes					
Short Term Sick Leave		86,342		176,411	262,753
Total Salary & Benefits	**212.60**	**3,979,593**	**220.20**	**7,951,352**	**11,930,723**

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

DARTMOUTH

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
REVENUES					
Halifax Regional Municipality	5,396,400	5,239,200	5,239,200	157,200	157,200
EXPENDITURES					
School Services					
Classroom Teachers					
Specialized Music	286,700	272,700	279,600	14,000	7,100
French Instruction	148,400	147,300	146,300	1,100	2,100
Physical Education	146,600	128,500	138,300	18,100	8,300
Art Instruction	270,000	261,500	267,900	8,500	2,100
Additional Teachers	822,400	877,800	837,100	-55,400	-14,700
Fine Arts	287,900	291,000	293,400	-3,100	-5,500
Youth ESL	133,400	126,300	132,200	7,100	1,200
Junior High Support	151,600	143,600	153,200	8,000	-1,600
Sub-total	2,247,000	2,248,700	2,248,000	-1,700	-1,000
Special Education					
Teachers	612,500	551,200	556,200	61,300	56,300
Social Workers	124,400	126,800	118,600	-2,400	5,800
EPA's	336,700	362,700	342,000	-26,000	-5,300
Sub-total	1,073,600	1,040,700	1,016,800	32,900	56,800

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

DARTMOUTH

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
Library & Guidance					
Library Technicians	432,700	429,900	413,300	2,800	19,400
Guidance	187,800	126,100	133,700	61,700	54,100
Sub-total	620,500	556,000	547,000	64,500	73,500
School Administrators	148,400	137,800	159,900	10,600	-11,500
Other					
Student Services Secretary	5,200	5,500	5,800	-300	-600
4 Plus Teachers	106,900	112,800	107,100	-5,900	-200
Secretaries	77,500	91,500	87,800	-14,000	-10,300
Student Support Workers	31,900	31,300	32,200	600	-300
Sub-total	221,500	241,100	232,900	-19,600	-11,400
Benefits					
Statutory	276,400	286,600	253,000	-10,200	23,400
Medical/Dental/SalCon	75,800	76,400	75,100	-600	700
Service Awards	31,900	30,700	30,700	1,200	1,200
Pension	75,700	61,700	60,700	14,000	15,000
Sub-total	459,800	455,400	419,500	4,400	40,300
Substitutes	95,800	99,100	99,600	-3,300	-3,800

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

DARTMOUTH

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
Program Support					
Program Supplies & Materials	35,000	35,000	39,400	0	-4,400
Schools Funds	150,000	150,000	150,000	0	0
Schools - Supplies & Materials	265,800	200,000	264,900	65,800	900
Junior High Support	3,000	3,000	3,000	0	0
Additional Busses	76,000	72,400	72,400	3,600	3,600
Sub-total	529,800	460,400	529,700	69,400	100
Carry Forward (Surplus)	0	0	-14,200	0	14,200
TOTAL EXPENDITURES	**5,396,400**	**5,239,200**	**5,239,200**	**157,200**	**157,200**
Surplus	**0**	**0**	**0**		

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

DARTMOUTH

	School Year 2003-2004 (April-July) FTE's	Salary Cost	School Year 2004-2005 (August -March) FTE's	Salary Cost	TOTAL Salary Cost
School Services					
Classroom Teachers					
Specialized Music	5.60	97,300	5.60	189,409	286,709
French Instruction	2.80	50,369	2.80	98,051	148,420
Physical Education	2.50	49,742	2.50	96,830	146,572
Art Instruction	4.60	91,624	4.60	178,360	269,984
Additional Teachers	12.80	231,348	16.80	591,088	822,436
Fine Arts	5.10	97,712	5.10	190,211	287,923
Youth ESL	2.50	45,255	2.50	88,096	133,351
Junior High Support	3.00	51,456	3.00	100,167	151,623
Sub-total	38.90	714,806	42.90	1,532,212	2,247,018
Special Education					
Resource Teachers	5.80	128,227	5.80	249,613	377,840
Behaviour & Congregated Classes	3.00	65,865	3.00	128,216	234,700
Social Workers	2.00	42,196	2.00	82,141	124,337
EPA's	12.10	116,562	12.10	220,173	336,735
Sub-total	22.90	352,850	22.90	680,143	1,073,612
Library & Guidance					
Library Technicians	15.50	149,795	15.50	282,946	432,741
Guidance	2.90	63,713	2.90	124,027	187,740
Sub-total	18.40	213,508	18.40	406,973	620,481
Administrators	1.40	50,673	1.40	97,666	148,339

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

DARTMOUTH

	School Year 2003-2004 (April-July) FTE's	School Year 2003-2004 (April-July) Salary Cost	School Year 2004-2005 (August -March) FTE's	School Year 2004-2005 (August -March) Salary Cost	TOTAL Salary Cost
Other					
Student Services Secretaries	0.20	1,797	0.20	3,394	5,191
4 Plus Teachers	2.00	36,272	2.00	70,609	106,881
Secretaries	2.90	26,843	2.90	50,703	77,546
Student Support Workers	1.00	10,965	1.00	20,919	31,884
Sub-total	6.10	75,877	6.10	145,625	221,502
Benefits					
Statutory		104,273		172,130	276,403
Medical/Dental/SalCon		25,395		50,385	75,780
Service Awards		10,359		21,563	31,922
Pension		26,190		49,489	75,679
Sub-total		166,217		293,567	459,784
Substitutes					
Short Term Sick Leave		31,077		64,688	95,765
Total Salary & Benefits	**87.70**	**1,605,008**	**91.70**	**3,220,874**	**4,866,501**

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

COUNTY-BEDFORD

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
REVENUES					
Halifax Regional Municipality	5,312,000	3,312,000	3,312,000	-2,000,000	2,000,000
	5,312,000	3,312,000	3,312,000	2,000,000	2,000,000
EXPENDITURES					
School Services					
Families of Schools Staffing - School Year 2002-2003	4,086,300	2,157,200	2,196,300	1,929,100	1,890,000
Special Education					
Teachers	909,300	857,400	834,400	51,900	74,900
Sub-total	909,300	857,400	834,400	51,900	74,900
Other					
ESL Teacher	123,100	115,000	101,400	8,100	21,700
4+ Teachers	44,500	41,200	43,700	3,300	800
EPA's	28,300	27,900	32,000	400	-3,700
Sub-total	195,900	184,100	177,100	11,800	18,800

SUPPLEMENTARY FUND
BUDGET SUMMARY
2004-2005

COUNTY-BEDFORD

	Budget 2004-2005	Budget 2003-2004	Projection 2003-2004	Change Budget To Budget	Change Budget To Projection
Benefits					
Statutory	72,700	68,600	53,900	4,100	18,800
Medical/Dental/SalCon	2,300	2,300	3,500	0	-1,200
Service Awards	10,800	10,100	10,100	700	700
Pension	2,400	1,900	2,800	500	-400
Sub-total	88,200	82,900	70,300	5,300	17,900
Substitutes	32,300	30,400	30,400	1,900	1,900
Carry Forward Deficit	0	0	3,500	0	-3,500
TOTAL EXPENDITURES	**5,312,000**	**3,312,000**	**3,312,000**	**2,000,000**	**2,000,000**
Surplus	**0**	**0**	**0**		

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

COUNTY-BEDFORD

	School Year 2003-2004 (April-July)		School Year 2004-2005 (August -March)		TOTAL
	FTE's	Salary Cost	FTE's	Salary Cost	Salary Cost
School Services - Centrally Allocated					
Special Education					
Teachers	15.30	308,597	15.30	600,729	909,326
Sub-total	15.30	308,597	15.30	600,729	909,326
Other					
ESL Teacher	2.00	41,759	2.00	81,290	123,049
4 Plus Teachers	1.00	15,104	1.00	29,402	44,506
EPA's	1.00	9,786	1.00	18,485	28,271
Sub-total	4.00	66,649	4.00	129,177	195,826
Substitutes					
Short Term Sick Leave		10,964		21,343	32,306
Benefits					
Statutory		26,828		45,883	72,711
Medical/Dental/SalCon		812		1,534	2,346
Service Awards		3,655		7,114	10,769
Pension		838		1,582	2,420
Sub-total		32,133		56,114	88,247
Total Salary & Benefits (Central)	19.30	418,342	19.30	807,363	1,225,705

Funds Managed by Family:

Auburn Drive Family (____)
2003-2004 (4,500)

SUPPLEMENTARY FUND

STAFFING BUDGET

2004-2005

COUNTY-BEDFORD

	School Year 2003-2004 (April-July)		School Year 2004-2005 (August -March)		TOTAL
	FTE's	Salary Cost	FTE's	Salary Cost	Salary Cost
Salaries	5.80	83,602			
Benefits		11,254			
Sub-total		94,856			

Cole Harbour Family (____)

2003-2004 (4,814)

Salaries	5.70	72,300			
Benefits		12,542			
Sub-total		84,842			

Duncan MacMillan Family (____)

2003-2004 (530)

Salaries	0.50	8,452			
Benefits		659			
Sub-total		9,111			

Eastern Shore Dist. High Family (____)

2003-2004 (2,392)

Salaries	3.20	47,429			
Benefits		5,465			
Sub-total		52,894			

Musquodoboit Rural High Family (___)

2003-2004 (826)

Salaries	1.30	14,259			
Benefits		2,777			
Sub-total		17,036			

CP Allen Family (____)

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

COUNTY-BEDFORD

	School Year 2003-2004 (April-July) FTE's	Salary Cost	School Year 2004-2005 (August -March) FTE's	Salary Cost	TOTAL Salary Cost
2003-2004 (4,221)					
Salaries	6.20	72,422			
Benefits		14,369			
Sub-total		86,791			
JL Ilsley Family (____)					
2003-2004 (1,004)					
Salaries	1.70	18,665			
Benefits		3,627			
Sub-total		22,292			
Lockview High Family (____)					
2003-2004 (3,661)					
Salaries	5.70	63,909			
Benefits		12,961			
Sub-total		76,870			
Sir John A Macdonald Family (____)					
2003-2004 (4,733)					
Salaries	5.40	83,756			
Benefits		9,445			
Sub-total		93,201			
Millwood High Family (____)					
2003-2004 (2,604)					
Salaries	3.80	59,382			
Benefits		7,830			
Sub-total		67,212			
Sackville High Family (____)					

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

COUNTY-BEDFORD

	School Year 2003-2004 (April-July) FTE's	Salary Cost	School Year 2004-2005 (August -March) FTE's	Salary Cost	TOTAL Salary Cost
2003-2004 (4,086)					
Salaries	5.30	69,458			
Benefits		12,116			
Sub-total		81,574			
Total Funds Managed by Family: (____)	44.60	686,679		3,399,616	4,086,295
2003-2004 (33,371)					
Grand Total Salaries & Benefits	63.90	1,105,021		4,206,979	5,312,000

Note 1: Beside each school family name will be the projected April 30, 2004 enrolment for allocating the 2004-2005 funds. Beside 2003-2004 (in brackets) is the April 30, 2003 enrolment projection that was used to allocate the 2003-2004 funds.

Note 2: The amounts in the 2004-2005 School Year column will be allocated to staffing after budget approval.

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

COUNTY-BEDFORD

Funds Managed by Family - Summary:

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	13.50	235,577
Youth ESL		
Sub-total		235,577
Substitutes		
Short Term Sick Leave		9,680
Special Education		
Teachers	1.10	25,609
Social Workers		
EPA's	2.80	26,392
Sub-total		52,001
Library & Guidance		
Library Technicians	21.00	202,037
Teacher Librarian	1.00	21,196
Sub-total		223,233
Other		
4 Plus Teachers		
Secretaries	3.60	32,848
Student Support Workers		
Sub-total		32,848
School Administrators	1.60	40,295
Benefits		
Statutory		45,767
Medical/Dental/SalCon		21,686
Service Awards		3,227
Pension		22,365
Sub-total		93,045
Total Salary & Benefits	44.60	686,680

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Auburn Drive Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	3.10	55,770
Youth ESL		
Sub-total		55,770
Substitutes		
Short Term Sick Leave		1,673
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	2.50	24,302
Teacher Librarian		
Sub-total		24,302
Other		
4 Plus Teachers		
Secretaries	0.20	1,857
Student Support Workers		
Sub-total		1,857
School Administrators		
Benefits		
Statutory		6,286
Medical/Dental/SalCon		2,171
Service Awards		558
Pension		2,239
Sub-total		11,254
Total Salary & Benefits	5.80	94,856

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Cole Harbour High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	1.30	25,743
Youth ESL		
Sub-total		25,743
Substitutes		
Short Term Sick Leave		992
Special Education		
Teachers	0.30	7,340
Social Workers		
EPA's	1.10	10,150
Sub-total		17,490
Library & Guidance		
Library Technicians	3.00	28,075
Teacher Librarian		
Sub-total		28,075
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		
School Administrators		
Benefits		
Statutory		5,766
Medical/Dental/SalCon		3,173
Service Awards		331
Pension		3,272
Sub-total		12,542
Total Salary & Benefits	5.70	84,842

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Duncan MacMillan Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	0.50	8,206
Youth ESL		
Sub-total		8,206
Substitutes		
Short Term Sick Leave		246
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians		
Teacher Librarian		
Sub-total		
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		
School Administrators		
Benefits		
Statutory		577
Medical/Dental/SalCon		0
Service Awards		82
Pension		0
Sub-total		659
Total Salary & Benefits	0.50	9,111

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Eastern Shore District High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	2.20	36,546
Youth ESL		
Sub-total		36,546
Substitutes		
Short Term Sick Leave		1,096
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	1.00	9,786
Teacher Librarian		
Sub-total		9,786
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		
School Administrators		
Benefits		
Statutory		3,450
Medical/Dental/SalCon		812
Service Awards		365
Pension		838
Sub-total		5,465
Total Salary & Benefits	3.20	52,894

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Musquodoboit Rural High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	0.30	4,924
Youth ESL		
Sub-total		4,924
Substitutes		
Short Term Sick Leave		148
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians		
Teacher Librarian		
Sub-total		
Other		
4 Plus Teachers		
Secretaries	1.00	9,187
Student Support Workers		
Sub-total		9,187
School Administrators		
Benefits		
Statutory		1,179
Medical/Dental/SalCon		763
Service Awards		49
Pension		786
Sub-total		2,777
Total Salary & Benefits	1.30	17,036

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

CP Allen High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	0.60	10,291
Youth ESL		
Sub-total		10,291
Substitutes		
Short Term Sick Leave		702
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	5.00	48,332
Teacher Librarian		
Sub-total		48,332
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		
School Administrators	0.60	13,098
Benefits		
Statutory		5,986
Medical/Dental/SalCon		4,012
Service Awards		234
Pension		4,137
Sub-total		14,369
Total Salary & Benefits	6.20	86,791

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

JL Ilsley High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	0.20	3,283
Youth ESL		
Sub-total		3,283
Substitutes		
Short Term Sick Leave		194
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	0.40	3,738
Teacher Librarian		
Sub-total		3,738
Other		
4 Plus Teachers		
Secretaries	0.90	8,269
Student Support Workers		
Sub-total		8,269
School Administrators	0.20	3,181
Benefits		
Statutory		1,538
Medical/Dental/SalCon		997
Service Awards		65
Pension		1,028
Sub-total		3,627
Total Salary & Benefits	1.70	22,292

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Lockview High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	1.00	19,121
Youth ESL		
Sub-total		19,121
Substitutes		
Short Term Sick Leave		574
Special Education		
Teachers		
Social Workers		
EPA's		
Sub-total		
Library & Guidance		
Library Technicians	4.00	38,006
Teacher Librarian		
Sub-total		38,006
Other		
4 Plus Teachers		
Secretaries	0.70	6,209
Student Support Workers		
Sub-total		6,209
School Administrators		
Benefits		
Statutory		5,315
Medical/Dental/SalCon		3,670
Service Awards		191
Pension		3,785
Sub-total		12,961
Total Salary & Benefits	5.70	76,870

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Sir John A Macdonald Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	2.60	41,387
Youth ESL		
Sub-total		41,387
Substitutes		
Short Term Sick Leave		1,973
Special Education		
Teachers	0.70	15,822
Social Workers		
EPA's	0.20	1,816
Sub-total		17,638
Library & Guidance		
Library Technicians	0.80	7,829
Teacher Librarian		
Sub-total		7,829
Other		
4 Plus Teachers		
Secretaries	0.70	6,379
Student Support Workers		
Sub-total		6,379
School Administrators	0.40	8,550
Benefits		
Statutory		6,086
Medical/Dental/SalCon		1,330
Service Awards		658
Pension		1,372
Sub-total		9,445
Total Salary & Benefits	5.40	93,201

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Millwood High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	0.50	8,206
Youth ESL		
Sub-total		8,206
Substitutes		
Short Term Sick Leave		1,217
Special Education		
Teachers	0.10	2,447
Social Workers		
EPA's	0.70	6,850
Sub-total		9,297
Library & Guidance		
Library Technicians	1.00	9,786
Teacher Librarian	1.00	21,196
Sub-total		30,982
Other		
4 Plus Teachers		
Secretaries	0.10	947
Student Support Workers		
Sub-total		947
School Administrators	0.40	8,732
Benefits		
Statutory		4,460
Medical/Dental/SalCon		1,459
Service Awards		406
Pension		1,505
Sub-total		7,830
Total Salary & Benefits	3.80	67,212

SUPPLEMENTARY FUND
STAFFING BUDGET
2004-2005

Sackville High Family

	School year 2003-2004 (April - July) FTE's	Salary Cost
School Services		
Classroom Teachers		
Additional Teachers	1.20	22,100
Youth ESL		
Sub-total		22,100
Substitutes		
Short Term Sick Leave		865
Special Education		
Teachers		
Social Workers		
EPA's	0.80	7,576
Sub-total		7,576
Library & Guidance		
Library Technicians	3.30	32,183
Teacher Librarian		
Sub-total		32,183
Other		
4 Plus Teachers		
Secretaries		
Student Support Workers		
Sub-total		0
School Administrators		6,734
Benefits		
Statutory		5,124
Medical/Dental/SalCon		3,300
Service Awards		288
Pension		3,403
Sub-total		12,116
Total Salary & Benefits	5.30	81,574

APPENDIX D

HALIFAX REGIONAL SCHOOL BOARD
SUPPLEMENTARY FUND BUSINESS PLAN & BUDGET
2004-2005

KEY FACTS

	Halifax	Dartmouth	County/Bedford
Schools		24	81
Enrolment-			
September 30, 2002	12,945	9,745	34,275
September 30, 2003	13,239	9,413	33,841
2002-2003			
Residential Tax Rate	11.75¢	9.5¢	4.4¢
Weighted Assessment	$10,463,475,550	$5,505,238,250	$7,532,196,500
Funding	$12,295,800	$5,239,200	$3,312,000
2003-2004			
Residential Tax Rate	10.9¢	8.8¢	4.0¢
Weighted Assessment	$11,302,395,000	$5,942,567,800	$8,206,349,300
Funding	$12,295,800	$5,239,200	$3,312,000
Funding per Student – 2003-2004	$929	$557	$99
Total Supplementary Funded FTE's (School Year 2003-2004)			
Teachers -	147.9	56.0	34.1
Non-teachers -	64.7	31.7	28.8

Note 1: Weighted assessment is residential assessment plus 2.55 times the commercial assessment. This reflects the fact that the commercial tax rate is 2.55 times the residential rate. However, this does not currently apply to the County/Bedford area as it is still applied as an area rate and not a property tax.

Fiscal Services
Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	$52,621,303	$51,181,500	$51,297,702	$53,537,128	$2,355,628	4.6%
M112 External Recoveries Debt Charge	(17,872,364)	(15,298,900)	(15,325,530)	(16,292,000)	(993,100)	6.5%
Total Debt Servicing	**34,748,939**	**35,882,600**	**35,972,172**	**37,245,128**	**1,362,528**	**3.8%**
Transfers to/fr Other Funds:						
M210 Social Assistance	0	0	0	0	0	0.0%
M230 Correctional Centre	6,568,412	6,791,000	6,805,880	6,980,000	189,000	2.8%
M240 Met. Reg. HousingAut	2,050,000	2,200,000	2,240,000	2,200,000	0	0.0%
M250 World Trade Centre	496,535	528,700	504,480	594,700	66,000	12.5%
M260 Hlfx. Reg. Port Auth	0	0	0	0	0	0.0%
M280 Halifax Regional School Board	63,725,904	66,580,000	67,600,300	72,576,000	5,996,000	9.0%
M284 Supplementary Education- Halifa	12,295,000	12,295,000	12,295,000	12,295,000	0	0.0%
M285 Supplementary Education- Dartm	5,239,200	5,239,200	5,239,200	5,239,200	0	0.0%
M286 Supplementary Education-County	3,312,000	3,312,000	3,312,000	3,312,000	0	0.0%
M291 Fire Protection (Hydrants)	7,152,169	7,377,000	7,764,795	7,524,000	147,000	2.0%
Total Transfers To Outside Agencies	**100,839,220**	**104,322,900**	**105,761,655**	**110,720,900**	**3,898,000**	**6.1%**
Other Fiscal Services:						
M270 Compensation PPP	4,401,166	1,647,929	4,484,511	800,000	(847,929)	-51.5%
M305 Pension Plan Administration	72,806	0	90,367	0	0	0.0%
M310 Other Fiscal Serv.	924,875	1,352,549	569,463	5,101,395	4,257,846	314.8%
M311 Grants & Tax Concessions	3,780,059	3,325,300	3,283,885	2,996,500	(328,800)	-9.9%
M312 Unallocated Program Costs	0	150,000	75,000	500,000	350,000	233.3%
M315 Trunk Mobile Radio	248,811	566,400	309,085	578,000	11,600	2.0%
M316 Strategic Growth Fund	3,000,000	5,000,000	5,000,000	4,000,000	(1,000,000)	0.0%
M317 Operating Costs for New Capital	0	649,200	350,836	1,607,850	1,189,650	261.7%
M318 Provincial Assessment System	4,333,357	4,721,000	4,384,429	4,523,000	(198,000)	-4.2%
M319 DNA Reserve	200,004	200,000	199,996	0	(200,000)	-100.0%
M321 Ferry Replacement Reserve	0	1,000,000	1,000,000	1,000,000	0	0.0%
M322 New Capital Replacement Reserv	0	1,000,000	1,000,000	1,000,000	0	0.0%
M330 Outline Agreements	0	0	0	0	0	0.0%
M341 Surplus/Deficit	(738,274)	0	(129,174)	0	0	0.0%
M351 Managers Contingency	65,942	149,300	76,891	150,500	1,200	0.8%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M530 Local Improvement Charges	0	0	0	294,000	294,000	0.0%
M550 Own Source Revenue	0	1,825,100	851,246	1,191,100	(634,000)	-34.7%
M555 Parkade	1,082,206	1,446,700	1,264,093	1,437,500	(9,200)	-0.6%
M580 Fiscal Services	25,798	0	1,143	0	0	0.0%
Total Other Fiscal Services	**17,465,750**	**23,102,478**	**22,880,769**	**25,248,845**	**2,146,367**	**9.3%**
Transfer to/from other funds:						
M320 Insurance Claims	3,247,660	3,285,000	3,285,000	4,200,000	915,000	27.9%
M411 Operating Stabilization Reserve	0	0	0	0	0	0.0%
M421 Service Improvement Reserve	272,088	300,000	283,590	(581,000)	(881,000)	-293.7%
M441 Interest on Reserves	3,102,945	2,985,200	4,408,549	3,113,000	132,800	4.4%
M451 Valuation Allowance	6,594,921	3,251,000	1,452,181	2,501,000	(750,000)	-23.1%
M461 Capital Fr Operating	21,604,464	28,682,000	28,641,708	26,075,200	(2,106,000)	-7.3%
M471 Other Transfers	300,000	300,000	300,000	300,000	0	0.0%
Total Transfers to/fr Other Funds	**35,122,078**	**38,803,200**	**38,371,028**	**35,608,200**	**(1,988,200)**	**-6.9%**
Total	**$188,175,986**	**$202,111,178**	**$202,985,624**	**$208,823,073**	**$6,711,895**	**3.3%**

Fiscal Services
Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Transfers To Outside Agencies:						
M210 Social Assistance	$0	$0	$0	$0	$0	0.0%
M284 Supplementary Education- Halifa	(12,518,550)	(12,295,000)	(12,358,646)	(12,295,000)	0	0.0%
M285 Supplementary Education- Dartm	(5,432,416)	(5,239,200)	(5,212,746)	(5,239,200)	0	0.0%
M286 Supplementary Education-County	(3,156,787)	(3,312,000)	(3,283,065)	(3,312,000)	0	0.0%
Total Transfers To Outside Agencies	**(21,107,753)**	**(20,846,200)**	**(20,854,457)**	**(20,846,200)**	**0**	**0.0%**
Other Fiscal Services:						
M305 Pension Plan Administration	(71,057)	0	(90,367)	0	0	0.0%
M310 Other Fiscal Serv.	(34,041)	(96,000)	(3,128)	(2,790)	96,000	-100.0%
M311 Grants & Tax Concessions	0	0	(16,919)	0	0	0.0%
M555 Parkade	(1,082,206)	(1,446,700)	(1,264,093)	(1,437,500)	9,200	-0.6%
M580 Fiscal Services	(5,020)	0	(2,220)	0	0	-
Total Other Fiscal Services	**(1,192,324)**	**(1,542,700)**	**(1,376,727)**	**(1,440,290)**	**96,000**	**-100.0%**
Transfers to/fr Other Funds:						
M320 Insurance Claims	(273,686)	0	0	0	0	0.0%
M411 Operating Stabilization Reserve	0	0	0	0	0	0.0%
M421 Service Improvement Reserve	0	0	0	0	0	0.0%
M451 Valuation Allowance	(6,518,686)	0	(65,197)	0	0	0.0%
Total Transfers to/from Other Funds	**(6,792,372)**	**0**	**(65,197)**	**0**	**0**	**0.0%**
Total	**($29,092,450)**	**($22,388,900)**	**($22,296,381)**	**($22,286,490)**	**$102,410**	**-0.5%**

Fiscal Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	$52,621,303	$51,181,500	$51,297,702	$53,537,128	$2,355,628	4.6%
M112 External Recoveries Debt Charge	(17,872,364)	(15,298,900)	(15,325,530)	(16,292,000)	(993,100)	6.5%
Total Debt Servicing	**34,748,939**	**35,882,600**	**35,972,172**	**37,245,128**		
Transfers to/fr Other Funds:						
M210 Social Assistance	0	0	0	0	0	-
M230 Correctional Centre	6,568,412	6,791,000	6,805,880	6,980,000	189,000	2.8%
M240 Met. Reg. HousingAut	2,050,000	2,200,000	2,240,000	2,200,000	0	0.0%
M250 World Trade Centre	496,535	528,700	504,480	594,700	66,000	12.5%
M260 Hlfx. Reg. Port Auth	0	0	0	0	0	-
M280 Halifax Regional School Board	63,725,904	66,580,000	67,600,300	72,576,000	5,996,000	9.0%
M284 Supplementary Education- Halifa	(223,550)	0	(63,646)	0	0	-
M285 Supplementary Education- Dartm	(193,216)	0	26,454	0	0	-
M286 Supplementary Education-County	155,213	0	28,935	0	0	-
M291 Fire Protection (Hydrants)	7,152,169	7,377,000	7,764,795	7,524,000	147,000	2.0%
Total Transfers To Outside Agencies	**79,731,467**	**83,476,700**	**84,907,198**	**89,874,700**	**6,398,000**	**7.7%**
Other Fiscal Services:						
M270 Compensation PPP	4,401,166	1,647,929	4,484,511	800,000	(847,929)	-51.5%
M305 Pension Plan Administration	1,749	0	0	0	0	-
M310 Other Fiscal Serv.	890,834	1,256,549	566,334	5,098,605	3,842,056	305.8%
M311 Grants & Tax Concessions	3,780,059	3,325,300	3,266,966	2,996,500	(328,800)	-9.9%
M312 Unallocated Program Costs	0	150,000	75,000	500,000	350,000	233.3%
M315 Trunk Mobile Radio	248,811	566,400	309,085	578,000	11,600	2.0%
M316 Strategic Growth Fund	3,000,000	5,000,000	5,000,000	4,000,000	(1,000,000)	-20.0%
M317 Operating Costs for New Capital	0	649,200	350,836	1,607,850	958,650	147.7%
M318 Provincial Assessment System	4,333,357	4,721,000	4,384,429	4,523,000	(198,000)	-4.2%
M319 DNA Reserve	200,004	200,000	199,996	0	(200,000)	-100.0%
M321 Ferry Replacement Reserve	0	1,000,000	1,000,000	1,000,000	0	0.0%
M322 New Capital Replacement Reserv	0	1,000,000	1,000,000	1,000,000	0	0.0%
M330 Outline Agreements	0	0	0	0	0	-
M341 Surplus/Deficit	(738,274)	0	(129,174)	0	0	-
M351 Managers Contingency	65,942	149,300	76,891	150,500	1,200	0.8%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M530 Local Improvement Charges	0	0	0	294,000	294,000	-
M550 Own Source Revenue	0	1,825,100	851,246	1,191,100	(634,000)	-34.7%
M555 Parkade	0	0	0	0	0	-
M580 Fiscal Services	20,778	0	(1,077)	0	0	-
Total Other Fiscal Services	**16,273,425**	**21,559,778**	**21,504,042**	**23,808,555**	**2,248,777**	**10.4%**
Transfer to/from other funds:						
M320 Insurance Claims	2,973,974	3,285,000	3,285,000	4,200,000	915,000	27.9%
M411 Operating Stabilization Reserve	0	0	0	0	0	-
M421 Service Improvement Reserve	272,088	300,000	283,590	(581,000)	(881,000)	-293.7%
M441 Interest on Reserves	3,102,945	2,985,200	4,408,549	3,113,000	127,800	4.3%
M451 Valuation Allowance	76,234	3,251,000	1,386,984	2,501,000	(750,000)	-23.1%
M461 Capital Fr Operating	21,604,464	28,682,000	28,641,708	26,075,200	(2,606,800)	-9.1%
M471 Other Transfers	300,000	300,000	300,000	300,000	0	0.0%
Total Transfers to/fr Other Funds	**28,329,705**	**38,803,200**	**38,305,831**	**35,608,200**	**(3,195,000)**	**-8.2%**
Total	**$159,083,536**	**$179,722,278**	**$180,689,242**	**$186,536,583**	**$6,814,305**	**3.8%**

Fiscal Services
Summary by Expenditure & Revenue Type

		2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
	Expenditures						
1	Compensation & Benefits	$4,615,290	$2,660,429	$5,066,242	$4,694,000	$2,033,571	76.4%
2	Office Costs	7,226	0	3,745	(220,000)	(220,000)	-
3	Professional Fees	1,520	200,000	23,046	201,600	1,600	0.8%
4	Legal & Consulting Fees	75,486	0	131,860	75,000	75,000	-
5	External Services	3,265,195	0	343,641	0	0	-
6	Supplies & Materials	4,445	19,355	6,172	0	(19,355)	-100.0%
7	Building Costs	25,090	0	3,690	0	0	-
8	Equipment & Communications	313,695	566,400	320,539	578,000	11,600	2.0%
9	Vehicle Expense	841,490	0	236,319	750,000	750,000	-
10	Travel	6,017	0	2,286	0	0	-
11	Training & Education	1,342	0	9,243	0	0	-
12	Other Goods & Services	889,893	948,500	611,106	2,259,145	1,310,645	138.2%
13	Interdepartmental	2,717	120,694	83	0	(120,694)	-100.0%
14	Debt-Interest	10,178,275	9,682,200	10,066,496	9,423,828	(258,372)	-2.7%
15	Debt Principal	24,343,520	26,038,000	25,736,409	27,621,400	1,583,400	6.1%
16	Transfer Outside Agencies	98,391,229	102,035,700	102,751,430	107,719,900	5,684,200	5.6%
17	Insurance Costs	2,193,091	3,285,000	2,655,990	4,200,000	915,000	27.9%
18	Grants & Tax Concessions	2,828,345	3,025,500	2,982,667	3,065,500	40,000	1.3%
19	Transfer to/from Reserves	15,485,608	16,420,200	18,108,444	15,672,000	(748,200)	-4.6%
20	Fire Protection	7,152,169	7,377,000	7,467,444	7,524,000	147,000	2.0%
21	Capital from Operating	15,819,000	22,982,000	22,941,708	19,570,200	(3,411,800)	-14.8%
22	Debenture Discount	226,382	162,400	162,429	199,900	37,500	23.1%
23	Provision for Allowance	(1,131)	3,251,000	1,363,018	2,501,000	(750,000)	-23.1%
24	Other Fiscal	2,248,365	3,336,800	2,120,790	2,987,600	(349,200)	-10.5%
25	Prior year Surplus/Deficit	(738,274)	0	(129,174)	0	0	-
	Total	**$188,175,986**	**$202,111,178**	**$202,985,624**	**$208,823,073**	**$6,711,895**	**3.3%**
	Revenues						
26	Area Rate Revenue	($21,107,753)	($20,846,200)	($20,854,457)	($20,846,200)	$0	-0.0%
27	Other Revenue	(7,984,697)	(1,542,700)	(1,441,924)	(1,437,500)	105,200	-6.8%
	Total	**($29,092,450)**	**($22,388,900)**	**($22,296,381)**	**($22,283,700)**	**$105,200**	**-0.5%**
	Net Cost	**$159,083,536**	**$179,722,278**	**$180,689,243**	**$186,539,373**	**$6,817,095**	**3.8%**

Halifax Regional Library

Service Plan

Section I. Where Are We Now?

Halifax Regional Library Mission (Council Approved)

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.

Halifax Regional Library Board Mission

The Halifax Regional Library is the lifelong learning centre of our community where people go for the discovery of ideas, the joy of reading, and the power of information.

Strategic Outcome	Indicators
1. **Sustainable collections, facilities, programs and services that anticipate and meet community need.**	▸ 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

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	▸ holds placed / holds filled ▸ waiting time in filling holds and materials ▸ # of complaints ▸ use statistics e.g. - # of visits - circulation ▸ customer feedback

Strategic Outcomes	Indicators
2. Quality public spaces	▸ building code standards and compliance ▸ age and condition of facility and furnishings ▸ comparison with external standards and benchmarks ▸ cost of repairs

Client Benefits	Indicators
▸ Safe environment for social interaction ▸ Community focal point ▸ Comfortable learning environment ▸ Formal/informal meeting spaces	▸ # meeting room bookings ▸ customer feedback ▸ use statistics e.g. # visits, in-house use count

Strategic Outcomes	Indicators
3. Community Diversity recognized, supported and reflected	▸ staff composition ▸ collection, programs and services reflecting demographics

Client Benefits	Indicators
▸ 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 ▸ customer feedback ▸ standards and benchmarks

Strategic Outcomes	Indicators
4. Contributes to Economic Development	▸ business community feedback

Client Benefits	Indicators
▸ Support/information for small businesses ▸ Presence in communities sustains business ▸ Presence in communities encourages development with community ▸ Access to job search information	▸ vehicular/pedestrian traffic ▸ # of questions ▸ use statistics for collection, programs and services relating to business/job search ▸ customer feedback

Strategic Outcomes	Indicators
5. Contributes to Quality of Life/ Community Development	▸ customer satisfaction indicated in HRM residents survey and Citizens First annual survey.

Client Benefits	Indicators
▸ 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 ▸ # of public consultations and participants ▸ use statistics e.g. circulation, # of programs/ participants, in-house use

Strategic Outcomes	Indicators
6. Contributes to development of a literate, informed community	▸ rate of literacy

Client Benefits	Indicators
▸ Literacy programs and support ▸ Opportunities for responsible active citizenship ▸ Access to broad collection and a range of views	▸ # of participants ▸ use statistics e.g. circulation, programs

Strategic Outcomes	Indicators
7. Effective Partnerships	▸ $ value of partnerships and sponsorships ▸ cost avoidance ▸ # of new partnerships formed annually

Client Benefits	Indicators
▸ Service enhancement ▸ Community development	▸ # of participants ▸ customer feedback ▸ $ support from funding partners ▸ $ from corporate / public donations and grants

Strategic Outcomes	Indicators
8. 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

Client Benefits	Indicators
▸ Public satisfaction ▸ Public use	▸ public use statistics e.g. # of visits, circulation

Strategic Outcomes	Indicators
9. Service Access	▸ comparison with external standards and benchmarks ▸ ratings in HRM residents survey ▸ customer feedback

Client Benefits	Indicators
▸ Service hours to meet community needs ▸ Alternative service delivery through e-branch	▸ use Statistics e.g. # of visits, circulation, information questions ▸ customer feedback

Strategic Outcomes	Indicators
10. Customer Responsive Service	▸ comparison with external standards and benchmarks ▸ ratings in HRM residents survey ▸ customer feedback

Client Benefits	Indicators
▸ Library service to meet community needs ▸ Welcoming, community environment	▸ use statistics ▸ customer feedback ▸ ratings in HRM residents survey

Operating and Capital Budget Totals

2003/2004 Operating Budget (net)	2003/2004 Capital Budget
$11,840,200	$229,000
2004/2005 Operating Budget (net)	2004/2005 Capital Budget
$12,261,321	$49,000

Full Time Equivalents

The Halifax Regional Library had 263.5 FTEs in the approved 2003/2004 operating budget.

In 2004-2005, the staff complement is reduced by 1 FTE (Director of HR) reflecting the Service Agreement for HR Service between HRM and Halifax Public Libraries.

Service Plan Summary Table

WHERE ARE WE NOW?	
HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Sustainable Collections** Halifax Public Libraries collections meet the needs, demands and expectations of all residents

Summary of Last Year's Achievements Against Last Year's Business Plan

Key Initiatives	*Status*
Increase collection expenditures by 6% or $86,700 in 2003/04 to improve collection quantity / quality	▸ Completed. Materials Allocation Plan revised to include additional $86,700. Funds allocated to Branch accounts as per the collection allocation formula.
Develop a Materials Allocation Plan for 2004/05 by October 2003.	▸ Completed. The plan is annually reviewed and amended to reflect funds available, changes in catchment population and transaction volume.
Determine % increase to Collection budget required in 2004/05 to sustain collections by October 2003	▸ Completed. Budget submission prepared requesting $92,000 to sustain and improve collections.

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Access to Service** Halifax Public Libraries provides equitable access to service throughout HRM

Summary of Last Year's Achievements Against Last Year's Business Plan

Key Initiatives	*Status*
Provide service at Keshen Goodman Library on Mondays from 10:00 am to 9:00 pm.	▸ Completed. Monday service at Keshen Goodman Library began on Monday, May 26, 2003. Public response has been very positive and the branch is heavily used. Visits to the Library have increased by 27.34% YTD.
Reallocate $136,000 within the operating budget to fund required staffing.	▸ Completed. Funds were allocated and staffing levels were adjusted to cover the additional service hours.

Service Plan Summary Table

Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Develop plan for increased hours throughout the region by September 2003.	▸ Completed. A business case was prepared and proposed to continue the phase-in of expanded service hours by opening Alderney Gate Library on Mondays in 2004-2005. Hours of service at Dartmouth North were adjusted to reflect use patterns.

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Facilities** Halifax Public Libraries deliver direct service to residents in high quality, safe, maintained buildings.
Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Allocate capital funds to Spring Garden Road for masonry repair ($80,000), and improve heating/air conditioning climate controls ($40,000) and install emergency lighting ($35,000).	▸ HRM Real Property/Asset Management Capital budget and responsibility. ▸ Emergency Lighting installed. ▸ Some repairs to heating system ▸ Funds were not provided for masonry repair - work outstanding.
Allocate capital funds to do an electrical upgrade and repair brickwork at Halifax North ($50,000).	▸ HRM Real Property/Asset Management Capital budget and responsibility. ▸ Electrical upgrade ongoing. ▸ Brickwork not done.
Work in partnership with Building Management Services to complete repairs.	▸ In progress. ▸ Priorities for 2004-2005 communicated to Real Property/Asset Management for budget inclusion.
Complete Facilities Review and plan begun in 2002 and hold public consultation meetings in selected communities to review findings and opinions (capital budget $80,000).	▸ Phase I of Facilities Plan completed in cooperation with Real Property/Asset Management. ▸ Needs Assessment and Master Facilities Plan Study initiated. ▸ Budget reduced to $43,000 and consultation program scaled back.
Conduct public consultation/needs assessment to determine future of Spring Garden Road and evaluate building sites in 2004/2005.	▸ Incorporated into Needs Assessment and Master Facilities Plan study. ▸ Focus groups to be scheduled prior to March 31, 2004. ▸ Consultation meetings held with Provincial Departments.

Service Plan Summary Table

Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Woodlawn Branch relocation capital cost to improve service.	▸ Funds not approved.
Develop a Master Plan for short and long term library facilities development by March 31, 2004	▸ Terms of reference for study approved by the Board, May 12, 2003 ▸ Tender awarded ▸ Study in progress. Final report to Library Board anticipated by March 2004.
Prepare plan for repairs for inclusion in budget 2004/2005.	▸ Completed. Maintenance priorities included in 2004-2005 budget submission.

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Information Technology** Halifax Public Libraries uses current and appropriate information technologies that are sustainable and effectively deliver service to residents.

Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Complete Phase III of the Horizon system upgrade begun in 2001/2002 through ongoing reallocation of funds for leasing and purchase of equipment	▸ Completed ▸ Contract with Dynix negotiated and approved in April, 2003. ▸ Project plan implemented. ▸ System installed and went live February 2, 2004.
Install PC public booking software to reduce staff time spent and improve customer access.	▸ In Progress. Specifications developed; RFP submitted to HRM for tender closing January 15, 2004 ▸ Software to be installed following Horizon installation.
Install 1 self-check machine at high circulation volume branch to speed service and maintain staff complement.	▸ Self check tender awarded; installation plans for self check at the Sackville Library are in progress ▸ Installation to be completed by March 2004.

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Rural Service Delivery** Stabilize rural service and develop a rural service model for implementation.

Service Plan Summary Table

Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Complete Rural Service Review begun in 2002/03 and evaluate recommendations of the Review Team Report.	▸ Rollout and implementation plan for short term recommendations completed. ▸ Long-Term facilities recommendations referred to the Needs Assessment and Master Plan Study.
Confirm need to replace one mobile vehicle for 2004/05 budget.	▸ Included in Rural Services Review recommendations - replacement not recommended. ▸ Routes revised to provide service with one vehicle.

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Marketing Service** Halifax Public Libraries is recognized, valued and supported by our community

Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Develop and implement a card campaign to increase the percentage of residents who use the service.	▸ Included as a component of the Marketing/Promotions Plan. ▸ Card campaign launched during Public Library Week (October 2003). Despite closures due to hurricane Juan, 2,544 people registered for a Library card during this month.
Define the library brand and appropriate relationship marketing messages.	▸ New logo and website address launched in September, 2003.

Service Plan Summary Table

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal: Employee Relations** Halifax Public Libraries deliver service through skilled, knowledgeable customer focused staff.
Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Provide $534,100 to implement salaries and benefits increases arising from the collective agreement, and fund retirement allowances and retirement program.	▸ Completed.
Train the trainers to provide customer service training throughout the Library.	▸ 2 staff Customer Service trainers certified by Atlantica in 2002; 228 staff have attended 15 sessions to date.
Train all employees in Horizon system operations prior to the system going live in 2003	▸ All training complete December 2003 and reinforced during week of January 26, 2004.
Develop and implement a succession plan by March 31/04	▸ Action plan developed and in progress. Plan completion delayed due to negotiation of the HR Service Agreement.
Implement SAP HRIS system by December 31/03	▸ Completed.
Develop and implement job descriptions for all HRL positions by March 31/04	▸ In progress; action plan developed. Work not completed.
Conduct annual training needs assessment and update plan for 2003/04 and for 2004/05 by October 31/03	▸ In progress; action plan developed. Work not completed.
Negotiate a Service Plan Agreement for provision of HR services with HRM and evaluate results of the trial period by January 31, 2004	▸ Completed. Agreement signed June 2003. ▸ Service Agreement renewed for the period January 1 - December 31, 2004.
Develop plan for a recruitment and recognition program for volunteers by March 31/04.	▸ Volunteer management responsibility transferred from HR to Manager of ESL, Family Literacy, Diversity in January 2004. Work to be performed in 2004-2005.
Develop a policy and plan for management of work study programs by March 31/04	▸ Not completed.
Develop and negotiate an employment equity policy by March 31/05.	▸ Employment equity position designated and plan forwarded to Union for comment. ▸ Established as a priority for HRM HR.

HALIFAX PUBLIC LIBRARIES **Business Plan**	**Goal:** **Partnerships** Halifax Public Libraries work in partnership with our community, government and private sector organizations.

Summary of Last Year's Achievements Against Last Year's Business Plan

Key Initiatives	*Status*
Submit funding proposals for a minimum of two corporate sponsorships in the fiscal year 2003-2004	▸ Imperial Oil Charitable Foundation funding for promotion of Summer Reading Program ▸ Local corporate funding support for promotion campaigns including Word on the Street, Card Promotion and Summer Reading program.
Participate in province wide programs and initiatives	▸ HRL award winning Summer Reading Program made available to regional libraries across the Province ▸ CEO participated in Funding Formula Review Committee ▸ Mandatory reports and statistics submitted to Nova Scotia Provincial Library ▸ Participate in Provincial Library Promotions Awareness Committee ▸ Presented workshops at Nova Scotia Library Association Conference ▸ Member on Management Committee for N.S. Health Network ▸ Participate on Provincial Council of Youth Services ▸ L. Jantek, Chair Halifax Regional C@P Association ▸ Coordinated development of NS C@P Business Plan ▸ Participate in province-wide Reference Working Group ▸ Participate in N.S. Virtual Reference Desk Committee which has been developed and is testing a cooperative listing of Nova Scotia Web sites maintained by Regional Libraries

Performance Measures Highlights
2002 /2003

- **2,802,952** people visited the library
  - 2,229,986 in person; a 8.98% increase over 2001/02
  - 572,966 via computer access; including 522,270 visits via the e-branch; a 30.74.% increase

- **173,216 people are registered with HRL**, 91.86% of those registered live in HRM and 44.3% of HRM population are registered library borrowers.

- **22,252 people registered** for an HRL card; a 28.87% increase over 01/02.

- **4,362,100 items were checked out and/or renewed**; an increase of 12.41%. This represents an average of 12 items borrowed per capita by HRM residents.

- **673,778 items were placed on hold**; a 29.95% increase over last year.
  - 255,135 items placed on hold via the e-branch; a 117.11% increase.

- **223,775 information questions** were asked; a 10% increase.

- **25,147 adults attended 1,774 programs**; a 27.63% and 23.28% increase respectively.

- **100,919 children attended 3,536 programs**; a 4.09% and 3.3% increase respectively.
  - 5,576 registered for Summer Reading Program; the highest registration to date.

- **5,096 deliveries** were made to people through the **Homebound Service**; an 9.31% increase.

- **252,197 computer bookings were made**; a 7.28% increase.
  - 9,303 'turnaways' for computer bookings (booking schedule already filled)

- **2,675 meeting room bookings** were made; an increase of 15.78% over 01/02.

- **Over 250 active community partners**

Awards:

- American Library Association's prestigious **John Cotton Dana Library Public Relations Award** for outstanding achievement in the promotion of Library service. The award recognized the Library for its highly successful 2003 Summer Reading Quest. This award was also received in 2002.

- The Library won an Industry Canada **LibraryNet Best Practices Award 2003.** The award recognizes innovative Internet use in Canadian Public Libraries. Halifax Public Libraries won for its IT Skills programs delivered through the 14 Public Libraries in the Halifax Regional Municipality.

Section II Where Do We Want To Be

Issue #1

Facilities: ***Spring Garden Road Library Replacement***

Goal: **HRL delivers service to residents in high quality, safe, maintained buildings.**

Issue Analysis:

Spring Garden Road Library is a key facility within the Capital District, anchoring the Spring Garden Road business district. The facility serves as a local branch to peninsula residents and as a central reference resource to the wider region. It is becoming increasingly challenging to operate the facility due to its dysfunctional layout, overcrowding and space shortage which prevents installation of new technologies or offering services expected in modern library service.

From an operational perspective, there are serious and urgent building deficiencies that pose potential health and safety liabilities. While the future of the facility remains uncertain, maintenance and repair efforts coordinated in cooperation with Real Properties and Asset Management have managed to keep the building in operation but are a band-aid rather than a solution to the problem. More and more money needs to be spent annually to maintain operation with minimal return on investment. The worst case scenario is that the building is forced to close, withdrawing all public service and without a back-up plan for interim service and a long-term solution.

Spring Garden Road Library Replacement Project
Background Information

1987 Site Analysis Study completed by Duffus Romans Kundzins Roundsfell Ltd. to analyse expansion capability on the existing site.

1994 Former City of Halifax and Halifax City Library Space and Services: Needs Assessment Study completed by Beckman and Associates.

1996 Towards a New Central Library staff study completed identifying limitations of the Spring Garden Road Library and projected central library needs.

1997 A.J. Diamond Central Library Study completed and presented to HRM Council. Study included a comprehensive building assessment, cost benefit analysis of repair/replacement options, definition of central library needs and evaluation of alternate sites.

2001 Structural Engineer's report recommending reduction in floor loading weights and use of upper floors to 70%. The report also noted the following repairs required: masonry, emergency lighting, boiler upgrades, elevator repair, heating and air conditioning. On-going issues with asbestos and lead paint were noted.

2002 Facilities Review and Inventory prepared by HRL staff and Real Property and Asset Management staff. Building deficiencies and repair needs were identified for budget submissions.

2003 Terrain Needs Assessment and Master Facilities Plan Study in progress.

Halifax Regional Municipality Council Decisions

April 1997 Motion approving $500,000 in capital budget for preliminary design of a central library (funds were later redirected to repair of existing building).

April 16, 1998 Motion to approve revised central library capital budget at a new cost of $12 million (remaining $12 million to be funded by the Province, the Keshen bequest and Board fundraising).

October 1998 Motion to defer project to 2001/2002 budget and reallocate $500,000 to repair facility.

March 1999 Motion to reallocate the bequest to the Keshen Goodman Library construction project.

Subsequent Budget Decisions

- request for funds to conduct a public consultation program was not approved.
- capital budget submission for 2003/2004 to replace the building by 2008/2009 was not approved.
- $661,200 has been spent on repairs since 1997/1998.
- An additional $265,000 will be spent in 2004-2005 by Real Properties and Asset

Management.

Building Issues

- Structural strength concerns.
- Need to replace oil tank.
- Masonry repairs required.
- Heating and air conditioning upgrades required.
- Recurring problems with mould, asbestos and lead paint.
- Recarpeting and furniture replacement required.
- Electrical system upgrades required.

Link to Corporate Scorecard Outcome:

The condition of the Spring Garden Road Library poses public safety and occupational health and safety risks which in turn expose HRM to legal liability. The facility has community impact and a central library would serve as an economic catalyst securing the business district and generating business development. Levels of service and access to information resources are directly impacted by the size and quality of the facility. The quality of public buildings reflects on the corporate image of HRM.

Goal 2004/2007

Replace Spring Garden Road Library with a Central Resource Library serving all residents in the Capital District.

Objectives 2004/2005

1. Develop a Resourcing Plan for Spring Garden Road Central Library Replacement in 2004-2005.

   The plan includes establishment of a Library Foundation for fundraising, development of the fundraising plan, identification of funding partners and sponsors and exploration of funding potentials and opportunities with other levels of government.

2. Designate a building site for development of the new library in 2004-2005.

3. Fund construction of a new facility in the capital budget in 2005-2006 and 2006-2007.

4. Develop a contingency plan in 2004 in the event of facility closure.

Analysis of Proposed Change

- Unless action is taken, more money will be needed annually to keep the building in service.

- The Capital District Plan concluded that replacing this facility was an important priority.

- Development opportunities are available around the Infirmary Lands and the Queen/Clyde and Spring Garden Road/Queen Street sites.

- The project could be funded in a partnership of HRM, the Province and the Federal government through the infrastructure program.

- Growing public interest and support for library development.

- Significant service level improvement and creation of an HRM centre of excellence for the Province.

Service Levels: On-going increase in service

Financial Impact

- Capital budget cost of $75,000 in 2004-2005 included in Real Property & Asset Management; $265,000 in Real Properties and Asset Management capital budget for maintenance.
- Subsequent capital costs
    - No operating impact until new facility opens
    - Potential revenue from sale of old property

Processes: No Change

FTEs: No change until new facility opens.

Performance Measures:

- compliance with building codes
- occupational health and safety complaints
- # of customer visits
- cost/benefit of maintenance and repairs
- customer feedback

Issue #2

Access to Service

Goal - HRL provides equitable access to service throughout HRM.

Issue Analysis:

There are inequities in hours of service provided to residents in many communities. In 2003-2004, Monday service from 10:00 am to 9:00 pm was implemented at the Keshen Goodman Library, selected since it is a full-service resource facility and is heavily used by the surrounding community and other communities in HRM. The expanded service was immediately successful and appreciated. Requests have been received from Councillors and residents to expand hours in other districts.

The Board's objective is to continue phasing in additional hours of service in 2004-2005 by opening Alderney Gate Library on Mondays. This would provide Dartmouth residents with better access to a full service resource library. Since the operating costs of facilities are fixed, the infrastructure investment is not providing a maximum return in terms of customer service as access is limited.

In order to fulfill its mission, libraries need to be open when people want to use them. Most facilities are located adjacent to retail outlets and recreation facilities for the convenience of the public. Consequently, library service hours of operation need to be aligned with businesses and other community services. All libraries within HRM are below the national standard of 69 hours per week from September to May and 65 hours per week from June through August.

Analysis of Current Hours of Services

3066 hours/yr 61 hours/week September - May 58 hours/week June - August	2494 hours/year 50 hours/week September -May 47 hours/week June - August	2391 hours/week 47 hours/week year round	1671 hours/year 33 hours/week year round	1118 hours/year 22 hours/week year round

Goals 2004/2007

1. Barrier free access will be provided at all library facilities.

2. Buildings are maintained, repaired and refurbished annually.

Objectives 2004-2005

1. Install disabled access automated doors at Bedford, Woodlawn, Cole Harbour and Sackville.

2. Install inside book drops at Cole Harbour.

3. Replace worn carpet at Sheet Harbour.

4. Complete painting, re-carpeting, general refurbishing of branches in selected areas of the system.

Analysis of Proposed Change

- Responds to patron complaints.
- Responsible stewardship of community spaces.
- Provides for attractive comfortable spaces for community use.

Service Levels: Required to maintain service level

Financial Impact: Capital budget expenditure of $50,000.

Processes: No change. Work in HRM buildings co-ordinated with Real Property and Asset Management.

FTEs: No impact.

Performance Measures

- compliance with building codes
- occupational health and safety complaints
- # of customer visits
- cost/benefit of maintenance and repairs
- customer feedback

Issue #4

Sustainable Collections

Goal: HRL Collections meet the needs, demands and expectations of all residents.

Proposal:

Increase the Library Materials budget by 6% to accommodate increases in the rate of publishing, the cost of materials, and public demand, and to develop collections in French and other languages and in new formats.

Background:

In 2003-2004, the Library increased the collection budget by 6% or $86,700 to reflect the need for more materials. This increase was partially funded by the budget envelope and partially by internal reallocation of funds. A comparable increase is required over several years to bring the collection to per capita holdings standards.

Issue Analysis

The following factors drive the need to increase spending on core collections.

- Rate of Publication
  More is being published than ever before and the public wants access to the new publications. The latest Statistics Canada Survey of Book Publishers and Exclusive Agents in Canada shows that the number of new and reprinted titles published in Canada increased 47% from 1996/97 to 2000/01.

- Increase in public demand
  More and more citizens are placing more and more requests for material. Since 1997/98, the number of copies purchased per year as a result of Suggestion for Purchase forms submitted by citizens increased 787%.
  Holds on titles in the collection increased 101.2% in the same period. The Library has had to buy more and more copies of popular titles to fill the holds. For example, in 1997, the Library purchased 20 copies of James Patterson's Cat and Mouse: a Novel; in 2003, it purchased 63 copies of his latest publication, 3rd Degree. In 1997, the Library purchased 6 copies of Ian Rankin's Let it Bleed and in 2003 purchased 31 copies of his book from the same series, A Question of Blood.
  Circulation shows a steady growth. Since 1997/98, the total number of items borrowed increased 4.23% and the circulation per capita increased from 10 to 11 items.
- New formats
  The Library must respond to public demand for new formats, such as DVDs,

computer software and subscription Web databases. Establishing new collections in new formats requires an injection of funds over several years and the Library is currently trying to develop sustainable collections of DVDs and Web databases.

- Need for an improved collection of French material
  As a Provincial capital with offices from all three levels of government, Halifax must provide its citizens with access to material in both official languages. Over 10,000 HRM citizens have French as their first spoken language; there are three French schools and fifty-five schools that offer French immersion or extended core programs. There is a constant influx of francophones in the military. Additional funding is badly needed to build and sustain collections to serve these sectors.

- Increased demand for multilingual materials
  The increasing diversity of the community has created a growing need to provide materials in other languages. 1% of the HRM population has Arabic as their first spoken language and Asian and German follow at .79% and .30%

- Reduced buying power
  Increases in book prices have consistently exceeded the Canadian Price Index in recent years. From 1996 to 2001, book prices increased 19.95% while the CPI increased 10.9%. In 2002, the average book price increased 6.5%, while the CPI increased 2.2%. Although the Canadian dollar has strengthened in 2003, it has not been reflected in the cost of buying books and industry analysts project that the average book price will increase by 4.5% in 2004.
  Reference materials are particularly hard hit. For example, since 1996/97, the price of the World Book Encyclopedia has increased 44%; the Halifax Chronicle Herald on microfilm has increased 242%; the Canadian Estate Administration Guide has increased 57%.
  Bestsellers have also been hard hit. For example: A best seller by Martha Grimes in 1997 cost $29.00; her 2003 bestseller cost $39.00, an increase of 34.5%. A bestseller by James Patterson in 1997 cost $29.95; his 2003 bestseller cost $41.95, an increase of 40%. Joy Fielding's 1997 bestseller cost $29.95, while her 2003 bestseller cost $35.95, an increase of 20%.

Impacts

- Halifax spends less on materials than Canadian cities with similar populations.
  The latest survey compiled by the Council of Administrators of Large Urban Public Libraries (CALUPL) reveals that, at $4.02 per capita expenditure on library materials in 2002/03, Halifax falls well below the national average of $5.01 and was 23rd out of 32 Canadian cities of comparable size. At $4.26, the 2003/04 per capita expenditure is still below the 2002/03 CALUPL average.

  The CALUPL survey shows that Halifax spent $45,000 on electronic formats in 2002,

well below the average of $128,511 for cities of comparable size.

- Per capita expenditure is less than it was seven years ago.
  In 1996/97, the per capita expenditure was $4.50, 5.3% higher than the 2003/04 expenditure of $4.26.

- The collection is aging
  38% of the collection is 11 years old or more.

- The French collection cannot meet the Municipality's needs.
  The French collection of 21,135 items represents 1.7% of the total collection and 49.9% of it is 11 years old or greater. The French collection provides only 2.1 items per citizen with French as his or her first spoken language whereas the rest of the collection provides 3.4 items for all other citizens.

- Halifax falls below the lowest Provincial Standard for library materials as a percentage of the budget. The Provincial standards recommend three levels for standards: 15%, 12.5% and 10%. At 9.97%, Halifax falls just short of the lowest acceptable provincial standard.

Link to Corporate Scorecard Outcome:

Collections are a key element in the level of service provided and affect use and waiting times for information resources. Collections are a core service reflecting community needs, demands and expectations.

Goal 2004/2007

Halifax Regional Library Collections meet the needs, demands and expectations of residents.

Objective 2004/2005

Increase the collection budget by 6% or $92,000 in 2004-2005. (Currently not funded.)

Analysis of Proposed Change

Service Levels - Required to maintain and increase service level.

Financial Impact: - Operating budget increase of $92,000 not funded in 2004-2005.

Processes: No impact.

FTEs: No impact.

Performance Measures

- age of collection
- benchmark comparison with external standards and comparable libraries
- # of customer complaint re: collection quantity/quality
- # of volumes / titles added per year
- # of holds placed and wait time for holds to be filled
- circulation statistics
- Opening Doors to Children Survey results

Halifax Regional Library

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	$1,386,916	$1,457,100	$1,299,804	$1,448,645	($8,455)	-0.6%
B012 Technical Services & Systems	2,270,360	2,367,800	2,262,203	2,308,298	(59,502)	-2.5%
B013 Communications & Marketing	321,223	346,300	361,827	354,721	8,421	2.4%
B014 Information Services	624,097	649,400	678,029	694,961	45,561	7.0%
Total Administration - Library	**4,602,596**	**4,820,600**	**4,601,863**	**4,806,625**	**(25,175)**	**-0.3%**
Alderney Gate Library:						
B021 Alderney Gate Adult	893,202	988,700	986,100	1,075,757	87,057	8.8%
B022 Alderney Gate Youth	358,074	388,200	372,777	413,552	25,352	6.5%
Total Alderney Gate Library	**1,251,276**	**1,376,900**	**1,358,878**	**1,489,309**	**12,609**	**8.2%**
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	298,562	299,400	293,353	313,240	13,840	4.6%
B032 Spring Garden Road - Adult	728,742	812,900	855,916	851,113	38,213	4.7%
B033 Spring Garden Road - Youth	337,932	333,100	346,070	360,398	27,298	8.2%
Total Spring Garden Rd. Mem. Libra	**1,365,236**	**1,445,400**	**1,495,339**	**1,524,751**	**67,851**	**5.5%**
Branch Libraries:						
B041 Branch Library Services	652,970	681,700	611,727	620,536	(61,164)	-9.0%
B042 Cole Harbour Library	693,596	705,500	717,963	748,530	43,030	6.1%
B043 Dartmouth North Library	195,434	216,500	216,605	239,796	23,296	10.8%
B044 Sackville Library	827,470	874,600	894,854	920,815	46,215	5.3%
B045 Woodlawn Library	504,872	521,200	543,013	553,009	31,809	6.1%
B046 Bedford Library	532,820	552,700	605,770	604,386	51,686	9.4%
B047 Captain William Spry Library	650,518	666,200	703,613	708,514	42,314	6.4%
B048 Halifax North Library	523,938	519,800	526,158	528,263	8,463	1.6%
B049 Keshen Goodman Library	1,252,551	1,409,400	1,473,943	1,472,282	62,882	4.5%
B050 Outreach Services	306,313	273,000	239,151	263,008	(9,992)	-3.7%
B051 Musquodoboit Harbour Library	198,221	200,500	205,175	216,517	16,017	8.0%
B052 Shatford Memorial Library	117,920	121,100	135,070	138,907	17,807	14.7%
B053 Sheet Harbour Library	161,886	171,900	175,883	182,756	10,856	6.3%
B054 Tantallon Library	775,959	804,100	811,642	839,717	35,617	4.4%
Total Branch Libraries	**7,394,470**	**7,718,200**	**7,860,568**	**8,037,036**	**260,336**	**4.1%**
Special Projects:						
B061 Special Projects	228,045	0	205,981	0	0	0.0%
Total Special Projects	**228,045**	**0**	**205,981**	**0**	**0**	**0.0%**
Total	**$14,841,623**	**$15,361,100**	**$15,522,629**	**$15,857,721**	**$496,621**	**3.2%**

Halifax Regional Library

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	($3,021,587)	($3,006,600)	($3,123,327)	($3,082,100)	($75,500)	2.5%
B012 Technical Services & Systems	0	0	0	0	0	0.0%
B013 Communications & Marketing	0	0	0	0	0	0.0%
B014 Information Services	0	0	0	0	0	0.0%
Total Administration - Library	**(3,021,587)**	**(3,006,600)**	**(3,123,327)**	**(3,082,100)**	**(75,500)**	**2.5%**
Alderney Gate Library:						
B021 Alderney Gate Adult	(68,587)	(69,800)	(63,552)	(69,800)	0	0.0%
Total Alderney Gate Library	**(68,587)**	**(69,800)**	**(63,552)**	**(69,800)**	**0**	**0.0%**
Spring Garden Rd. Library						
B032 Spring Garden Road - Adult	(109,531)	(107,400)	(106,547)	(107,400)	0	0.0%
Spring Garden Rd. Library	**(109,531)**	**(107,400)**	**(106,547)**	**(107,400)**	**0**	**0.0%**
Branch Libraries:						
B042 Cole Harbour Library	(43,136)	(41,700)	(44,893)	(41,700)	0	0.0%
B043 Dartmouth North Library	(6,512)	(6,000)	(6,214)	(6,000)	0	0.0%
B044 Sackville Library	(54,122)	(52,200)	(47,151)	(52,200)	0	0.0%
B045 Woodlawn Library	(36,879)	(33,500)	(37,655)	(33,500)	0	0.0%
B046 Bedford Library	(32,619)	(30,900)	(32,558)	(30,900)	0	0.0%
B047 Captain William Spry Library	(25,910)	(25,200)	(23,680)	(25,200)	0	0.0%
B048 Halifax North Library	(12,811)	(12,200)	(13,064)	(12,200)	0	0.0%
B049 Keshen Goodman Library	(85,996)	(79,100)	(97,449)	(79,100)	0	0.0%
B050 Outreach Services	0	0	(0)	0	0	0.0%
B051 Musquodoboit Harbour Library	(7,652)	(7,800)	(7,372)	(7,800)	0	0.0%
B052 Shatford Memorial Library	(7,353)	(6,900)	(6,767)	(6,900)	0	0.0%
B053 Sheet Harbour Library	(4,415)	(4,000)	(4,103)	(4,000)	0	0.0%
B054 Tantallon Library	(40,483)	(37,600)	(43,660)	(37,600)	0	0.0%
Total Branch Libraries:	**(357,888)**	**(337,100)**	**(364,565)**	**(337,100)**	**0**	**0.0%**
Special Projects:						
B061 Special Projects	(228,045)	0	(205,093)	0	0	0.0%
Total Special Projects	**(228,045)**	**0**	**(205,093)**	**0**	**0**	**0.0%**
Total	**($3,785,639)**	**($3,520,900)**	**($3,863,084)**	**($3,596,400)**	**($75,500)**	**2.1%**

Halifax Regional Library

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	($1,634,672)	($1,549,500)	($1,823,523)	($1,633,455)	($83,955)	5.4%
B012 Technical Services & Systems	2,270,360	2,367,800	2,262,203	2,308,298	(59,502)	-2.5%
B013 Communications & Marketing	321,223	346,300	361,827	354,721	8,421	2.4%
B014 Information Services	624,097	649,400	678,029	694,961	45,561	7.0%
Total Administration - Library	**1,581,008**	**1,814,000**	**1,478,536**	**1,724,525**	**(89,475)**	**-4.9%**
Alderney Gate Library:						
B021 Alderney Gate Adult	824,615	918,900	922,549	1,005,957	87,057	9.5%
B022 Alderney Gate Youth	358,074	388,200	372,777	413,552	25,352	6.5%
Total Alderney Gate Library	**1,182,689**	**1,307,100**	**1,295,326**	**1,419,509**	**112,409**	**8.6%**
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	298,562	299,400	293,353	313,240	13,840	4.6%
B032 Spring Garden Road - Adult	619,211	705,500	749,368	743,713	38,213	5.4%
B033 Spring Garden Road - Youth	337,932	333,100	346,070	360,398	27,298	8.2%
Total Spring Garden Rd. Mem. Libra	**1,255,705**	**1,338,000**	**1,388,792**	**1,417,351**	**79,351**	**5.9%**
Branch Libraries:						
B041 Branch Library Services	652,970	681,700	611,727	620,536	(61,164)	-9.0%
B042 Cole Harbour Library	650,461	663,800	673,070	706,830	43,030	6.5%
B043 Dartmouth North Library	188,922	210,500	210,392	233,796	23,296	11.1%
B044 Sackville Library	773,348	822,400	847,703	868,615	46,215	5.6%
B045 Woodlawn Library	467,993	487,700	505,358	519,509	31,809	6.5%
B046 Bedford Library	500,201	521,800	573,212	573,486	51,686	9.9%
B047 Captain William Spry Library	624,608	641,000	679,933	683,314	42,314	6.6%
B048 Halifax North Library	511,127	507,600	513,094	516,063	8,463	1.7%
B049 Keshen Goodman Library	1,166,555	1,330,300	1,376,494	1,393,182	62,882	4.7%
B050 Outreach Services	306,313	273,000	239,151	263,008	(9,992)	-3.7%
B051 Musquodoboit Harbour Library	190,569	192,700	197,804	208,717	16,017	8.3%
B052 Shatford Memorial Library	110,567	114,200	128,303	132,007	17,807	15.6%
B053 Sheet Harbour Library	157,471	167,900	171,780	178,756	10,856	6.5%
B054 Tantallon Library	735,476	766,500	767,982	802,117	35,617	4.6%
Total Branch Libraries	**7,036,582**	**7,381,100**	**7,496,003**	**7,699,936**	**318,836**	**4.3%**
Special Projects:						
B061 Special Projects	0	0	889	0	0	-
Total Special Projects	**0**	**0**	**889**	**0**	**0**	-
Total	**$11,055,985**	**$11,840,200**	**$11,659,545**	**$12,261,321**	**$421,121**	**3.6%**

Halifax Regional Library

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$10,360,870	$10,848,900	$10,780,631	$11,301,400	$452,500	4.2%
Office Costs	565,633	566,900	588,548	528,844	(38,056)	-6.7%
Professional Fees	14,019	7,500	8,555	7,275	(225)	-3.0%
Legal & Consulting Fees	17,323	7,500	15,187	9,700	2,200	29.3%
External Services	78,343	78,500	80,404	77,891	(609)	-0.8%
Uniforms & Clothing	1,464	1,500	1,733	2,000	500	33.3%
Salt	0	0	0	0	0	0.0%
Supplies & Materials	81,399	99,500	90,966	102,300	2,800	2.8%
Utilities	245,211	268,000	263,990	266,661	(1,339)	-0.5%
Building Costs	182,984	232,700	181,474	256,067	23,367	10.0%
Equipment & Communications	624,906	593,300	610,677	580,351	(12,949)	-2.2%
Vehicle Expense	75,068	98,100	92,688	95,157	(2,943)	-3.0%
Travel	39,713	33,000	39,189	32,010	(990)	-3.0%
Training & Education	94,755	60,000	62,116	58,200	(1,800)	-3.0%
Facilities Rental	877,605	878,500	904,689	862,330	(16,170)	-1.8%
Advertising & Promotion	24,030	26,000	30,267	25,220	(780)	-3.0%
Other Goods & Services	1,455,378	1,561,200	1,670,587	1,652,315	91,115	5.8%
Interdepartmental	102,924	0	100,927	0	0	0.0%
Debt-Interest	0	0	0	0	0	0.0%
Debt Principal	0	0	0	0	0	0.0%
Transfer to/from Reserves	0	0	0	0	0	0.0%
Provision for Allowance	0	0	0	0	0	0.0%
Total	**$14,841,623**	**$15,361,100**	**$15,522,630**	**$15,857,721**	**$496,621**	**3.2%**
Revenues						
Transfers from other Gov'ts	($2,987,099)	($2,987,100)	($3,062,601)	($3,062,600)	($75,500)	2.5%
Fines and Fees	(474,090)	(451,700)	(467,395)	(451,700)	0	0.0%
Rental & Leasing	(10,290)	(9,200)	(10,966)	(31,400)	(22,200)	241.3%
Sales Revenue	(22,024)	(22,200)	(16,932)	0	22,200	-100.0%
Other Revenue	(292,136)	(50,700)	(305,190)	(50,700)	0	0.0%
Total	**($3,785,639)**	**($3,520,900)**	**($3,863,084)**	**($3,596,400)**	**($75,500)**	**2.1%**
Net Cost	**$11,055,985**	**$11,840,200**	**$11,659,545**	**$12,261,321**	**$421,121**	**3.6%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Halifax Regional Library				
CBW00481 Facilities Review & Plan Implementation	43,000	49,000	49,000	49,000
Provided by Other Business Units:				
CB100066 Regional Library-Facility Upgrades	182,000	330,000	194,000	194,000
Total	**225,000**	**379,000**	**243,000**	**243,000**

Key Initiative	Status
HRP recruit and train police cadets	Twenty-three (23) diverse cadets were recruited, trained, and graduated.
Succession Planning	Performance measurement system implemented with self nomination for promotion. Training continues for specialized skills, supervisory skills, and management skills. Mandatory training completed for all members
Technology Update	CAD/RMS Project continues on schedule. New TMR radios and equipment in 2004/05 Capital Budget under Strategic Initiatives.
Municipal Traffic Enforcement	Being examined under the Policing Study.
Sexual Assault Investigation Team	Two (2) extra RCMP members assigned to integrated HRP-RCMP Sexual Assault Unit resulting from the Policing Study.
Strategic Human Resources Allocation and Needs Assessment	Ongoing with HRP and RCMP as part of the Policing Study and will be examined to determine future needs.

Issue #1

Analysis and Implementation of the HRM Police Services Review Recommendations

The final report on the policing review conducted by Perivale & Taylor resulted in 81 recommendations for providing the appropriate level of policing throughout HRM. The HRP-RCMP Steering Committee has reviewed and approved 45 of the recommendations and a number of the recommendations have been implemented with the approval of the HRM Steering Committee which includes the Chief Administrative Officer of HRM.

The population of HRM has grown in recent years and continues to grow. In order to assess the impact of population growth on workloads and resource requirements, HRP and the RCMP will continue exploring the recommendations in the Policing Study to identify and implement efficiencies and analyse population growth. As growth occurs, the demographics, crime rates, traffic patterns, crime analysis information, and police officer workloads will be reviewed along with feedback from public consultation and meetings in order to determine where resources should be assigned.

Link to Corporate Scorecard Theme Outcome

Safe Communities to enhance public safety
Excellence in Service Delivery to enhance customer satisfaction with level of services received
Excellence in Governance to identify and implement efficiencies

Goal 2004/2007

Continue to explore, identify, and implement efficiencies from the HRM Police Services Review to improve the level of police service throughout HRM.

Objective 2004/2005

Explore, identify, and implement efficiencies from the HRM Police Services Review to improve the level of police service throughout HRM such as Watch Commander, Duty Officer, Traffic-Accident Investigation and General Duty Patrol(Integrated Dispatch).

Analysis of Proposed Changes

Service Levels
Identification and implementation of efficiencies from the Policing Study would increase the effectiveness and efficiency of policing throughout HRM through elimination of duplication and rationalization of service.

Financial/Budget
Rationalization and elimination of duplication may result in cost savings or increase in service without hiring new FTEs.

Processes
Once recommendations are implemented, changes in processes may result which will add to effectiveness and efficiency.

Internal Service Providers
Committees have been formed involving HRP, RCMP, and CAO's office.

FTES:
No change in complement. One FTE has been seconded from HRP to the CAO'S Office to facilitate the implementation of the Policing Study recommendations.

Performance Measures

HRM Police Services Review continues and identifies and eliminates duplication with resources being redeployed to enhance current service levels.

Issue #2

Municipal Traffic Enforcement and Driver Education

Municipal Traffic Enforcement has been identified as a primary issue for consideration of integrated delivery with HRP and RCMP Halifax Detachment. Regional population growth has created higher levels of traffic flow and congestion throughout HRM and the direct outcome of increased traffic levels is an increase in vehicle crashes and greater risk to public safety. Traffic enforcement has become a concern for many residents in HRM and an issue raised by HRM Regional Councillors and constantly reported by the citizens in the HRP Divisional Offices and RCMP Detachments in HRM.

A dedicated enforcement team has a number of compelling benefits:

- Contributes directly and indirectly to public safety.
- Supports not only traffic enforcement but related preventative and educational objectives such as school bus safety, crosswalk safety, and traffic patrols in residential areas.
- Integrated unit increases public visibility and enforcement throughout all of HRM.

Given that there is a common focus of HRP and RCMP Halifax Detachment to deal with the traffic enforcement issue in HRM, it is opportune to examine the possibility of taking a joint solution approach. There are a number of possible options available to pursue and it is pragmatic to do so in a cooperative, consultative fashion with HRP and the RCMP.

Link to Corporate Scorecard Theme Outcome

Safe Communities to enhance public safety
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Goal 2004/2007

Establish a dedicated and focussed HRM traffic plan to promote safer streets and communities through education and strategic enforcement.

Objective 2004/2005

Develop integrated and coordinated HRM Traffic Plan.

Analysis of Proposed Changes

Service Levels:
Improved service with respect to municipal traffic enforcement, prevention, and education.

Financial/Budget:
Current resources will remain in place. With the continuation of the Policing Study more efficiencies may be identified which can be reassigned to this unit. Each FTE assigned to a dedicated traffic unit has the potential to generate revenue.

Processes:
New internal processes required for coordinated deployment of an Integrated Municipal Traffic Team with RCMP and HRP.

Internal Service Providers:
No impact.

FTEs:
No change at this time. HRP and the RCMP will continue to work under the Policing Study mandate to identify efficiencies and rationalize services to meet this need and work in an integrated and coordinated fashion with the RCMP Provincial Traffic Program within a strategic framework to address the overall traffic concerns of the HRM.

Performance Measures

Participation with HRP, RCMP, other HRM Departments, Provincial representatives and the public to prepare traffic plan.
Integrated and coordinated Traffic Plan with HRP- RCMP completed for HRM.
Improved municipal traffic enforcement, prevention, and education addresses the overall traffic safety concerns within HRM.

Issue # 3

To ensure appropriate levels of resources to enhance the delivery of the seven policing functions-response, enforcement, crime solving, prevention, education, referral, and problem solving.

As legislated changes from different levels of government continue to take place and impact processes within the legal system or work loads changes and new technology increase demand for resources, HRM Police have to examine resources to determine if current resources can be redeployed or whether new resources are required in order to continue to enhance delivery of the seven policing functions.

HRM Legal is no longer able to complete mandatory disclosure and file preparation for summary offence tickets; police must fulfil this function requiring a new support clerk.

Link to Corporate Scorecard Theme Outcome:

Safe Communities to enhance public sense of safety.
Excellence in Service Delivery to enhance customer satisfaction with level of services received.

Goals 2004/2007

- To deliver effective problem solving policing initiatives in the context of the seven policing functions in order to eliminate or reduce problems in the short and long term that will improve community safety and quality of life and provide a safer community .

- To deliver 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 in order to enhance public safety and provide for a safer community.

Objective 2004/2005

To meet mandatory requirements for disclosure of information and complete file preparation for motor vehicle violations and motor vehicle accidents as required by law by hiring a support clerk. Requirement transferred from HRM Legal.

Analysis of Proposed Changes

Service Levels
Any person accused of an offence is entitled under law to full disclosure of evidence against them. In relation to traffic offences, this requirement was being fulfilled by HRM Legal who are the prosecutors for these offences. This practice is inconsistent with the current approach to separation of duties between police and prosecutors and the volume of cases has doubled since amalgamation.

There has been an increased demand for information on traffic violations and motor vehicle accidents from the people involved. There is also a requirement to obtain copies of driver's records and other documentation from the Registry of Motor Vehicles for prosecution. HRM Legal will no longer fulfil this mandate and has transferred this function to Police because the role of file preparation is seen by prosecutors as a police role. This mandate is mandatory under law and is an increase in service provided by HRP and there was no corresponding transfer of resources or funding from HRM Legal to cover this cost.

Financial/Budget
The position will be funded within the existing budget.

Processes
This will result in improved service for the public. The public will be able to obtain one stop shopping as all this information can be obtained at Police Headquarters where all Summary Offence Tickets, Motor Vehicles Accident Reports, and other information related to traffic offences are stored. This eliminates the need to contact HRM Legal who then had to retrieve the information from police.

Internal Service Providers
Human Resources will have to recruit and hire one new FTE.

FTEs
The business unit will increase by one civilian FTE.

Performance Measures

Human resources recruits and hire 1 FTE civilian clerk
Mandatory disclosure processes completed as required by law.

Issue # 4

Technology Innovation and Rejuvenation Update for HRM to enhance Community Safety

HRP-RCMP continue to monitor changes in technology and legislation which impact on resources and work load and identify where resources can be found to continue to provide enhanced service levels to the seven police functions.

CAD/RMS(Computer Aided Dispatch/Records Management System) was initially established and implemented 15 years ago. This system needs to be upgraded and replaced in order to maintain and improve service and provide more accurate information. The improved RMS System will improve record keeping, case management and court processes.

The TMR(Trunked Mobile Radio) project will allow for full integration of the police voice communication system with other municipal and provincial agencies when required, improve service with a digital system and allow for improved communication capabilities, especially in emergencies, as HRP will able to talk directly to other services thereby enhancing public safety.

This will also facilitate the integration of patrol between HRP and RCMP which will create further efficiencies to enhance service delivery for all of HRM.

The current CAD/RMS and radio system are becoming obsolete with the changing technology. Both the CAD/RMS and TMR Project are under the Governance business unit involving HRM Information Services, HRM Fire, HRM 911 Centre, and the Halifax Regional Police.

Link to Corporate Scorecard Theme Outcome

Safe Communities to enhance public safety
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Goals 2004/2007

- To further enhance police service delivery in areas of investigative case management, crime analysis, intelligence information distribution, report writing, court disclosure, and communication.
- Implementation of the TMR(Trunked Mobile Radio System) project to improve radio communications internally and provide secure radio communications when required through encryption and enhance our abilities to communicate with other emergency and government agencies.

Objectives 2004/2005

- The continuation of the CAD/RMS(Computer Aided Dispatch/Records Management System) project with co-ordinated response to Police specific technology requirements and interfaces with other agencies. RMS will be completed in 2004 with CAD to follow as soon as possible.
- The purchasing and use of new TMR radios and related hardware to meet policing requirements working with HRM Information Services, HRM 911Centre, and HRM Fire.

Analysis of Proposed Changes

Service Levels:
CAD/RMS project will update and modernize hardware and software that were initially established and implemented fifteen years ago. The CAD/RMS modernization will continue in the 2004-05 budget year which will result in improved service with faster and more accurate information. The CAD/RMS Project will enhance service delivery through increased efficiencies and improve public safety.
The completion of the TMR project will fully integrate the police voice communication system with other municipal and provincial agencies when required. It will improve service, especially in emergencies, by providing the ability for different emergency services throughout the province to communicate with each other on a common radio channel. This project will also facilitate the integration of patrol between HRP and the RCMP which will create further efficiencies to enhance police service delivery for all of HRM. Encryption capabilities during some operations will prevent police operations being monitored by criminals and enhance officer safety during high risk situations.

Financial/Budget
No change to Operational budget. The projects are funded in the Capital budget under HRM's Governance business unit and involve more than one business unit in HRM.

Processes
CAD will improve processes for dispatch. RMS will improve processes for record keeping, court required disclosure, and case management. Radio equipment will be upgraded and replaced during the TMR Project.

Internal Service Providers:
The CAD/RMS project and TMR project involve HRM Information Services, HRM Fire Service, and the HRM 911 Centre as a project under Governance. This project also requires upgrade training from Human Resources and Training.

FTEs:
No change in complement.

Performance Measures

Training for new RMS System completed by all HRP staff.
New RMS System being utilized by HRP.
Training for new CAD System begins.
Purchase of new TMR Radios
Completion of training for all HRP staff in use of new radios.
New TMR Radios in use for HRP.

Issue # 5

Loss of expertise and experience through retirements/Succession Planning

The average years of experience in the Operations Division and Operational Support Division are less than five years and fifteen years respectively. In the latter division, due to retirements, there has been a loss of hundreds of years of experience in the last two years.

There is the potential for 119 HRP police officers to retire in the next three years. These vacancies will occur at all rank levels within HRP. Recruitment to replace retiring police officers and to replace those who are promoted is essential to maintain the service. Recruiting and training will focus on reflecting the diversity of our society in the police service. Succession planning is also vital to ensure police officers are trained to police in a diverse society and possess the competencies to be promoted to supervisory and management positions as police officers retire or fill positions opened through other promotions.

The Specialist Training Courses and Supervisory/Management training courses require a significant allocation of human and financial resources.

The RCMP deal with this issue through their succession planning for the RCMP as a national organization and strive to reflect the diversity of our society in the RCMP.

Link to Corporate Scorecard Theme Outcome:

Safe Communities to enhance public safety
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Goals 2004/2007

- Provide levels of training and develop and maintain expertise in HRP due to retirements and changes in policing to fill vacancies with qualified people.
- To recruit and hire qualified candidates as police officers. This will maintain and enhance public safety.

Objectives 2004/2005

- The implementation and delivery of a strategic succession planning model incorporating training for policing a diverse society and associated assignments.
- Recruit and select 24 candidates for the HRP Police Science Program. Training to begin in January 2005 with a focus on reflecting the diversity of our society in the police service.

Analysis of Proposed Changes

Service Levels:
The implementation and delivery of the HRP. "Strategic Succession Planning Model" will provide HRP with trained staff for smooth succession when staff resign or retire and provide for trained police officers to be hired.

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. Recruiting for a Police Science Program to begin training in January 2005 is necessary in order to provide trained police recruits to meet our needs resulting from retirements. HRP will focus on recruiting candidates to reflect the diversity of our society.

Financial/Budget:
The implementation of the Succession Plan will be done within the current budget envelope. Police cadets pay tuition for entry into the program. Cost recovery based on tuition fund the cost for this program.

Processes:
Current process for performance evaluation will continue and is expanding to include civilian employees. As in the past, the Police Science Program will be conducted with adjustments in training where required.

Internal Service Providers:
Human Resources and Training will be responsible to implement the Succession Plan along with other members identified within the organization. Human Resources and Training will have to

recruit 24 cadets for the Police Science Program with diversity in mind and provide the training and instructors for the program. Training courses for members to prepare them for promotion will be identified for self nominated members to attend.

FTEs:
No change in complement.

Performance Measures

Succession Planning Model incorporated through number of training courses completed by staff for policing in a diverse society..
24 candidates representing the diversity of our society selected for the HRP Police Science Program and in training by January of 2005.

Issue #6

Establish a central patrol facility to create efficiencies to enhance policing in HRM

With the integration of policing in HRM, a central patrol facility will create efficiencies which would reduce the number of supervisors required. Currently, each division or detachment requires a patrol supervisor to conduct briefings and other supervisory functions for patrol members. A centralized patrol facility, at a location to be determined, would reduce the number of supervisors required and allow for redeployment of these positions to the front line to enhance service in HRM.

Link to Corporate Scorecard Them Outcome:

Safe Communities to enhance public safety
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Goal 2004/2007

To explore and identify efficiencies in patrol through completion of a new central patrol facility for HRM.

Objective 2004/2005

In conjunction with Real Property Management Services and consultation with the RCMP Halifax Detachment, explore, identify, plan, and obtain cost for a new centralized patrol facility.

Analysis of Proposed Changes

Service Levels
With the integration of policing in HRM, a central patrol facility will create efficiencies which would reduce the number of supervisors required and allow resources to be redeployed to front line service enhancing policing in HRM. Currently, each division or detachment requires a patrol supervisor to conduct briefings and other supervisory functions for patrol members. A centralized patrol facility would reduce the number of supervisors required and allow for redeployment of these positions to the front line to enhance service in HRM.

In consultation with HRP, RCMP and Real Property Management Services, a new centralized patrol facility is required which would increase service delivery. Efficiencies may be identified with HRP/RCMP consultation.

Financial/Budget:
Undetermined at this time. Would have to be included in future capital budget. Depending on where the facility is located, it may allow for the closing of the current community office with no loss of service in that area.

Processes:
No change at this time.

Internal Service Providers:
Real Property Management Services would provide the lead on this project.

FTEs:
No change. A central patrol facility may reduce the need for supervisors, creating efficiencies which may result in resources being redeployed to front line service thereby enhancing public safety.

Performance Measures

In conjunction with Real Property Services, HRP, and the RCMP complete and analysis and identify costs for a new centralized patrol facility.

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	$1,180,852	$636,500	$917,162	$579,024	($57,476)	-9.0%
P110 Professional Stds	91,067	86,900	95,457	95,076	8,176	9.4%
P120 Public Affairs	233,783	243,200	262,393	262,357	19,157	7.9%
P130 Facilities & Prop.	270,354	115,500	256,056	115,435	(65)	-0.1%
P135 Board Of Police Comm	5,661	3,500	3,125	3,395	(105)	-3.0%
Total Chief's Office	**1,781,718**	**1,085,600**	**1,534,192**	**1,055,287**	**(30,313)**	**-2.8%**
Administration:						
P115 Legal	43,112	80,000	56,513	77,600	(2,400)	-3.0%
P205 Superintendent's Office	416,758	336,200	380,129	485,022	148,822	44.3%
P210 EAP	76,497	72,300	73,074	78,168	5,868	8.1%
P215 Secondments	0	0	0	0	0	0.0%
P220 Human Resources	187,220	185,500	261,218	182,377	(3,123)	-1.7%
P225 Training	810,886	481,000	471,495	632,951	151,951	31.6%
P230 Finance	388,356	397,600	467,030	404,855	7,255	1.8%
P235 Extra Duty	661,014	581,300	847,650	669,579	88,279	15.2%
P250 Fleet Maintenance	1,056,712	1,200,100	1,122,563	1,053,693	(146,407)	-12.2%
P255 Exhibits & Property	314,333	328,800	329,573	324,482	(4,318)	-1.3%
P440 ERT	23,279	9,800	29,855	9,797	(3)	-0.0%
P445 Marine	43,872	48,500	49,915	49,470	970	2.0%
P450 Public Safety Unit	20,683	10,300	0	10,300	0	0.0%
P455 Bike Patrol	457	2,500	3,977	2,500	0	0.0%
P465 Mounted	7,682	7,400	6,608	7,223	(177)	-2.4%
P505 Police Science Training	6,185	0	10,140	0	0	0.0%
Total Administration	**4,057,045**	**3,741,300**	**4,109,740**	**3,988,017**	**246,717**	**25.4%**
Support Division:						
P350 Disclosure	78,858	84,500	83,930	178,370	93,870	111.1%
P463 HRP - Sch. Crossing Guard	0	0	0	0	0	0.0%
P460 Sch. Crossing Guard - Contracted	835,363	951,600	922,257	949,530	(2,070)	-0.2%
P270 Commissionaires	546,610	569,800	640,767	665,206	95,406	16.7%
P265 Records	905,650	974,300	890,141	1,014,126	39,826	4.1%
P240 SOTS - Formerly - Ticket Admin.	182,053	194,000	205,502	240,547	46,547	24.0%
P125 Audit & Planning	159,178	221,100	69,208	316,940	95,840	43.3%
P305 Superintendent's Office	107,496	194,000	106,549	201,328	7,328	3.8%
P310 R.A.P.I.D.	697,123	914,200	731,649	983,169	68,969	7.5%
P311 Projects Unit	81,852	81,700	83,259	88,655	6,955	8.5%
P315 Inves. Call BackUnit	255,362	211,300	287,978	154,351	(56,949)	-27.0%
P365 Accidents	140,654	148,000	149,244	158,307	10,307	7.0%
P245 Court Officers	457,946	516,200	507,721	548,339	32,139	6.2%
Total Support Division	**4,448,145**	**5,060,700**	**4,678,205**	**5,498,868**	**438,168**	**8.7%**

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	80,751	80,500	171,119	176,382	95,882	119.1%
P370 Formerly - Detention	356,536	423,700	425,078	463,340	39,640	9.4%
P405 Superintendent's Off	596,796	1,027,900	471,837	499,023	(528,877)	-51.5%
P410 Shared Resources	776,262	1,056,100	555,176	1,222,778	166,678	15.8%
P415 Central	5,136,299	5,206,200	5,250,605	5,037,034	(169,166)	-3.2%
P420 West	4,494,385	4,621,400	4,934,451	5,815,166	1,193,766	25.8%
P425 East	4,197,159	4,798,600	5,097,980	5,162,226	363,626	7.6%
P430 Victim Service	181,123	183,200	193,774	190,111	6,911	3.8%
P435 Canine	22,230	12,300	27,399	12,300	0	0.0%
P470 Port's Policing	742,758	539,700	1,030,835	583,200	43,500	8.1%
P475 Street Crime	849,915	744,400	849,201	875,252	130,852	17.6%
P480 CR/CP	568,991	496,800	491,613	451,272	(45,528)	-9.2%
P485 Traffic	0	0	0	0	0	0.0%
P495 Power Shift	1,063,660	1,236,300	832,719	843,585	(392,715)	-31.8%
Total Patrol Division	**19,066,866**	**20,427,100**	**20,331,785**	**21,331,669**	**904,569**	**4.4%**
Criminal Investigations Division:						
P510 Superintendent's Office	0	0	1,814	0	0	0.0%
P260 Warrants Execution	406	0	381	0	0	0.0%
P312 SES Technical Unit	123,261	165,300	187,823	169,435	4,135	2.5%
P314 Computer Forensics	73,846	70,900	71,924	77,731	6,831	9.6%
P316 Repeat offender High Risk	(239)	0	0	0	0	0.0%
P317 CATS Clearing Account	0	0	171,241	0	0	0.0%
P320 Polygraph	69,603	72,100	69,704	76,949	4,849	6.7%
P325 Identification	985,281	1,105,500	1,097,581	1,070,600	(34,900)	-3.2%
P330 Fraud Unit	849,035	792,400	902,937	991,760	199,360	25.2%
P335 Special Enforcement	1,666,706	1,288,400	1,616,079	1,377,512	89,112	6.9%
P340 Criminal Intel Unit	857,212	740,300	733,727	791,769	51,469	7.0%
P345 Vice	561,487	559,900	576,450	594,732	34,832	6.2%
P355 Crime Stoppers	473	69,500	404	75,064	5,564	8.0%
P360 GIS	2,053,257	2,160,800	2,133,329	2,090,485	(70,315)	-3.3%
P375 Formerly - Criminal Invest. Servic	2,413,143	2,224,200	2,210,002	2,285,179	60,979	2.7%
P380 Crime Analysis	122,237	156,400	119,416	244,730	88,330	56.5%
Total Criminal Investigations Division	**9,775,708**	**9,405,700**	**9,892,812**	**9,845,946**	**440,246**	**4.7%**
Total	**$39,129,482**	**$39,720,400**	**$40,546,735**	**$41,719,787**	**$1,999,387**	**5.0%**

Halifax Regional Police Services

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Chief's Office:						
P105 Chief's Office	($67,842)	$0	($15,533)	$0	$0	0.0%
P120 Public Affairs	0	0	(7,185)	0	0	0.0%
P130 Facilities & Prop.	0	0	(224)	0	0	0.0%
Total Chief's Office	**(67,842)**	**0**	**(22,943)**	**0**	**0**	**0.0%**
Administration:						
P115 Legal	(463)	0	0	0	0	0.0%
P205 Superintendent's Office	(421,443)	(307,000)	(426,737)	(441,500)	(134,500)	43.8%
P210 EAP	0	0	(1,000)	0	0	0.0%
P215 Secondments	(229,393)	(138,200)	(125,000)	(138,200)	0	0.0%
P220 Human Resources	(2,596)	(9,300)	(3,440)	(9,300)	0	0.0%
P225 Training	(17,512)	0	(21,176)	0	0	0.0%
P230 Finance	(313)	0	(2,189)	0	0	0.0%
P235 Extra Duty	(581,572)	(489,200)	(598,251)	(575,000)	(85,800)	17.5%
P250 Fleet Maintenance	(4,600)	0	(9,657)	0	0	0.0%
P255 Exhibits & Property	0	0	(500)	0	0	0.0%
P440 ERT	(250)	0	0	0	0	0.0%
P450 Public Safety Unit	(280)	0	0	0	0	0.0%
P465 Mounted	0	0	(65)	0	0	
Total Administration	**(1,258,421)**	**(943,700)**	**(1,188,015)**	**(1,164,000)**	**(220,300)**	**23.3%**
Support Division:						
P460 Sch. Crossing Guard - Contracted	(19,704)	(60,400)	(20,795)	(20,400)	40,000	-66.2%
P265 Records	(2,461)	(10,000)	(15,023)	(10,000)	0	0.0%
P240 SOTS - Formerly - Ticket Admin.	(180)	0	(15,939)	0	0	0.0%
P125 Audit & Planning	0	(3,800)	0	(3,900)	(100)	2.6%
P305 Superintendent's Office	(28,143)	0	(99,124)	0	0	0.0%
P310 R.A.P.I.D.	(20,714)	0	(16)	0	0	0.0%
P315 Inves. Call BackUnit	0	0	(226)	0	0	0.0%
P365 Accidents	0	0	(155)	0	0	0.0%
P245 Court Officers	(2,341)	0	(9,684)	0	0	0.0%
Total Support Division	**(73,543)**	**(74,200)**	**(160,962)**	**(34,300)**	**39,900**	**-53.8%**
Patrol Division:						
P370 Formerly - Detention	0	0	(58,189)	(83,200)	(83,200)	0.0%
P405 Superintendent's Off	(1,479)	0	(58)	0	0	0.0%
P415 Central	(311,183)	0	(129,570)	0	0	0.0%
P420 West	0	0	(2,340)	0	0	0.0%
P425 East	(698)	0	146	0	0	0.0%
P430 Victim Service	0	0	(6,616)	0	0	0.0%
P470 Port's Policing	(788,118)	(541,400)	(694,076)	(775,000)	(233,600)	43.1%
P480 CR/CP	(1,265)	0	(6,880)	0	0	0.0%
Total Patrol Division:	**(1,102,744)**	**(541,400)**	**(897,583)**	**(858,200)**	**(316,800)**	**58.5%**
Criminal Investigations Division:						
P325 Identification	(45,132)	0	(44,018)	0	0	0.0%
P335 Special Enforcement	(11,890)	0	0	0	0	0.0%
P340 Criminal Intel Unit	0	0	(5,652)	0	0	0.0%
P355 Crime Stoppers	0	0	0	0	0	0.0%
P375 Formerly - Criminal Invest. Servic	(3,127)	0	(10,439)	0	0	0.0%
Total Criminal Investigations Divisior	**(60,148)**	**0**	**(60,109)**	**0**	**0**	**0.0%**
Total	**($2,562,699)**	**($1,559,300)**	**($2,329,612)**	**($2,056,500)**	**($497,200)**	**31.9%**

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	$1,113,010	$636,500	$901,629	$579,024	($57,476)	-9.0%
P110 Professional Stds	91,067	86,900	95,457	95,076	8,176	9.4%
P120 Public Affairs	233,783	243,200	255,208	262,357	19,157	7.9%
P130 Facilities & Prop.	270,354	115,500	255,831	115,435	(65)	-0.1%
P135 Board Of Police Comm	5,661	3,500	3,125	3,395	(105)	-3.0%
Total Chief's Office	**1,713,876**	**1,085,600**	**1,511,249**	**1,055,287**	**(30,313)**	**-2.8%**
Administration:						
P115 Legal	42,649	80,000	56,513	77,600	(2,400)	-3.0%
P205 Superintendent's Office	(4,685)	29,200	(46,609)	43,522	14,322	49.0%
P210 EAP	76,497	72,300	72,074	78,168	5,868	8.1%
P215 Secondments	(229,393)	(138,200)	(125,000)	(138,200)	0	-0.0%
P220 Human Resources	184,624	176,200	257,778	173,077	(3,123)	-1.8%
P225 Training	793,374	481,000	450,319	632,951	151,951	31.6%
P230 Finance	388,044	397,600	464,841	404,855	7,255	1.8%
P235 Extra Duty	79,442	92,100	249,399	94,579	2,479	2.7%
P250 Fleet Maintenance	1,052,112	1,200,100	1,112,906	1,053,693	(146,407)	-12.2%
P255 Exhibits & Property	314,333	328,800	329,073	324,482	(4,318)	-1.3%
P440 ERT	23,029	9,800	29,855	9,797	(3)	-0.0%
P445 Marine	43,872	48,500	49,915	49,470	970	2.0%
P450 Public Safety Unit	20,403	10,300	0	10,300	0	0.0%
P455 Bike Patrol	457	2,500	3,977	2,500	0	0.0%
P465 Mounted	7,682	7,400	6,543	7,223	(177)	-2.4%
P505 Police Science Training	6,185	0	10,140	0	0	-
Total Administration	**2,798,623**	**2,797,600**	**2,921,725**	**2,824,017**	**26,417**	**0.9%**
Support Division:						
P350 Disclosure	78,858	84,500	83,930	178,370	93,870	111.1%
P463 HRP - Sch. Crossing Guard	0	0	0	0	0	-
P460 Sch. Crossing Guard - Contracted	815,659	891,200	901,463	929,130	37,930	4.3%
P270 Commissionaires	546,610	569,800	640,767	665,206	95,406	16.7%
P265 Records	903,189	964,300	875,118	1,004,126	39,826	4.1%
P240 SOTS - Formerly - Ticket Admin.	181,873	194,000	189,562	240,547	46,547	24.0%
P125 Audit & Planning	159,178	217,300	69,208	313,040	95,740	44.1%
P305 Superintendent's Office	79,353	194,000	7,425	201,328	7,328	3.8%
P310 R.A.P.I.D.	676,409	914,200	731,633	983,169	68,969	7.5%
P311 Projects Unit	81,852	81,700	83,259	88,655	6,955	8.5%
P315 Inves. Call BackUnit	255,362	211,300	287,751	154,351	(56,949)	-27.0%
P365 Accidents	140,654	148,000	149,089	158,307	10,307	7.0%
P245 Court Officers	455,605	516,200	498,038	548,339	32,139	6.2%
Total Support Division	**4,374,602**	**4,986,500**	**4,517,243**	**5,464,568**	**478,068**	**9.6%**

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	80,751	80,500	171,119	176,382	95,882	119.1%
P370 Formerly - Detention	356,536	423,700	366,888	380,140	(43,560)	-10.3%
P405 Superintendent's Off	595,317	1,027,900	471,779	499,023	(528,877)	-51.5%
P410 Shared Resources	776,262	1,056,100	555,176	1,222,778	166,678	15.8%
P415 Central	4,825,116	5,206,200	5,121,035	5,037,034	(169,166)	-3.2%
P420 West	4,494,385	4,621,400	4,932,111	5,815,166	1,193,766	25.8%
P425 East	4,196,461	4,798,600	5,098,127	5,162,226	363,626	7.6%
P430 Victim Service	181,123	183,200	187,157	190,111	6,911	3.8%
P435 Canine	22,230	12,300	27,399	12,300	0	0.0%
P470 Port's Policing	(45,360)	(1,700)	336,759	(191,800)	(190,100)	11182.4%
P475 Street Crime	849,915	744,400	849,201	875,252	130,852	17.6%
P480 CR/CP	567,726	496,800	484,733	451,272	(45,528)	-9.2%
P485 Traffic	0	0	0	0	0	-
P495 Power Shift	1,063,660	1,236,300	832,719	843,585	(392,715)	-31.8%
Total Patrol Division	**17,964,122**	**19,885,700**	**19,434,202**	**20,473,469**	**587,769**	**3.0%**
P510 Superintendent's Office	0	0	1,814	0	0	-
P260 Warrants Execution	406	0	381	0	0	-
P312 SES Technical Unit	123,261	165,300	187,823	169,435	4,135	2.5%
P314 Computer Forensics	73,846	70,900	71,924	77,731	6,831	9.6%
P316 Repeat offender High Risk	(239)	0	0	0	0	-
P317 CATS Clearing Account	0	0	171,241	0	0	-
P320 Polygraph	69,603	72,100	69,704	76,949	4,849	6.7%
P325 Identification	940,150	1,105,500	1,053,563	1,070,600	(34,900)	-3.2%
P330 Fraud Unit	849,035	792,400	902,937	991,760	199,360	25.2%
P335 Special Enforcement	1,654,816	1,288,400	1,616,079	1,377,512	89,112	6.9%
P340 Criminal Intel Unit	857,212	740,300	728,075	791,769	51,469	7.0%
P345 Vice	561,487	559,900	576,450	594,732	34,832	6.2%
P355 Crime Stoppers	473	69,500	404	75,064	5,564	8.0%
P360 GIS	2,053,257	2,160,800	2,133,329	2,090,485	(70,315)	-3.3%
P375 Formerly - Criminal Invest. Servic	2,410,016	2,224,200	2,199,562	2,285,179	60,979	2.7%
P380 Crime Analysis	122,237	156,400	119,416	244,730	88,330	56.5%
Total Criminal Investigations Divisior	**9,715,560**	**9,405,700**	**9,832,703**	**9,845,946**	**440,246**	**4.7%**
Total	**$36,566,783**	**$38,161,100**	**$38,217,122**	**$39,663,287**	**$1,502,187**	**3.9%**

Halifax Regional Police Services

Summary by Expense & Revenue Type

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$34,399,106	$34,676,700	$36,075,667	$37,025,523	$2,348,823	6.8%
Office Costs	1,029,224	975,500	786,481	946,499	(29,001)	-3.0%
Legal & Consulting Fees	67,458	89,500	62,723	86,815	(2,685)	-3.0%
External Services	901,234	737,500	1,137,522	937,000	199,500	27.1%
Uniforms & Clothing	191,043	214,100	207,298	208,000	(6,100)	-2.8%
Supplies & Materials	311,392	226,100	235,091	245,581	19,481	8.6%
Utilities	2,247	3,900	632	3,783	(117)	-3.0%
Building Costs	74,920	24,000	54,672	23,280	(720)	-3.0%
Equipment & Communications	604,092	762,300	546,974	739,022	(23,278)	-3.1%
Vehicle Expense	771,452	9,300	602,070	9,021	(279)	-3.0%
Travel	96,171	46,700	60,510	44,329	(2,371)	-5.1%
Training & Education	245,851	185,600	225,311	228,532	42,932	23.1%
Facilities Rental	16,936	18,900	18,657	18,333	(567)	-3.0%
Advertising & Promotion	26,597	6,900	27,311	6,693	(207)	-3.0%
Other Goods & Services	130,062	39,600	108,544	38,983	(617)	-1.6%
Interdepartmental	261,696	1,303,800	397,270	1,158,393	(145,407)	-11.2%
Transfer to/from Reserves	0	400,000	0	0	(400,000)	-100.0%
Total	**$39,129,482**	**$39,720,400**	**$40,546,735**	**$41,719,787**	**$1,999,387**	**5.0%**
Revenues						
Tax Revenues	($2,200)	($2,300)	($2,300)	($2,500)	($200)	8.7%
Area Rate Revenue	(17,284)	(18,100)	(18,288)	(17,900)	200	-1.1%
Transfers from other Gov'ts	0	(13,100)	0	(13,200)	(100)	0.8%
Fines and Fees	(234,312)	(264,000)	(234,396)	(231,500)	32,500	-12.3%
Sales Revenue	(46,102)	(34,000)	(66,328)	(60,000)	(26,000)	76.5%
Other Revenue	(2,262,801)	(1,227,800)	(2,008,300)	(1,731,400)	(503,600)	41.0%
Total	**($2,562,699)**	**($1,559,300)**	**($2,329,613)**	**($2,056,500)**	**($497,200)**	**31.9%**
Net Cost	**$36,566,783**	**$38,161,100**	**$38,217,122**	**$39,663,287**	**$1,502,187**	**3.9%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Halifax Regional Police				
CIP00763 Computer Aided Dispatch (CAD) -	7,085,000	0	1,200,000	0
CIK00289 CPIC Interfaces - Hardware & Softw	350,000	0	250,000	0
Provided by Other Business Units:				
CHA00160 Trunked Mobile Radio System (TMF	6,722,362	3,298,000	388,000	0
CVK00416 Police Vehicles (Marked)	710,000	689,000	689,000	689,000
CVK00417 Police Vehicles (Unmarked)	247,000	822,000	531,000	531,000
CIY00019 Civic Addressing	1,141,600	340,000	340,000	0
CIP00763 Computer Aided Dispatch (CAD) -	7,085,000	0	1,200,000	0
Total	**23,340,962**	**5,149,000**	**4,598,000**	**1,220,000**

RCMP

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
P710 RCMP	$15,199,600	$15,889,000	$15,902,800	$16,348,000	($50,000)	-0.3%
Total	**$15,199,600**	**$15,889,000**	**$15,902,800**	**$16,348,000**	**$459,000**	**2.9%**

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
P710 RCMP	$0	$0	($80,101)	$0	$0	0.0%
Total	**$0**	**$0**	**($80,101)**	**$0**	**$0**	-

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
P710 RCMP	$15,199,600	$15,889,000	$15,822,699	$16,348,000	$459,000	2.9%
Total	**$15,199,600**	**$15,889,000**	**$15,822,699**	**$16,348,000**	**$459,000**	**2.9%**

RCMP

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$0	$0	$0	$0	$0	0.0%
External Services	15,199,600	15,889,000	15,902,800	16,348,000	(50,000)	-0.3%
Total	**$15,199,600**	**$15,889,000**	**$15,902,800**	**$16,348,000**	**$459,000**	**-0.3%**
Revenues						
Fines and Fees	$0	$0	($78,407)	$0	$0	0.0%
Other Revenue	0	0	(1,695)	0	0	0.0%
Total	**$0**	**$0**	**($80,101)**	**$0**	**$0**	**0.0%**
Net Cost	**$15,199,600**	**$15,889,000**	**$15,822,699**	**$16,348,000**	**$459,000**	**2.9%**

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.

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

Description of Program/Service

The Service Plan for the Human Resources Services (HR) business unit supports the new direction driven by the Corporate Scorecard and Integrated City. Technology is accelerating change and expanding everybody's capability. HR's role in this service plan is to help people be more effective in their work as well as more satisfied as employees. HR will spend more time working with line business units to improve the operating efficiencies of their organizations. This includes facilitating effective labour relations strategies, a customer service culture and succession planning.

HR's business is structured around employee services, strategy & design and consulting services.

Employee services will be the day-to-day repeatable functions associated with the normal functional requirements of HR, such as delivery of benefits, payroll, employee information, data management and employee data storage; compensation costing and the reward and recognition of employees; relocations, job requisitions, vacation accruals, etc; these services contribute to improving our accountability on the *Financial Perspective* relative to *Excellence in Service Delivery*

Strategic services will be focused on the enhancement of current and future performance and capacity of individuals, teams, business units, and the organization; and on the health, wellness and safety of employees in the organization. The focus in the delivery of programs will largely be relative to the *Excellence in Governance* theme of the scorecard on matters such as change management; and, on HR's stewardship role to our external and diverse communities around inclusiveness and recruitment relative to the *Healthy, Vibrant Sustainable Communities* theme in the Corporate Scorecard.

Consulting services is a focus on specialization of services and on the design and direct delivery and coordination of HR services and programs through HR consultants, specialists, and other expertise within HR. Services will include generalist consulting services, investigations, needs analyses, advice on regulatory compliance matters, human resource planning, career management, grievance management, employee safety, employee relations, and performance management; and the focus will be on the *Internal Processes* relative to *Excellence in Service Delivery.*

These three service disciplines above align the HR business unit to help other departments deliver quality and productive services. The 2004 - 2005 business plan focuses on improving the effectiveness of our front line business units by providing them the level of support they have identified through this year's business planning process. The issues raised in our business plan are reflective of the concerns of our business units, of our aging workforce and of our employees concerns. Additionally, new legislation in the areas of federal and provincial jurisdictions have affected liability and risk management in HRM particularly in the areas of safety, human rights and duty to accommodate.

Human Resource Services Mission: ***We 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.***

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Productivity and effectiveness of HRM programs supported	• Absenteeism rates • Training budget as % of Corporation's budget	10.0 days 8.81 days ⇓
Improved HRM management/staff relations	• % of grievances resolved without arbitration • Employee Survey 2000 - Quality of labour management relations	Grievances Filed 2003 148 Grievances Filed 2002 253 Arbitrations Concluded 2003 5 Arbitrations Concluded 2002 2 29% 39% 10% ⇑
HRM's work environment fosters achievement of organizational and individual goals	• Employee Survey - Questions 2000 - 11(b) / 2003 - 13(b) 2000 - 11(d) / 2003 - 13(d) 2000 - 17(b) / 2003 - 21(b) 2000 - 18 / 2003 - 22	 65% 74% 9% ⇑ 65% 72% 9% ⇑ 43% 48% 5% ⇑ 78% 84% 6% ⇑
Competence, morale and health of workforce enhanced	• Ratio internal vs external hires • Absenteeism rates • Training & Certification (# 0f employees and programs) • Employee Survey Questions: 1 4 6 (b) 2000 - 10(a) / 2003 - 11 2000 - 10(b) / 2003 - 12 2000 - 11(I) / 2003 - 13(I)	4:1 (excluding Fire & Police) 10.0 days 8.81 days ⇓ 53% 67% 14% ⇑ 29% 45% 16% ⇑ 67% 81% 14% ⇑ 78% 81% 3% ⇑ 86% 91% 5% ⇑ 17% 29% 9% ⇑

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Development of an Inclusive Corporate Culture in HRM.	• Complaints (internal and external) to Workplace Rights and Human Rights • Employee Survey - Questions: 13 (a) 13 (b)	**2002** **2003** 7 7 85% 87% 2% ⇑ 65% 74% 9% ⇑
Operational capability of business units strengthened	• % of trainees and supervisors surveyed 6 months after course is taken who report that training has been useful/very useful on the job	Supervisors will be evaluating four programs (results not in yet) 91% response to transfer of learning to the job Performance increase in productivity between 6.5%-12% Productivity gain average $1,500 per employee
Succession Planning	• Ratio internal vs. external hires • Employee Survey - Questions: 3(e) 9 2000 - 11(f) / 2003 - 13(f) 2000 - 17(f) / 2003 - 21(f)	4:1 (excluding Fire & Police) 34% 46% 12% ⇑ 51% 72% 21% ⇑ 34% 45% 11% ⇑ 45% 51% 6% ⇑
Enhanced achievement of b/u goals and organizational effectiveness	• % of HR recommendations implemented • # of documented examples of improvements made	Assistance with restructurings Performance management systems PDP process refined Labour Management Committee for NSUPE established Attendance Support Programs Competency Development plans Succession Planning in some b/us New partnership with Library
CLIENT BENEFITS	**INDICATORS**	**RESULTS**
Timely and effective staffing	• Staffing cycle times - time between staffing action form to job offer • Q.10 (a) Do you think that your present job with HRM is the right fit for you in terms of your skills and abilities?	6 weeks (random sampling) 78% 81% 3% ⇑

CLIENT BENEFITS	INDICATORS	RESULTS
Accurate and accessible HR database	• Accuracy of HR data (as determined by an audit)	Position titles audited People paid outside their classifications Redundant positions removed from system SAP HR payroll information clean
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	Total # Training Hours 3440 Total # of participants 860 Total # of programs 50 Programs rated: Very High 91% response to transfer of learning to the job
Fair and effective compensation, benefits and payroll programs	• % payroll delivered accurately and on time • Employee Survey Questions: 3(b) 3©) • Market study • Long Term Disability Rates • Workers Compensation Board (WCB) Experience	104,827 items processed: 1477 adjusted - 98.6% accuracy 65% 68% 3% ⇑ 71% 67% 4% ⇓ Underway now 2004 rate decrease of approximately 40% for Non-Union Personnel ⇓ 2004 Rate increase of approximately 30% for Amalgamated Transit Union (ATU) Personnel ⇑ Claims General Transit 2000 - 93 84 2001 - 77 82 2002 - 84 83

CLIENT BENEFITS	INDICATORS	RESULTS
Proactive employee health and safety management	• Employee Survey Questions: 3 (l) 2000 - 11(s) / 2003 - 13(s) • # of Health & Safety Training / Awareness Programs • Heart/Health Screening & Back Health Seminars	56% 65% 9% ⇑ 56% 62% 6% ⇑ 15 Programs; 1595 participants; 10,081.5 hours of Occupational Health and Safety training Back Health 88 participants Fitness Program 410 participants Weightloss Prog., 45 participants Wellness Fair 135 participants Nutrition Wksps 60 participants Flu Shot Prgm. 981 participants Hepatitis Immunizations - 398 Audiograms 88
Advocacy on behalf of employees and / or the organization	• % total Duty to accommodate • Employee Survey-Question 9	Accommodation Requests due to Disability 2003 55 Successful Accommodations due to Disability 2003 37 51% 72% 21% ⇑
Corporate / Strategic Organizational Planning	• # of business units assisted • Satisfaction level of service provided to SMT /EMT	Survey being designed now for distribution
Labour relations support and guidance	• Client satisfaction (individual business unit and corporation)	

2003/2004 Net Operating Budget	**$3,396,968**	***2003/2004 Gross Capital Budget***	**nil**
2004/2005 Proposed Net Operating Budget	**$3,690,331**	***2004/2005 Proposed Gross Capital Budget***	**$97,000**
2003/2004 Approved FTE's	**42.5**	**2004/2005 Proposed**	**47.5**

References to Employee Survey Questions:

Q.2000	Q. 2003	Question asked of employee in the latest 2003 survey
	1.	How satisfied are you with HRM as an employer?
	3(b)	How satisfied are you with the compensation / pay in relation to HRM as a place to work?
	3 ©)	How satisfied are you with Employee benefits in relation to HRM as a place to work?
3 (e)	3(e)	How satisfied as you with opportunities for advancement in relation to HRM as a place to work?
	3 (k)	Quality of labour-management relations
	3 (l)	How satisfied are you with Health and Safety issues in relation to HRM as a place to work?
	4.	Compared with other employers you have worked with in the past on a full-time basis, how would you rate HRM as an employer?
	6(b)	I enjoy working for HRM most of the time
9.	9.	All things considered, would you say HRM has a high level, moderate level, or a low level of commitment to you as an employee?
10(a).	11.	Do you think your present job with HRM is the right fit for you in terms of your skills and abilities?
10(b)	12.	How satisfied are you overall with your current job?
11(b)	13(b)	I have the necessary authority to make day-to-day decisions affecting my work
11(d)	13(d)	I have the necessary equipment and supplies to do my job
11(f)	13(f)	There are good career opportunities available to me at HRM
11(I)	13(I)	Employee morale is generally positive
11(s)	13(s)	Health and safety issues are a high priority in the workplace
13(a)	13(a)	Are you aware that HRM has an official policy concerning sexual harassment in the workplace?
13(b)	13(b)	How confident are you that charges of sexual harassment in the HRM workplace will be handled appropriately?
17(b)	21(b)	How satisfied are you with your immediate manager or supervisor establishing meaningful performance objectives with you

17(f)	21(f)	How satisfied are you with your immediate manager or supervisor in encouraging you to pursue training and development
18.	22.	To what extent do you agree or disagree that your manager or supervisor holds you accountable for your job performance

Summary of Achievements of Last Year's Business Plan

Key Initiative	**Status**
To have everyone in the organization understand the strategies and that will help contribute to employee innovation, creativity and learning.	Corporate Scorecard linked to leadership/ employee development through Employee Training Calendar (ex. Managing Change in a Municipal Environment).
To have the senior management team take a leadership role to ensure the alignment of corporate scorecard and integrated city initiatives within their organizational structures.	Roll-out of corporate scorecard; efforts at Theme Teams and SMT collaboration is achieving this goal. HR is only one player in a Senior Management Team effort.
To conduct a series of workshops that engage management and employees in solution seeking opportunities.	Motivational Workshop occurred in November 2003 - Alan Simmons. Management meeting - alignment of all projects (September 2003). Training support in problem solving, continuous improvement tools and processes.
E procedures and a template for use with other business unit clients.	Not complete.
Hire a Disability Case Manager to address the issues around all Workers Compensation, Long Term Disability, Duty To Accommodate cases.	Senior Disability Case Consultant has been hired and has met with union leaders and the Directors to ascertain immediate challenges faced by the organization.

Key Initiative	**Status**
Support increased skills in attendance and case management, as well as dispute resolution.	Attendance Support Program rolled out to Nova Scotia Union of Public Employees (NSUPE) and Non-Union groups, with small groups left to cover. Two new positions have been filled in the Conflict Resolution area. Program support to attendance management. Training provided to HR Consultants. HR Consultants attended conferences, were provided written material, and the concepts have been reviewed at team meetings.
Opportunities identified for joint union-management initiatives to reduce workplace induced stress leave - establish agreements with business units on accommodation for Duty To Accommodate candidates.	New joint committee will be proposed to unions and commitment exists to assist the Senior Disability Case Consultant from the "Non Union Management Employees Association" (NUMEA), Nova Scotia Union of Public Employees (NSUPE), Amalgamated Transit Union (ATU) and Canadian Union of Public Employees (CUPE). To be completed during fiscal 2004-5.
Establish review mechanism to identify improvements to Duty To Accommodate and develop standard	Proposal to address this area made to the bargaining representatives based on a model from the National Institute for Disability Management and Research. To be completed during fiscal 2004-5. Our Labour Relations Consultants have been asked to arrange meetings on Duty To Accommodate policy and procedure with the Unions. These consultations will lead to a policy draft for consideration by SMT.

Key Initiative	**Status**
Develop key success factors for good governance and leadership in HRM	Learning and growth outcomes incorporated into learning programs as part of ongoing needs assessment. Local Government Leadership
Provide training in a workshop format to all Managers and Supervisors in HRM.	All training aligned to corporate scorecard - specific ones to Local Government Leadership. (see calendar). Workshop for managers took place
Develop recommendations to strengthen learning in HRM	Education Advisory Committee undertook needs assessment - program identification from results.
Identify and validate local government leadership competencies required for HRM.	Validation of Local Government Leadership (LGL) competencies in broader application completed through workshop March 2004.
Establish a competency dictionary reflecting the broad spectrum of competencies required across the organization which includes local government leadership competencies	Competency Dictionary continuously updated to reflect changes. Local Government Success factors / Styles aligned with organizational competencies.
Revise management job descriptions to reflect local government leadership competencies.	Currently underway
Clearly communicate and support local government leadership training	Local Government Leadership Development (see calendar) and incorporated into Front Line and Leadership program.
Align local government leadership competencies with Corporate Scorecard outcomes i.e., Excellence in Governance; Excellence in Service Delivery and organizational learning and growth as primary examples.	Current Employee Training Calendar has been aligned to corporate scorecard themes. Deliverable from training that was provided to Managers across HRM - Re: Local Government Leadership Competencies

Key Initiative	**Status**
Establish benchmark public sector agencies and geographical areas that constitute our competitive market.	Market studies using these benchmarks have been completed.
Meet with SMT and EMT to discuss the integration of compensation programs with the HRM objectives and HR strategies.	Presentations have been made to SMT and EMT. A new compensation strategy is to be implemented April 2004 for non-union personnel.
Assess the current benefits strategy initiative underway with unions to move towards standardized flex benefits in concert with a strategy to contain rising health care costs associated with Long Term Disability, absenteeism or other causes.	A review concluded that the standard benefits strategy was not feasible. HRM is proposing alternatives to the various groups. Moving toward standardization and cost control with Amalgamated Transit Union (ATU) bargaining unit.
Review and discuss results of market analysis to determine how actual position varies from desired position on a "total compensation" basis.	Market studies are completed and are awaiting internal job evaluation results for completion of this review.
Develop comprehensive plans for addressing areas of concern - such as bonus pay, unequal benefits for employee groups, etc	This area is and will be addressed on a case by case basis as issues arise.
Promote informal discussion to educate both sides on all the facts around labour relations	Management Advisory in place for Nova Scotia Union of Public Employees (NSUPE) and Canadian Union of Public Employees (CUPE)

Key Initiative	**Status**
Develop a climate of co-operation instead of conflict	Several conflict resolution reviews conducted; Conflict Resolution team up and running. Establishment of Nova Scotia Union of Public Employees (NSUPE) Labour-Management Committee. Labour Management Committee (LMC) with Canadian Union of Public Employees (CUPE) is progressing
Explore problem-solving prior to filing grievances.	More grievance meetings established. Union's have easy access to Labour Relations Consultant to discuss concerns or grievances.
Redesign the Alternate Dispute Resolution (ADR) process for HRM	HRM and the CUPE (Canadian Union of Public Employees Local 108) have opted for non-binding arbitration model for settling some disputes.
Maintain and establish better working relationships with unions	Union now has input into management guidelines. Reduced grievances; Labour Relations Consultant positions very well received.
Promote a learning and continuous improvement culture	20-30% increase in requests and access to learning opportunities and tuition support.
Support employees affected by change	One on one - Priority Placement Program Program support designed specifically to meet individual and business unit needs.

Key Initiative	**Status**
Labour relations/Human resource policies and strategies are designed to support implementation of corporate initiatives	Management Guidelines for all bargaining units to be completed by August 2004 - process underway. Integration of Business plans in bargaining preparation. Policy consultation. Corporate and business unit strategies are discussed well in advance with business units in preparation for negotiations. Examples Amalgamated Transit Union (ATU), Fire Services
HR staff understand how their work contributes to the achievement of corporate goals	Performance Development Plan (PDP) Promoted at team meetings and through PDPs.
To provide EMT and decision-makers the strategic human resources information they have been seeking since amalgamation	Will be delivered out of SAP HR. Reports still being written / developed
To convert and implement the existing functionality of HRIS (Human Resources Information System) Stargarden to the SAP HR module.	Phase I of SAPHR to duplicate Stargarden HRIS payroll functionality went live in December 2003.
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.	Refinements to the configuration are nearing completion.

Key Initiative	Status
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.	Additional enhancements and refinements will be blueprinted during early fiscal 2004-5 with decision on Phase II projects to be made in late summer or early fall.
Communication and consultation with users, integrating business unit and human resources requirements.	Ongoing effort
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.	Training of users is nearing completion. April 2004 is the expected date of completion.
Process Alignment - HR data collection and data management process aligned.	Significant progress has been achieved. Over 70 recommendations have been implemented from the Total Compensation Operational Review that was undertaken by the Business Systems Group.
To make a case for restoration of HR's base budget to an adequate level	In progress for 2004/05 business plans.
Build bench strength through training and other learning opportunities	Identified through Performance Development Plan (PDP) Needs assessment with each HR Consultant.
Promote matrix management for HR and HRM	Daily routine; corporate scorecard will permit cross team cooperation

Key Initiative	Status
Create and promote developmental experiences and assignments for succession planning	New hires very successful. Training opportunities; acting assignment; exposure to budget process; reassignment of business units to broaden experience.

Issue # 1

Client Needs and Service Requirements

In order to maximize their effectiveness and efficiency, HRM Business Units require more support from Human Resources. This was evidenced during business planning discussions as Directors raised a number of issues around their workforce and their requests for more HR resources.

The management of Human Resources is becoming more complex. Our work force is getting older; human rights issues are demanding more attention. The duty to accommodate disabled workers continues to be a high demand on Managers' time and employees and unions are becoming more knowledgeable about their rights. These issues are having the greatest impact on business units where the work is physical: Public Works and Transportation and Real Property & Asset Management; Fire & Emergency Services and Police.

Our aging workforce also drives a need for succession planning. Effective succession planning takes significant HR resources, but ultimately benefits the organization in numerous ways.

The bar is being raised in occupational health and safety, both in terms of legislation and implications for non-adherence. Our consultants need to be agents of change in this important area. With most families having both parents in the workforce, HRM must continue to be flexible and accommodating in order to attract and retain the best employees - this too, takes time.

HRM can no longer accept conflict in the workplace. This is now not only an ethical responsibility, but a legal one as well. Determining the root cause of problems has become a priority for Human Resources and we began on this journey last year with the establishment of the Conflict Resolution Team in HR. Integrating new behaviours in the workplace has become a priority.

HR continues to be a leader in its approach to these areas, but it is falling behind in the implementation. There are simply not enough employees to manage and support the fast pace of change in the work place. Compared to other similar Canadian municipalities, HRM is understaffed in the Human Resource area. Based on figures from 2003, when part-time, term employees and

casuals were included, our ratio was 1 HR employee to 143 employees. In comparison with Kitchener, Hamilton, Calgary, Regina, and Winnipeg, our ratio exceeded the average.

Volunteers are not included in the above numbers. The Halifax Regional Fire and Emergency Service (HRF&ES) recently considered its HR needs around volunteers, who number approximately 1100 and who are a critical part of the service delivery in HRM. HRF&ES has concluded that volunteer recruitment needs a much more thorough and reliable process. This can only be done efficiently with the assistance of a dedicated Human Resource professional.

Proposed FTES (4) in this plan include:

- Two HR Assistants - The first to provide additional support in the Fire and Emergency Services This new position would be focused on primarily serving the volunteer component.
  The second position would assist primarily with Halifax Public Libraries, Environmental Management Services and Real Property Services.

- Two HR Consultants - The first to Financial Services & Shared Services, and the second to provide additional support in the Public Works & Transportation environment;

Link to Corporate Scorecard Theme Outcome

Excellence in Service Delivery:

Outcome: HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service
- Workplace environment supports high functioning staff.

Outcome: The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.
- Internal service business units will develop and implement service level agreements
- Service standards will be developed with feedback from the public for services that are delivered to the public;
- HRM will have an effective delivery system

Goal 2004 - 2007
To have a properly resourced and competent HR team that will move beyond internal consulting to major leadership activities that improve human performance (results); and to be strong agents for change.

Objectives 2004 / 2005
The proposal would allow HRM Managers and Directors to focus on what they do best. Having

better access to HR Consultants will ensure that Managers can address their human resource issues in a timely manner. Lingering HR issues can strangle progress in a business unit. Managers and Directors will be better prepared to face their HR challenges when they know there are experts able to effectively guide them through their challenges.

Analysis of Proposed Changes

Service Levels:
This will represent a necessary increase in service level to the business units we support and a much needed break for the HR staff who have been carrying a huge workload that is becoming very unmanageable with current resources. The commitment for business unit resources is currently limited given the many other corporate projects underway.

Financial / Budget:
HR cannot undertake all the outstanding workload within its current budget envelope. HR will require approximately $240, 000 for the additional staff identified above.

Processes:
The changes proposed will assist business units with quicker turnaround on human resource issues that will enhance organizational and business unit effectiveness.

Internal Service Providers:
Cooperation and support is required from other business units to assist in the evaluation and improvement of front line leadership, changing organizational culture, ensuring accountability and performance measurement / performance management of employees and systems.

FTE's:
4 new FTEs

2004/2005 Budget:
$240,000.

Performance Measures / Benchmarks

HR Resources to HRM FTEs	1:73
HR Resources to HRM Employee Headcount	1:143 (current)
HR Resources to HRM Employee Headcount	1:128 (proposed)
Industry Benchmark	1:100
Grievances Filed 2003	148
Grievances Filed Previous Year	253

Absenteeism Rate 2003	8.8 days
Absenteeism Rate Previous Year	10.0 days

Issue # 2

Corporate Human Resource Planning & Development

A significant strategic human resource issue is human resource planning and skills development. HR has developed a systems model to address succession planning. The implementation of the succession planning process is significant in resource requirements and HR has begun to implement the plan within business units.

Links to Corporate Scorecard Theme Outcome

Excellence in Service Delivery:
Outcome: HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service

- Workplace environment supports high functioning staff

Goal 2004/2007

The goal in three years is to have many qualified and trained staff ready to move into various positions within HRM to begin to address the emerging succession planning challenges. The realignment of HR policies, processes and behaviours must align with the corporate scorecard, integrated city and the changing culture of the organization.

Objectives 2004/2005

Roll out of Succession Planning model:
A systems model has been developed to collect data and analyse our future needs. The skills inventory, knowledge management and key positions, technical or leadership, is 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.

Analysis of Proposed Changes

Service Levels:
The current service level is inadequate. The Succession Planning model is developed but staff do not have the time to implement it because of reactive work related to human resources challenges in their respective business units.

Financial / Budget:
The effective delivery of this program is contingent on additional resources identified in Issue # 1

Processes:
The succession planning process will enhance organizational capacity, improve employee morale and establish an effective education and retention tool for HRM.

Internal Service Providers:
- Cooperation and support is requested from Shared Services (Information Technology) in the capture and storage of skills inventories, training & development data and competencies i.e.,
- Cooperation and support is required from other business units to assist in the evaluation and improvement of leadership training and skills development, changing the culture of their business units to align with corporate strategy, and ensuring accountability and performance / performance management of employees and systems.

FTE's:
As noted in Issue # 1

2004/2005 Budget:
As noted in Issue # 1

Performance Measures

Ratio of internal versus external hires	Ratio 4:1
Total # training hours	3440 hours
Total # of participants	860 participants
Total # of programs	50 programs

Data captured on system: Target for 2004 - 20% of skills inventory, competencies, etc captured

Issue # 3

Labour Relations Strategy - Next Phase

There is much that needs to be done to improve our collective agreements. Success in bargaining depends largely on preparation and the same applies to grievances. Furthermore, we need to be aware of how our business practices relate to the collective agreements. Unions tend to point to past practices as evidence to how an agreement should be interpreted. This is not all HR work, but it can be effectively facilitated by HR.

In the Spring of 2003, through a re-structuring, HR created three Labour Relations Consultant positions. This allowed for more consistency and focus when providing advice on specific collective agreements and other bargaining unit issues. One Labour Relations Consultant was assigned to each bargaining unit, with the exception of the Consultant who is responsible for both the Fire fighter and Transit unions. The feedback has been excellent. The consistency, communication and focus has improved significantly and has advanced our approach to a more desirable labour relations climate in HRM.

A very important piece yet to be developed as a part of the labour relations strategy, is the development of tools to

- support a more effective and proactive approach to labour / management relations
- and to increase and improve management's labour relations skills.

Proper understanding and analysis of the cause and effect that lead to the breakdown in relationships is critical to developing solutions to overcome the enormous challenges facing both management and labour in the public sector. The restructuring of HR resources to create a ***Conflict Resolution Team*** has been successful and will continue to benefit HRM in the proactive resolution of labour management conflicts.

Links to Corporate Scorecard Theme Outcome

Excellence in Governance, Excellence in Service Delivery.

- The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.
  - Development of better communications process between managers, supervisors, employees and union representatives.
  - Alignment of Human Resources and Labour Relations strategy and systems with corporate scorecard outcomes
- Through proper communication and effective workshops, the culture of the organization will be impacted positively.
- 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 . This can be achieved through a well thought out Labour Relations Strategy and Compensation Strategy.

Goal 2004/2007

A respectful, strong and effective labour relationship between management and unionized employees and a climate of labour stability.

Objectives 2004/2005

- Continuous improvement of Management and Employee Relations
- Development of better communications tools and process between managers, supervisors, employees and union representatives (cooperation not conflict).
- Increased use of alternate dispute resolution (ADR) to resolve issues
- Encourage an interest-based approach to bargaining
- Create an environment of respect through the bargaining process
- Successful negotiation of three collective agreements that are coming up this year:
  - CUPE (Outside Workers) October 31, 2004
  - NSUPE (Inside Workers Local 13) October 31, 2004
  - IAAF (Fire Services) May 31, 2004

Analysis of Proposed Changes

Service Levels:
The challenge to negotiate three collective agreements by October 31, 2004 will require dedicated resources and commitment.

Financial / Budget:
HR will retain an outside consultant to assist with the labour relations negotiations given that the three collective agreements are converging in one year. We will operate within existing budget envelope.

Processes:
HR is focusing its efforts on improving the communication processes between managers, supervisors and unionized staff. Collaborative and respectful approaches will be encouraged and worked upon. The Labour Relations Consultant model has been a huge step in this direction.

Internal Service Providers:
Financial Services support will be required on a substantive basis to support the bargaining teams

document all our safety procedures.

HR and Fire and Emergency Services are jointly sponsoring the Project with the goal of establishing a coordinated corporate safety team that will support an enhanced safety culture in all HRM business units. There are several objectives:

- Create corporate safety awareness
- Create business and employee ownership
- Continuously improve employee and automobile safety performance
- Establish proactive management systems
- Enhance issue planning and public policy advocacy

Links to Corporate Scorecard Theme Outcome

Healthy, Sustainable, Vibrant Community:
Outcome: HRM is working with its citizens to examine community and safety issues, and to develop and implement joint decisions.

- Have an integrated approach to managing community standards that promote health and safety including within our own business units in HRM;
- HRM and its citizens / and business units work together to examine specific issues, develop and implement solutions
- Citizens access to emergency service is logical, understandable, reliable and measurable

Outcome: HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service.
- HRM has an appropriate amount of funds to ensure that we have competent satisfied staff and volunteers
- Workplace environment supports high functioning staff

Outcome: To address issues in the Employee Opinion Survey:
- Stress in the work place
- Employees feeling overworked
- Employees not feeling valued

Analysis of Proposed Changes

Service Levels:
Health Services: The standard of care will be improved in HRM. Establishing an additional Occupational Health Nurse position will provide new capacity within occupational health services and support the goal of improving, protecting, maintaining and restoring health of HRM employees;

thereby influencing the health of our organization. Some outcomes could be:

- That employees will understand the options available towards a well balanced work life.
- Improved productivity and morale
- Improved employee health
- Additional health programming as referenced below under processes
- Improved organizational health
- Reduced sick leave
- Improved response time with respect to employee and employer consultations
- Establishment of occupational health policies and practices

Safety: The Safety Audit will identify the main areas of risk to HRM and a plan can be drawn to manage the risks or to mitigate those risks by other appropriate action.

Financial / Budget:
Salary and benefit costs for the position of Occupational Health Nurse would be approximately $78,000. Additionally, $50,000 will be required to undertake the Safety Audit.

Processes:
The Occupational Health nurse will work in collaboration with the employee, employer, unions, health professionals and other stakeholders to deliver integrated healthcare services. The scope of their practice will include conducting health examinations; assessing work environments; providing primary, secondary, and tertiary prevention strategies; providing/supporting health education programs, providing counselling interventions, managing the information system; conducting health surveillance programs; monitoring injury/illness trends ; as well as program planning, policy development and cost containment strategies with respect to absences from the workplace.
May want to include processes around safety audit...if any.

Internal Service Providers:
The proposal is to create a full time Occupational Health Nurse position who will work collaboratively with other stake holders to deliver health services.

FTE's:
1 New FTE - Occupational Health Nurse

2004/2005 Budget:
$78,000 for Occupational Health Nurse
$50,000 to conduct Safety Audit - External resources required

Performance Measurement

Workers Comp Board Experience	Claims	
	General	Transit
2000	93	84
2001	77	82
2002	84	83

Absenteeism Rate 2003	8.8 days
Absenteeism Rate Previous Year	10.0 days

Long Term Disability rate decrease of approximately 40% for non-union
Long Term Disability rate increase of approximately 30% for Amalgamated Transit Union (ATU) personnel

Issue # 5

Strategic Diversity *- Building and Managing a Diverse Workforce*

Workforce diversity has evolved from broad policy and education initiatives to a strategic business imperative. There is a need to focus extra resources on leadership development to make diversity an organizational advantage rather than a problem to be addressed. New ways of dealing with issues have to be explored, shifting from indirect language to straight forward talk, from debate to dialogue, from ineffective problem solving to effective problem resolution and a resolve from all leaders in HRM to uphold the dignity of people within the HRM workplace as well as those communities we serve.

One example that HR will pursue in our business plan this year is a solution to improve job prospects for Nova Scotians with disabilities. There is an upsurge of people with disabilities who are skilled, well educated and ready to enter the workforce, if only for opportunities.

Another is the partnership with business units on a Diversity Project to examine our HRM Diversity Program and why we continue to have diversity challenges despite all the diversity training, workshops, etc.

The objectives of the diversity program in HRM is to implement and support initiatives that advocate a more inclusive culture; and develop action plans, including a more proactive recruitment strategy 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.

Outcomes:

- An organizational culture which is inclusive to our diverse employees and community.
- An organization that embraces diversity within all Business Units, regardless of the of the service or programs
- An organizational profile which is more reflective of the Halifax Regional Municipality
- Partnerships with our communities that support and foster respect for all individuals.
- Halifax Regional Municipality is viewed as a leader in diversity (preferred employer, hiring practices, advocacy, profile, governance)

Links to Corporate Scorecard Theme Outcomes

Healthy, Sustainable Vibrant Communities:

HRM has taken steps to preserve and promote sustainability of the cultural, heritage, diversity and historical assets within the communities of HRM.

Excellence in Service Delivery:

The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.

Goal 2004/2007

An organizational culture which is inclusive to our diverse employees and the communities we serve. That Halifax Regional Municipality is a good corporate citizen and provides leadership for other large corporations in the area of diversity (preferred employer, hiring practices, advocacy, profile, governance)

Objectives 2004/2005

- Complete Diversity Project supported by an action plan
- Improve job prospects for the disabled community
- Explore crucial organizational realities that necessitate managing diversity as a business imperative
- Work towards the creation and maintenance of a positive work environment through effective prevention and resolution of conflict .
- Ensure that Performance Development Plans (PDPs) hold those in authority accountable for diversity in their respective, sections, cost centres, business units.
- Demonstrate accomplishments in accommodation

organization is left stronger.

Change management is about helping the organization understand the need to change and address the difficulties people will encounter when trying to get them to change the way they do things. It is the process and methods used to help people cope with changes. This involves communications strategies, educational workshops, seminars on how to manage people in transition, holding regular meetings with change agents, talking to individuals about problems they are having with the change adjustments, mentoring and coaching sessions, and, a fundamental shift in the alignment of strategies and thinking in how each business unit moves forward.

The most fundamental objective of the change management initiative is to ensure that leaders and managers understand, support and communicate the vision for change and empower business units and employees to devise new ways of doing their day-to-day business.

HR's role is specific:

- Facilitate the communication of the vision
- Support employees and business units affected by change
- Partner with business units in developing workforce plans and facilitate change management programs
- Promote a learning culture and continuous improvement culture
- Continue to contribute and identify changes in internal/external environment

The Corporate Scorecard and Integrated City are two key business strategies that are driving change in HRM. HR will be playing a significant role in transition management in getting the people and organization to come to terms with the new situation.

Corporate Scorecard

HRM has changed the way it will be accountable to citizens and to Council for its service delivery. Adaptation of the performance measurement system around the Balanced Scorecard is the tool that will drive the new change initiatives in HRM. The performance metrics will be part of a communication process by which everyone in the organization can understand and implement the strategy linked to the four themes of Excellence in Service Delivery, Excellence in Governance, Healthy, Vibrant Sustainable Communities and Safe Communities. The challenge for HR is to facilitate the removal of business processes that hamper this progress and to promote a participatory management culture that works across organizational boundaries. HR will be working very closely with the CAO's Office in this stewardship role.

Integrated City

One of the major benefits of the Integrated City is the improvement of communication, information

exchange, knowledge management and cooperation within and between business units and with external agencies, supporting complex administrative decision-making.

HR's role with Integrated City has largely to do facilitating change of old behaviors through communication and education and promoting the desired cultural change within HRM. This change in behavior is required to ensure that HRM's integration efforts do not fail and to ensure that everyone has a clear understanding of what Integrated City means and what the gains for the organization will be if this is realized.

HR will be working very closely with the Integrated City Steering Committee on change management initiatives.

Links to Corporate Scorecard Theme Outcome

Excellence in Governance, Excellence in Service Delivery.

- Through proper communication and effective workshops, the culture of the organization will be impacted positively.
- Integrated City: Excellence in Service Delivery characterized by accessible customer services and e-government, and the potential this concept brings to HRM in terms of achieving its strategic goals.
- Fiscal Accountability through improved resource sharing and human resource planning, HR in partnership with business units, will maximize the use of talent within HRM.
- Sustain fiscal health to meet corporate challenges and address citizen needs through better understanding of the "matrix organization" and the resources within our municipality, we can partner with business units in moving projects forward. This has the added benefit of preparing employees for other future roles in the organization.

Goal 2004/2007

The goal is to build integrated teams that will strengthen the relationships of the people and business units in HRM to reduce the stress and anxiety that is a normal part of change; and to improve operational efficiency, information exchange, activity reporting, data quality and knowledge management.

Objectives 2004/2005

- to have everyone in the organization understand the strategies and that will help contribute to employee innovation, creativity and learning
- facilitate the alignment of corporate scorecard and integrated city initiatives within the framework of Corporate Scorecard Theme Teams

- to conduct a series of workshops that engage management and employees in solution seeking opportunities

Analysis of Proposed Changes

Service Levels:

Change management around the Corporate Scorecard and Integrated City is an organizational priority and HR staff will be primarily focused on education designed to impact behaviours and attitudes that affect the cultural norms of HRM.

Financial / Budget:

HR will attempt to operate within its budget envelope. These are major corporate initiatives and the funding for this will be undertaken within HR's budget. HR's budget is largely salary driven and thus people resources will be reassigned to deliver on change management initiatives.

Processes:

The changes proposed will enhance organizational effectiveness, improve local government leadership, increase matrix partnerships and align our systems

Internal Service Providers:

Support required from Shared Services for technology, IT information and expertise for delivery of education programs on Integrated City; and support from Financial Services for Corporate Scorecard roll out.

Ensure that orientation programs within all business units incorporate the business strategies and change culture issues

FTE's:

No change.

2004/2005 Budget:

Capacity created from SAP HR - *Dedicated resource to this program*

Performance Measurement

- How well did we communicate?

  # of workshops delivered;

  # of key messages communicated;

  # articulation of the vision
- How well did they understand the message?

Issue # 9

Customer Service Strategy

The Customer Service Strategy has as its aim to improve service for **citizens** and clients of HRM. While customer service issues can be very broad, the focus of the strategy is to produce action plans around the ability to provide what was promised, dependably and accurately. It is the willingness to help customers promptly when needed; the knowledge and courtesy we show them and our ability to convey trust, competence and confidence as an organization; and last but not least, it is commitment to a service culture that is a reflection of established customer service standards for HRM and the maintenance and continuous improvement on these standards. Success in this area does not depend on being in the right place at the right time - it depends on being ready!

Customer service excellence is a team effort. Thus, the success of a customer service culture requires effort on an individual, team and corporate basis.

On an **individual** basis there is an ownership / responsibility issue for anyone who touches us, even if in error, such as someone who ends up at our desk, or on our phone. We could take ownership by taking all the information, finding the right person to help, then calling the customer back to advise them what has been done and what they can expect and when. This is better customer service than simply referring them onto another person or another business unit.

On a **team** basis, it is to create an "ambassador" mind set, one where we represent our organization with professionalism and always in the best interest of HRM. Thus, it is making the linkages between the performance measures outlined in our business plans (mission statements, strategic outcomes, client benefits, etc.) and how this translates into quality customer service. The understanding of what the team goals are and the part that each person plays - their expectations.

Finally, on an **organizational** basis there is a need for clarity on what our customer service philosophy is and what standards have to be considered for HRM. Thus, some principles and guidelines for the organization around key result areas that meet the goals and objectives of the Corporate Scorecard will have to be established.

Links to Corporate Scorecard Theme Outcome

Excellence in Service Delivery

Outcome: HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service

- Workplace environment supports high functioning staff.

Outcome: The delivery of HRM services has become more efficient and effective in meeting the needs of citizens, through greater integration and cooperation.

- Customer Service Strategy will be part of an effective delivery system in support of other themes

- Maintain a transparent and more responsive system to deal with issues around the quality of service provided and taking ownership to problem solve.
- Service standards will be developed with feedback from the public for services that are delivered to the public;
- HRM will have an effective delivery system

Goal 2004 / 2007

HRM will have a citizen-focused customer service culture and a Customer Service Strategy that encompasses integrated technology, customer care, quality standards and service level agreements that will all form part of an effective delivery system.

Objectives: 2004/2005

- Facilitate the development of a customer service manual and customer service culture
- Promote the "Customer Service Norms" and "Key Result Areas" throughout HRM
- Facilitate customer service oriented issues that affect HRM's effectiveness e.g., East, West, Central geographic boundaries
- Partner with business units in the development of business unit customer service plans
- Liaise with Integrated City and Corporate Scorecard Teams to develop culture shifts / change management plans
- Facilitate the development of service standards (that are specific and measurable) for services that are delivered to the public

Analysis of Proposed Changes

Service Levels:

Culture change around the Corporate Scorecard and Integrated City is an organizational priority and is closely linked to how we deliver services to the public. HR staff will be primarily focused on education designed to impact behaviours and attitudes that affect the cultural norms of HRM and on a service culture that puts citizens first.

Financial / Budget:

HR will operate within its budget envelope. These are major corporate initiatives and the funding for this will be undertaken within HR's budget. HR's budget is largely salary driven and thus people resources will be reassigned to deliver on change management initiatives.

Processes:

Make changes in the process or system so that they do not reoccur and ensure that continuous improvement is ongoing

DOCUMENTING of a change in process / technology / or standards will be expected so that solutions are captured for others to use in the future.

Internal Service Providers:

Support required from all business units to collaborate on customer service strategy issues.

FTE's:

No change.

2004/2005 Budget:

For production of manual *$5,000*

Performance Measurement

The production of a Customer Service Strategy Manual

Issue # 10

Human Resource Management System

There is a need for strategic human resource information in support of the business needs of the organization particularly career management, succession planning and improved people management. These systems will benefit the whole organization and create the necessary infrastructure do every day business. We have **successfully** implemented the payroll, benefits and compensation system and the next phase entails organizational management and organizational planning technology pieces.

Links to Corporate Scorecard Theme Outcome

Excellence in Service Delivery:

- Integrated City :Integrates human resource and financial information to provide high level reporting that will meet the strategic needs of the organization to improve service delivery.
- Increase the value of employee data by using it as a tool for improved corporate and individual performance and planning. SAP HR contains succession planning tools to assist management for future human resource planning.
- SAP HR is more user friendly which should enable wider access to reports and information for the average end-user
- Grievances can be tracked on SAP HR retaining history and "lessons learned" for use in the future; recruitment tools will automate many manual processes enabling more efficient processes and therefore improved customer service to client business units.
- 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.
  - Accurate and accessible HR database information
  - The Org Management structure, necessary for payroll, can be further enhanced to store information on job descriptions for both positions and for job families or classifications at HRM so this kind of information will be available to a wide range of end-users.
  - 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.

Goal 2004/2007

To implement the SAP HR module to meet the present and future human resources business requirements of HRM and to increase the value of employee data by using it as a tool for improved corporate individual performance and planning.

Objectives 2004/2005

- To complete scoping for future functionality of the SAP HR module and to continue implementing functionality that will enable more strategic management information to be leveraged from the system.
- To enhance and further improve the management of HR data quality and accuracy by building on the technology and business processes implemented in SAP HR Phase One. This could include business process & procedure reinforcement, refinement/improvement as well as the implementation of new functionality & enhancements.
- To convert and implement the existing functionality of HRIS Stargarden to the SAP HR module in particular training and development.
- 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.

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.

Financial/Budget:

HR and Shared Services, as project partners, are providing significant further resources to the scoping and delivery of the project. Capital and operating funds will be required.

Processes:

Report generation and accessibility to strategic data in a timely and effective manner will improve planning efforts and drastically reduce process time and costs associated with report production through time and effort. This will also allow for integrated high level reports from the system.

Internal Service Providers :

Financial Services - Some consultation and testing is anticipated for integration points between the Financial / Costing (FI/CO) and HR modules but is not presently estimated to be a heavy requirement.

Shared Services - Server capacity will have to be considered as more users get on the system.

FTE's:

SAP/HR Team will consist of four (4) people. Two technical staff from IT; two from HR

Budget 2004/2005:

$276,000 in Operating budget funds; $100,000 in Capital funds.

Performance Measurement

Business unit and customer satisfaction with the integrity of employee data and the value-added from using the data as a tool for improved corporate individual performance and planning

Human Resources

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A205 Administration	$285,809	$201,900	$210,380	$212,851	$10,951	5.4%
A210 Health and Wellness	688,992	1,435,500	1,052,264	1,636,477	200,977	14.0%
A220 Employee Relations	1,358,141	975,418	943,732	1,083,388	107,970	11.1%
A221 Client Services Temp Employee F	0	0	0	0	0	0.0%
A230 Total Compensation	631,796	775,750	815,344	757,762	(17,988)	-2.3%
A235 HR SAP Project	(4,915)	8,400	8,400	(147)	(8,547)	-101.8%
Total	**$2,959,822**	**$3,396,968**	**$3,030,119**	**$3,690,331**	**$293,363**	**8.6%**

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A205 Administration	($285)	$0	$0	$0	$0	0.0%
A210 Health and Wellness	(6,250)	0	(37)	0	0	0.0%
A220 Employee Relations	(257)	0	(27)	0	0	0.0%
A230 Total Compensation	(23,641)	0	(3,365)	0	0	0.0%
Total	**($30,432)**	**$0**	**($3,428)**	**$0**	**$0**	**-**

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A205 Administration	$285,523	$201,900	$210,380	$212,851	$10,951	5.4%
A210 Health and Wellness	682,742	1,435,500	1,052,228	1,636,477	200,977	14.0%
A220 Employee Relations	1,357,884	975,418	943,705	1,083,388	107,970	11.1%
A221 Client Services Temp Employee F	0	0	0	0	0 -	
A230 Total Compensation	608,156	775,750	811,979	757,762	(17,988)	-2.3%
A235 HR SAP Project	(4,915)	8,400	8,400	(147)	(8,547)	-101.8%
Total	**$2,929,390**	**$3,396,968**	**$3,026,691**	**$3,690,331**	**$293,363**	**8.6%**

Human Resources

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$2,708,554	$2,867,768	$2,689,450	$2,981,694	$113,926	4.0%
Office Costs	85,831	92,500	103,702	74,270	(18,230)	-19.7%
Professional Fees	114,107	158,000	114,457	188,277	30,277	19.2%
Legal & Consulting Fees	68,007	40,000	52,139	39,285	(715)	-1.8%
External Services	33,252	115,800	29,053	53,072	(62,728)	-54.2%
Uniforms & Clothing	0	0	35	0	0	0.0%
Supplies & Materials	585	1,500	1,254	1,500	0	0.0%
Equipment & Communications	1,138	3,400	7,134	3,395	(5)	-0.1%
Travel	60,976	54,300	19,114	17,244	(37,056)	-68.2%
Training & Education	301,991	411,400	250,396	359,057	(52,343)	-12.7%
Advertising & Promotion	0	0	376	4,000	4,000	0.0%
Other Goods & Services	117,162	123,500	112,244	244,637	121,137	98.1%
Interdepartmental	(531,780)	(471,200)	(349,234)	(276,100)	195,100	-41.4%
Total	**$2,959,822**	**$3,396,968**	**$3,030,119**	**$3,690,331**	**$293,363**	**8.6%**
Revenues						
Other Revenue	($30,432)	$0	($3,428)	$0	$0	0.0%
Total	**($30,432)**	**$0**	**($3,428)**	**$0**	**$0**	**-**
Net Cost	**$2,929,390**	**$3,396,968**	**$3,026,691**	**$3,690,331**	**$293,363**	**8.6%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Human Resources				
CIN00200 SAP HR	787,000	97,000	485,000	0
Total	**787,000**	**97,000**	**485,000**	**0**

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.

Description of Program/Service

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. Legal Services functions 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 complying with all its legislative and legal requirements. The Legal Services business unit reports directly to the Deputy Chief Administrative Officer.

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
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

2003/2004 Net Operating Budget	**$1,488,616**	***2003/2004 Gross Capital Budget***	**$ 0.0**
2004/2005 Proposed Net Operating Budget	**$1,607,594**	***2004/2005 Proposed Gross Capital Budget***	**$ 0.0**
2003/2004 Approved FTE's	**14**	**2004/2005 proposed**	**14**

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
• Determine the current national benchmarks for the delivery of legal services.	The Company which did the research in this area chose not to continue this service. As a result, we are attempting to collect the data on our own. Accordingly this may no be completed this fiscal period.
• Improve level of customer satisfaction over that surveyed in 2002.	The survey will be carried out in January, 2004. Based on feedback throughout the year, results are expected to be good.
• Increase percentage of referrals from enforcement agencies which are moved forward for prosecution on the first referral.	Results in this area are improving although there is more work to be done.
• All referrals analyzed and processed in accordance with accepted time lines.	This objective was achieved.
• Develop enabling legislation to be presented for consideration by the Province.	This project is taking longer than expected and now looks like it will take about three years to complete. Drafting of the legislation was begun and about 30% completed. Ad hoc amendments will be recommended in the interim.
• Carry out a full analysis of out-sourced work to determine optimum means of handling such assignments.	It has been determined that an outsourcing of the night court prosecution work (mainly motor vehicle offenses) and bringing more civil litigation in house will be more cost effective.
• Legal Services electronic document system implemented.	Financial constraints did not permit his to proceed again this year. It is hoped that this will proceed under the Integrated City Initiative.
• Carry out analysis of library needs.	Analysis completed. More electronic products being utilized as opposed to paper with reduced cost. The corporate library staff started to index our text books but have never completed the project. This remains a work in progress.
• In concert with Human Resources to develop an appropriate on the job training program for junior legal staff.	Will be completed spring of 2004.

Issue #1

A key aspect of Legal Services' mission is 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. The demand for legal services, particularly with respect to the increasing number of claims which are being made against HRM each year, has placed considerable pressure on the resources, both external and internal, which are budgeted and available to meet this demand. The challenge is to organize the service delivery in such a way so that the demands can be met while at the same time keeping the required resources to a minimum.

Link to Corporate Scorecard Theme Outcome:

Excellence in Service Delivery - provide legal services timely and effective manner
Excellence in Governance - by providing Regional and Community Councils with sound legal advice to assist them in making legally sustainable decisions.

Goal 2004/2007

To raise the quality of HRM legal services to a level that is a benchmark for other municipalities across the country and to increase the level of customer satisfaction such that 90% of the clients are satisfied or very satisfied with the service delivery level.

Objectives 2004/2005

- Determine the current national benchmarks for the delivery of legal services.
- Improve level of customer satisfaction.

Analysis of Proposed Changes

Service Levels
The number of claims against HRM continues to increase and given the time leg between the receipt of an originating notice and the close of the file, the number of matters requiring heavy legal preparation will increase for the next year or two even if new claims slowed down.

Financial/Budget
Legal Service has been going over budget particularly in the External Legal Services area for the last five years. As a result, an increase in this area of approximately $100,000 has been provided to attempt meet current services demands.

Processes
No significant changes identified at this time; Determination of benchmarks may disclose necessary process changes.

Internal Service Providers:
No change.

FTE
No changes in FTE's anticipated for 2004/07 unless it is determined that it will be a more efficient and effective use of the extra funds provided to hire additional internal legal staff (either lawyers or para-legals) than to continue to direct the funds to external resources.

Performance Measures
Benchmarks collected
Client survey results

Issue #2

The effective enforcement of the laws of the Municipality and thereby sustaining and promoting community standards and expectation contributes to safe, healthy, sustainable and vibrant communities. The effective enforcement of laws begins with developing by-laws which not only reflect the aspirations of the Municipality but which are legally and administratively enforceable. Thereafter the enforcement staff need to have the appropriate technical, investigative and communication skills as well as a customer service motivation. Thereafter, the prosecution arm of Legal Services must be professionally proficient and diligent in the presentation of the cases brought forward for prosecution to the courts. While the role of Legal Services in the prosecution area is self-evident, Legal Services will have a vital role to play in the development and rationalization of the Municipality's By-laws and the education and development of the skills of the enforcement personnel.

Link to Corporate Scorecard Theme Outcome:

Safe Communities & Healthy, Sustainable, Vibrant Communities
Legal Services will work closely with responsible business units during the By-law Rationalization process to help ensure that by-laws are effective and enforceable so that they are useful tools in protecting people and property and support desired community standards. Legal Services will work closely with by-law enforcement agencies to enhance the ability of such agencies to achieve compliance with community standards.

Goals 2004/2007

- To enhance the ability of Law enforcement agencies to achieve compliance with community standards by developing the skills of the enforcement staff in the field carrying out investigations, collecting evidence, preparing cases and presenting evidence.
- Develop a closer working relationship with enforcement agencies to more anticipate service

demands so that the business unit may respond more effectively.

Objectives 2004/2005

- Increase percentage of referrals from enforcement agencies which are moved forward for prosecution on the first referral.
- All referrals analyzed and processed in accordance with accepted time lines.

Analysis of Proposed Changes

Service Levels
As the power to issue Summary Offence Tickets is expanded in our various by-laws, we expect that a lot more tickets will be issued by By-law enforcement officers without prior reference to Legal Services and that there will be many mistakes early on which will require an extra effort from Legal Services in correcting them after the fact.

Financial/Budget
No significant changes.

Processes
No significant changes.

Internal Service Providers
Legal Service involvement in both the By-law Rationalization Project and the training assistance to by-law enforcement officer is integral to Environmental Management Services, Planning and Development and Fire Services achieving some of their goals.

FTE
No changes in FTE is identified.

Performance Measure

Data collected from referral tracking system.

Issue #3

HRM's evolution into a major city region presents governance challenges in sustaining the quality of urban life in the region as well as HRM's competitive attractiveness compared to other city regions. HRM's ability to govern is limited by legislation which severely restricts what the municipality can do in response to complex issues and how it can do it. HRM needs the flexibility of governmental authority to address complex social and economic issues without concern as to whether the issue falls within the shopping list of powers set out in the *Municipal Government Act* and the ability to raise revenues beyond the limited means now available to it. HRM has a need for enabling legislation that would allow it to become a responsible layer of government with a specific

mandate to deliver a local level of service to communities in whatever way it deems appropriate along with the financial resources to meet those service needs.

Link to Corporate Priority and/or Program Mission

Excellence In Governance - Legal Services will continue to work towards the production of a Charter which will provide a more appropriate framework for modern municipal governance.

Goals 2004/2007

- The Director of Legal 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.

Objective 2004/2005

Continue progress on the development of enabling legislation to be presented for consideration by the Province that would allow the Municipality to become a responsible level of government with a mandate to deliver a local level of service to communities in whatever way it deems appropriate along with the financial resources to meet those service needs, such that HRM has the flexibility of governmental authority to address complex social and economic issues and the ability to raise revenues beyond the limited means now available to it.

Analysis of Proposed Changes

Service Levels
Based on budget envelope, no significant change in service level with respect to development of legislative package.

Financial/Budget
No significant changes.

Processes:
No significant changes.

Internal Service Providers:
Legal Service will work with Financial Services to translate their financial initiatives into legislative form and shall consult with other business units respecting their governance issues.

FTE
No changes in FTE is identified.

Performance Measure
Legislation developed, approved by Regional Council and delivered to the Province.

Issue #4

We have over the last few years hoped to have undertaken the development of an electronic case management system. One of the major deliverables for Integrated City this year is an Enterprise Architecture, which includes the development of standards and strategies for various technologies, data, etc. Documents are one of the types of 'data' included in the Enterprise Architecture. This will provide the base on which to plan a document management system. Legal Services will work as a part of the Integrated City Project to develop this Architecture..

Link to Corporate Scorecard Theme Outcome:

Excellence in Service Delivery - to provide legal services "in a timely and effective manner".

Goal 2004/2007

Legal Services part of municipal-wide Information Records Management document management pilot project and Integrated City initiative.

Objective 2004/2005

Legal Services work with Integrated City to determine appropriate electronic case management system

Analysis of Proposed Changes

Service Levels:
No change this year. An increase in service level is expected in future years.

Financial/Budget
No change.

Processes
Will work with Integrated City to develop Architecture.

Internal Service Providers
Will work with Integrated City to develop Architecture.

FTE
No changes in FTE is identified.

Performance Measure

Electronic case management system scoped and recommendation developed

Issue #5

Succession planning will be a priority as approximately half of our lawyers have 25+ years at the Bar while six have less than 10 years. Over the last year, a review of the professional compensation package has been implemented and this will make it more attractive for senior legal staff to defer early retirement which will help bridge the time until younger lawyers gain more experience. As well, the less experienced lawyers are more likely to choose to make a career with HRM rather than seek employment with alternate employers such as the Province of Nova Scotia as has been the case in the past. However more work is required to increase the business awareness of less experienced legal staff in order to "fast-track" their development in anticipation of eminent retirements.

Link to Corporate Scorecard Theme Outcome

Excellence in Service Delivery - to provide legal services "in a timely and effective manner".

Goal 2004/2007

Increase the skills of less experienced lawyers so that they are ready to assume responsibilities handed on by retiring senior legal staff.

Objective 2004/2005

Continue on the job training program for less experienced legal staff.

Analysis of Proposed Changes

Service Levels
Based on budget envelope, service level should increase.

Financial/Budget
No significant changes.

Processes
No significant changes

Internal Service Providers:
Assistance of Human Resources staff will be required to develop training program.

FTE
No changes in FTE is identified.

Performance Measure
Training program developed.

Legal Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A101 Administration	$111,956	$0	$0	$0	$0	0.0%
A110 Legal Services	1,551,124	1,512,613	1,845,998	1,631,594	118,981	7.9%
Total	**$1,663,079**	**$1,512,613**	**$1,845,998**	**$1,631,594**	**$118,981**	**7.9%**

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A101 Administration	($162)	$0	$0	$0	$0	0.0%
A110 Legal Services	($65,067)	($24,000)	($24,619)	($24,000)	$0	0.0%
Total	**($65,229)**	**($24,000)**	**($24,619)**	**($24,000)**	**$0**	**0.0%**

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
A101 Administration	$111,793	$0	$0	$0	$0	-
A110 Legal Services	$1,486,057	$1,488,613	$1,821,378	$1,607,594	$118,981	8.0%
Total	**$1,597,850**	**$1,488,613**	**$1,821,378**	**$1,607,594**	**$118,981**	**8.0%**

Legal Services

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$899,200	$1,016,757	$1,056,712	$1,071,150	$54,393	5.3%
Office Costs	23,183	37,500	28,806	38,800	1,300	3.5%
Legal & Consulting Fees	610,021	326,813	608,383	388,000	61,187	18.7%
External Services	43,898	29,500	55,050	51,410	21,910	74.3%
Building Costs	840	3,000	130	2,182	(818)	-27.3%
Equipment & Communications	122	0	0	0	0	0.0%
Travel	11,575	5,700	8,017	6,790	1,090	19.1%
Training & Education	1,426	8,200	1,096	6,790	(1,410)	-17.2%
Other Goods & Services	66,270	85,143	87,617	66,472	(18,671)	-21.9%
Interdepartmental	6,543	0	186	0	0	0.0%
Total	**$1,663,079**	**$1,512,613**	**$1,845,998**	**$1,631,594**	**$118,981**	**7.9%**
Revenues						
Sales Revenue	($24,000)	($24,000)	($24,000)	($24,000)	$0	0.0%
Other Revenue	(41,229)	0	(619)	0	0	0.0%
Total	**($65,229)**	**($24,000)**	**($24,619)**	**($24,000)**	**$0**	**-0.0%**
Net Cost	**$1,597,850**	**$1,488,613**	**$1,821,378**	**$1,607,594**	**$118,981**	**8.0%**

PLANNING & DEVELOPMENT MISSION STATEMENT

Who?

Council(s), General Public, Development Industry

Why?

Direct land development and construction so that it enhances the quality of life in HRM by supporting 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

Planning & Development's range of services 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);
- *administration of policies and bylaws* by reviewing the design of all development proposals for compliance (e.g., approx.750 subdivision applications/year and 5000 construction permits/year);
- *inspection and enforcement* of development to ensure proper construction and maintenance. 25,000 inspections/year (e.g., appearance, life safety, land use etc.); and
- *acceptance of new HRM infrastructure and parkland* during subdivision of land

The primary functional areas within this business unit are:

Community Planning	Planning Applications	Subdivision & Development Approvals	Permits & Inspections	Land Use Compliance

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	DATA
HRM Vision and Priorities for Planned Growth, Transportation, Infrastructure, Heritage, Citizen Participation and Public Safety are implemented	% of work assignments as per work plan that has been completed within the required time frame	staff assigned to project - adequately resourced & on schedule

STRATEGIC OUTCOMES	INDICATORS	DATA
Development is environmentally and financially sustainable	% of streets accepted during the subdivision process which meet the life cycle expectations established	**56** streets with HRM infrastructure were accepted in 2002; **5** *(8.9%)* subdivisions required remedial work within the warranty period **18.8 km's** of new streets were accepted with **1934** new lots created
Buildings are safe, healthy and accessible	% of successful insurance claims compared to total # of permits issued	Total # of permits issued from April 1/04 to Feb 12/04 **796** with **22,600** related inspections Total # of successful insurance claims relating to Building Inspection: **0**
CLIENT BENEFITS	**INDICATORS**	**DATA**
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	**133** staff reports were prepared in 2003 **5** reports *(3.7%)* required supplementary reports as a result of errors
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	Last years survey results didn't warrant completing another survey

CLIENT BENEFITS	INDICATORS	DATA
Timely, accurate, consistent and fair implementation of policies and regulations	***New measure:* Average time to review and respond to applicant for new single unit residential construction** Old measure: Time elapsed between when the application was received and the permit was issued for new residential single construction	From April 1, 2003 to February 12, 2004 **791** applications for new single family construction were issued Average review times: Building 2.03 days Development 3.10 days Engineering 1.71 days HRWC 1.37 days

2003/2004 Net Operating Budget	**$4,186,045**	**2003/2004 Gross Capital Budget**	**$750,000**
2004/2005 Net Operating Budget	**$4,787,730**	**2004/2005 Gross Capital Budget**	**$292,000**
2003/2004 Approved FTE's	**121**	**2004/2005 Proposed FTE's**	**134**

FTEs
Planning & Development had a complement of 121 FTE's approved for the 2003/04 budget and will have 134.

- ⇨ Two additional Community Standards Officer positions may be created in conjunction with the adoption of the new Sign Bylaw and increased fees.
- ⇨ Three additional Community Standards Officer positions have been transferred from EMS and Fiscal for Land Use Compliance
- ⇨ Two additional Planner positions will be created to address succession planning. This will be an increase to the operating budget.
- ⇨ One Engineering Technician position has been created in conjunction with the adoption of amendments to the Blasting Bylaw and increased fees.
- ⇨ Two additional Building Official positions will be created to carry out a pilot project with Assessment. This will be an increase to the operating budget.
- ⇨ Three additional Building Official positions will be created to implement an inspection program under Bylaw –100 *(Minimum Standards)* respecting residential occupancies. This will be an increase to the operating budget.

Summary of Achievements of Last Years's Business Plan

Key Initiative	Status
Develop Capital Cost Contribution (CCC) Policy	The CCC Program has been implemented providing a new framework for funding oversized infrastructure required to service new development
Woodland Ave East Community Plan	Recommendation for local improvement charge adopted by Council to fund new infrastructure *(roadway)*; cost sharing agreement reached with Province based on projected build out for the area
Blasting Bylaw	Amendments approved by Council. Position to administer bylaw has been advertised.
Install Corporate Land Information System *(Permits & Inspections)*	LIS permitting & subdivision modules implemented in March 2003 within Planning & Development and associated partners' Halifax Regional Water Commission and Public Works and Transportation; conversion of active permit & subdivision data from City View to Hansen scheduled for mid March 2004
Regional Planning	7 planner's and 3 manager's seconded full-time to this project. Specific details contained in Regional Planning summary
Complete Four Master Plans	*Wentworth/Bedford South Master Plan* - Development Agreements for Neighbourhoods A & C are complete; subdivision & construction activity currently underway *Governor's Lake* - significant sewer & traffic issues to be resolved; relationship to Regional Planning *Morris-Russell Lake* - Request for Proposal for traffic study has been developed in consultation with Province; uncertainties about Dept of National Defence needs and future airport use have caused delays *Bedford West Master Plan* - ongoing meetings with Public Participation Committee and proponent
Capital District	Two planners' seconded full-time to this initiative. Details contained in Capital District summary of achievements

Key Initiative	Status
Halifax Waterfront Master Plan	Consultant to be hired; A council update expected in Spring 2004 and public consultation will continue
Regional Subdivision Bylaw	Parkland standards were introduced as an issue for the harmonized bylaw; working with Real Property and Asset Mgt to develop guidelines for acceptable parkland dedication; adoption by Regional Council expected in Spring 2004
Regional Lot Grading Bylaw	Review underway of all existing Lot Grading and Sediment/Erosion Control Bylaws to develop a harmonized regional bylaw in 2004; *delivery delayed by staff working on Blasting Bylaw*
Regional Sign Bylaw	Bylaw and report drafted; legal reviewing final draft; report to Council expected in April 2004; decision to be made on fee structure and staffing requirements at that time and incorporated in budget
Building Permit Process Improvements	In cooperation with key stakeholders, roll out continues of a new "Permit Application Guide"targeted for multi-unit residential, institutional, commercial and industrial applications *(MICI)*. This new process although optional continues to be utilized & embraced by many clients.
Land Use Compliance	Participation on Bylaw Rationalization Committee ongoing. Three Community Standard Officer positions transferred from Environmental Management Services . One position is currently filled & two are vacant (expected to be hired for April 2004); hired temporary position to support and research land use compliance.
Alignment 2000	Continuing to work with Public Works and Transportation to review roles and responsibilities in relation to permit types and volumes to ensure continuity; cross training ongoing
Performance Measures	Financially sustainable measure substituted with # of street cuts which require maintenance within the 12-month bonding period

Key Initiative	Status
Housing Issues	Currently providing support to Community Action on Homelessness; a homelessness survey and analysis was completed; presentation to Council on housing & homelessness research February 2004; hired a consultant to look at Land Use issues related to affordable housing
Herring Cove street scape study	Request for Proposal being drafted
Barrington Street scape study	Hired new Heritage Planner (Mar 04) to undertake this initiative
Quality of the Workplace	*Training* - an extensive training effort for all staff occurred prior to and following the roll out of the new permitting system *(Hansen Land Management);* introduction of this new software has increased productivity, staff morale and reduced system crashes, down time and loss of critical data. *Rewards and Recognition Program* - ongoing informal rewards and recognition by managers & staff; an internal committee created to draft Recognition Plan specific to Planning & Development - delivery expected February 2004 *Diversity and Workplace Rights Awareness* - competency included in all job descriptions and interviews; Diversity Awareness Plan developed and implemented (2 full day sessions were conducted and attended by all staff); an internal committee to be created to look at diversity issues (i.e., accessibility, communication, etc.); worked with PWT on barrier free access for sidewalk cafes', consultation is ongoing. *Workplace Quality* - staff in two offices was required to work in substandard conditions as a result of other departmental moves and impact of Hurricane Juan. Return to adequate office conditions expected by end of April

Summary of Achievements not indicated in Last Years Business Plan	
Key Initiative	**Status**
Swimming Pool Bylaw	Drafted and approved by Regional Council
Smoking Bylaw	Implemented; more stringent than the NS Smoke Free Places Act by expanding the prohibition to cover all establishments and limiting any smoking to designated smoking rooms in selected establishments until January 1, 2008 when HRM will be fully smoke free.
Bedford MPS/LUB amendments'	Waterfront infill zoning and flood plains - complete & approved by Council
Heritage Insurance	Given the perceived reluctance by Insurance writers to undertake Heritage properties staff worked in cooperation with Heritage stakeholders & the Insurance Industry to resolve problems; negotiations are complete and communication is being prepared
Bane Street	Development study complete; implementation to be determined in consultation with Real Property and Asset Management
Provincial & Municipal Electoral boundaries review	Provided one Planner and one technical staff to support this review
Preston Business Association	RFP in preparation; a consultant to prepare study for Community Main street Project
Hurricane Juan	Nine staff was assigned for a three-week period to support RPAM in their efforts to compile an inventory and assess damage of municipally owned parkland; Eight staff supported the Corporate Call Centre operation in the days following the Hurricane
Zoning standards *(Peninsula)*	Subject to development pressures; Community Council has identified 4-5 neighbourhoods for review - 1 area complete (Sherwood St area)
Planning Application Process	Worked cooperatively in consultation with industry (DLG) to standardize the planning application process; implementation underway

Key Initiative	**Status**
Corporate Projects - Support	*Regional Planning* - Peter Duncan assigned to address environmental issues; *LIS* - Rosalyn Smith assigned as Project Coordinator and Project Manager
Water Resource Management Study	Adopted by Council; ongoing consultation; transferred to Regional Planning
Building Officials	Consolidated Building & Plumbing Inspection positions to increase resource efficiency & reduce number of site visits; training and education ongoing to fully implement
Noise Bylaw	Accepted responsibility for bringing forward applications for exemption from the Noise Bylaw as they relate to construction noise
Streets Bylaw	Amendments to bylaw drafted to extend security bonding to 1 year. ** new performance measure*
Underground wiring	Project scope expanded extensively to determine most cost effective & stable service for new developments, Capital District; investigate opportunities for integration with Harbour Solutions
Assessment Project	In cooperation with the province a pilot project was carried out to measure work being conducted with or without permits resulting
Moratorium	Compiling data on lots; implementing administrative changes; assigned one Planner to prepare amendments to HRM Municipal Planning strategies and Land Use Bylaws to take effect after the Minister's 90 day order expires
Measures respecting non-compliance with Development Agreements	Responding to requests for prosecution powers for Development Agreement infractions and/or violations

Issue # 1

Support of Corporate Priorities

Planning & Development will be a major supporter of a number of Corporate priorities in 2004/05 by investing staff resources in the following corporate priorities *(Land Information System -Phase II, Bylaw Integration Project, Regional Planning, Capital District, Asset Inventory).*

In 2004 Planning & Development Services anticipates to have 12 to 15 percent of staff assigned to corporate priorities. This will have a significant impact on staff that is left behind to maintain the extra work load since not all positions will be back-filled or in instances where they are back filled it is with less experience staff.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery - citizens satisfied with the level of services received from HRM
Excellence in Governance - citizens are satisfied that HRM's vision and priorities have been implemented

Goals 2004/2006

- To provide an appropriate level of support for Corporate Priorities to ensure project success
- Maintain capacity to respond to *day to day operational issues and* critical Planning issues which arise for Council while supporting corporate priorities

Objectives 2004/2005

- Maintain acceptable Project Planning and Community Planning service levels during *Regional Planning* project
- Continue to support the Land Information System project through further roll out of the Land Management module, implementation of *Dynamic Portal* (on-line applications) and *Mobile Solutions* (remote access for Building Officials from the field)
- Improved level of reporting for Council & management

Analysis of Proposed Changes

Service Levels:
Will not be initiating any new community Municipal Planning Strategy reviews. This has been the case since 2001/02

Financial/Budget
N/A

Processes
N/A

FTE's:
N/A

Performance Measures

Maintain acceptable Project Planning and Community Planning service levels
Increased level of reporting for Council and management
Implementation of Dynamic Portal (on-line applications) for permits
Conduct a pilot of Mobile Solutions (remote access from field) with Building Officials

Issue # 2

Regulatory Compliance

There have been numerous complaints from both Public and Council relative to service level expectations with respect to response time, investigation and resolution particularly for Land Use *(zoning, development agreements, etc.)* compliance. This issue has been discussed annually and many options have been explored. The best opportunity for success is to resource this function exclusively with Community Standards Officers.

Link to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery - citizens satisfied with the level of services received from HRM
Safe Communities - buildings, properties and infrastructure are safe, healthy and well maintained

Goals 2004/2006

Develop and implement a program of effective enforcement of land use regulations and blasting including benchmarks on level of service

Objectives 2004/2005

- Complete investigations of outstanding land use complaints, gather adequate evidence and refer violations to Legal services for prosecution.

- Implement Land Information System Customer Service module within Planning & Development to track and manage citizen complaints
- Effective administration and proactive enforcement of amended Blasting Bylaw
- Implement proactive enforcement of new proposed Sign bylaw
- Continue staff participation on Bylaw Rationalization Committee
- To establish and consistently meet level of service benchmarks

Analysis of Proposed Changes

Service Levels
Council and public are dissatisfied with time to respond to complaint and resolve alleged violations. Improvements are expected in sign enforcement with the adoption of the new Regional Sign Bylaw. Improvements regarding illegal rooming houses, apartments and residential occupancy standards will require additional staff and reallocation of priorities of existing staff. Administration of the new Blasting Bylaw is expected to result in reduced property damage and nuisance complaints about blasting.

Financial/Budget
Funding for sign enforcement will be generated from increased sign revenue; Three positions *(Community Standards Officers)* transferred from Environmental Management Services.

Processes
Ongoing process improvements will be implemented with Environmental Management Services, Fire Services, Legal Services, Finance, Public Works, Community Services and Dept. of Environment and Labour

FTE's
One or two additional Community Standards Officer positions may be created in conjunction with adoption of new Sign Bylaw and increased fees. A decision will be made before new fiscal year. No net increase to Operating Budget expected.

Performance Measures

Elapsed time from complaint to resolution
Customer Feedback (formal and informal)
Land Use Bylaw and Development Agreement complaints vs. compliance and charges laid

Issue # 3

Planning resources and knowledge assets

The Planning Applications staff are trained professionals required to have an intimate knowledge of the Municipality's public consultation and decision-making processes and procedures. For the past several years this division has endured an inordinate number of vacancies due to promotions, parental leaves, secondments, sick leave, term positions, retirements, etc. Due to the skills and knowledge required for these positions, it is difficult to backfill such vacancies in a timely and effective manner, while staying within budget constraints, ie: we are often paying both staff and their replacement as in the case of sick leave, and secondments to projects.

In addition it has proven to be nearly impossible to recruit planners with an advanced or senior level of experience. Most recruits tend to be recent graduates or only have a few years of junior experience.

The following chart demonstrates the current assignment of Planners and Managers both pre and post amalgamation.

<table>
<tr><td colspan="4">Total # Planners (current)
23</td><td colspan="3">Total # Sr Planners & Planning Managers (current) 3</td></tr>
<tr><td colspan="2">Total # Planners at amalgamation with experience from a previous Municipal unit
8</td><td colspan="2">Total # Planners hired since amalgamation
15</td><td colspan="2">Total # Sr Planners & Planning Mgrs at amalgamation
9</td><td rowspan="2">Total # Sr Planners & Planning Mgrs hired since amalgamation
0</td></tr>
<tr><td>6 assigned to Corporate Projects</td><td>2 assigned to Planning Application</td><td>5 assigned to Corporate Projects</td><td>10 assigned to Planning Application</td><td>2 assigned to Corporate Projects</td><td>1 assigned to Planning Applications</td></tr>
</table>

The majority of the 15 new hires have been recent graduates with little or no professional experience. It is extremely difficult to recruit experienced Planners and it is virtually impossible to recruit Planners with 10+ years experience. In discussions with other Planning Directors it appears this problem is not limited to HRM, in fact it is a national problem. This lack of experienced professionals requires the division Manager to spend an excessive amount of time recruiting, training, coaching, and supporting new staff as well as doing work that would otherwise be done by

experienced Planners, were they available.

Link to HRM Corporate Scorecard theme outcome

Excellence in Service Delivery -
Citizens satisfied with the level of services received from HRM; adequate resources provided to staff to allow them to provide excellent service delivery
Excellence in Governance -
Citizens' fell they are making a difference/participating in the future direction of HRM; citizens are satisfied that HRM vision and priorities have been implemented
Healthy, Sustainable, Vibrant Communities - desirable and attractive places to work, play and live

Goal 2004/2007

To have an adequately resourced and strong Planning team to respond to Planning issues

Objectives 2004/05

- More timely and sufficient recruitment of Planners to fill the service gap which resulted from retirements, resignations, etc over the last 3 to 4 years
- Continue to implement training plans and a mentorship program to address staff training needs and succession planning
- Prepare a work plan and assignments based on known commitments
- Mandatory sign off of Council reports by all stakeholders, this will infer consultation, review and verification of facts

Analysis of Proposed Changes

Service Levels:
Maintain capacity to respond to critical Community Planning Issues and site specific plan amendments which arise for Council/Community.

Financial/Budget:
This succession planning program will require the approval of $125,000/year (2 FTE's) in the operating budget, sustained for the next 2 to 3 years. The succession planning program will be reviewed on an annual basis to determine the need to continue funding these *"supplemental"* positions.

Processes:
By improving processes in cooperation with industry will ensure better response to private sector

requests which may no longer warrant a lengthy approval process. Mandatory sign off of Council reports by all stakeholders will infer consultation, review and verification of facts.

FTE:
2 additional FTE's *(Planner)* to be funded from general revenue

Performance Measures

Timely recruitment of staff (anticipating succession planning, maternity leaves, etc.)
Mandatory sign off of Council reports
Provide timely and effective public consultation and Committee/Council advise on applications

Issue # 4

Building Official Succession Planning

There are currently 8 Building Officials in the Permits and Inspections division who are eligible for retirement on or before 2004. In addition, over the next 3 years there will be an additional 4 Building Officials eligible for retirement. This translates into the potential for 41% (12 / 29) Building Officials to leave the organization over the next 3 years.

Link to HRM Corporate Scorecard theme outcome

Excellence in Service Delivery
Citizens satisfied with the level of services received from HRM; adequate resources provided to staff to allow them to provide excellent service delivery
Safe Communities - buildings, properties and infrastructure are safe, healthy and well maintained

Goals 2004/ 2007

- To continue to fulfill legislative responsibilities
- To have an adequately resourced Permit & Inspections team that can maintain service level improvements achieved over the past several years

Objectives 2004/05

- Continue to enhance services through new initiatives and process adjustments
- Create and promote developmental experiences and assignments for succession planning

Analysis of Proposed Changes

Service Levels:
Approval of the additional resources will allow Planning and Development to maintain existing service levels during the imminent retirement of several experienced Building Officials.

Financial/Budget:
This succession planning program will require the approval of $140,000/year (2 FTE's) in the operating budget, sustained for the next 2 to 3 years. The succession planning program will be reviewed on an annual basis to determine the need to continue funding these *"supplemental"* positions. These positions would require funding from general revenue and are currently unfunded.

Processes:
A training plan including *"job shadowing"* and *"mentoring"* is in development and will be implemented to maximize the opportunity for knowledge transfer and skills' development.

The following table depicts a "possible scenario," however the timing of retirements and recruitments will be variable and need to be managed such that the staff compliment will return to 29 by the end of 2006/2007

Year	2003/2004	2004/2005	2005/2006	2006/2007
Beginning Staff Compliment	29	29	31	31
Succession Planning	0	2	0	0
Retirements	-1	-2	-3	-2
New Hires	1	2	3	0
Ending Staff Compliment	29	31	31	29

This scenario allows for the recruitment of seven new staff, over the 3-year period, without the burden of the traditional reduction in resources during the recruitment period. The actual number of retirements each year will be variable. However, the succession planning resources will provide an opportunity to manage recruitments more efficiently, without impacting service levels.

FTE: 0

Performance Measures
Maintain service levels during retirements and subsequent recruitments
Recruit and train replacement staff, in advance of vacancies

Issue # 5

Assessed Value of "unreported" construction activity

A key component of Planning & Development Services' mission is to administer regulations relative to construction activity through legislated plan reviews, approvals' & inspections. In 2003 Planning & Development, in cooperation with the Provincial department of Assessment, carried out a pilot project to capture data on construction activity, primarily renovation type work which is undertaken without obtaining the required construction permits, or which does not require permits.

This work has three implications. Firstly, there are issues related to public safety since there is no assurance construction work has been carried out properly. Secondly, there is loss of one time permit revenue, and thirdly the property improvements do not get added to the assessment base resulting in an annual effect upon the value of the assessment rate, tax rates and tax burden for all property owners.

Link to HRM Corporate Scorecard theme outcome

Excellence in Governance - financially responsible development and implementation of the vision
Healthy, Sustainable, Vibrant Communities - tax burden is balanced and competitive
Safe Communities - buildings, properties and infrastructure are safe, healthy and well maintained

Goals 2004/2007

- To ensure we identify unauthorized construction and verify compliance with construction standards
- Ensure that the resulting "lift" in assessment is included on the annual tax roll

Objectives 2004/05

- Hire 2 FTE's *(Building Officials)* to capture "unreported" development activity
- Develop a work plan to collect, monitor and report on compliance
- Realize $16 million in additional assessed value as a result of construction projects identified through this program

Analysis of Proposed Changes

Service Levels:
Planning and Development currently has no existing capacity to assign resources to undertake focussed "surveillance" of this activity on consistent and reliable basis.

From August to November of 2003, during the Pilot Project a Building Official was assigned full time to look for residential construction being undertaken which had no permits, but may affect the assessed value of the property. This data was transmitted to the Assessment department for inclusion in their field reviews and "tracked back" to determine the impact on the overall assessment values.

The Project has provided the following "interim" results:

785 Properties identified for the Assessment department's review	206 accounts reviewed	**$1,439,500** "lift" in assessed value

Financial/Budget:
Based on current tax rates the proposed program translates into $240,000 in recurring annual tax increase and $50,000 in additional permit revenue annually.

It is proposed that 2 new FTE's be approved to resource this activity on a permanent basis at a total cost of $140,000/year. It is anticipated that this will result in a net increase in corporate revenue of $150,000 in 04/05. Since the bulk of this amount is tax revenue, it will continue to recur over subsequent years, as follows:

Fiscal Year	**Resourcing Costs** *(assumes 2% annual increase)*	**Permit Revenue**	**Annual Tax Revenue**	**Recurring Tax Revenues**	**Total Annual net Revenues**
2004/2005	-$140,000	$50,000	$240,000	$0	$150,000
2005/2006	-$142,800	$50,000	$240,000	$240,000	$387,200
2006/2007	-$145,656	$50,000	$240,000	$480,000	$624,344
2007/2008	-$148,569	$50,000	$240,000	$720,000	$861,431
2008/2009	-$151,541	$50,000	$240,000	$960,000	$1,098,459

Note: these projections do not take into account any adjustments in the tax rate or the Assessment value due to market variables.

Processes:
The only process adjustments required are related to the recording and tracking of the properties

identified. This has already been established as part of the pilot project and would merely need to be confirmed with the Assessment department as a permanent process. This "tracking" will provide the basis for ongoing monitoring of the program to ensure it's effectiveness.

The additional resources will be 2 new Building Official positions. These additional resources will provide the capacity to include this focussed "surveillance" on a consistent and reliable basis. Given the volume of activity anticipated being identified, there will be an additional "burden' on resources to review applications and inspect for compliance. This resourcing approach provides the opportunity to assign resources as necessary in order to achieve the stated objectives, without impacting current service levels.

Approval of these 2 FTE's will also serve to support the succession Planning program proposed in Issue #4.

FTE:
2 additional FTE's *(Building Officials)* to be funded from increased permit fees and general tax revenue increases.

Performance Measures

Realize $16 million "lift" in Assessment ($240,000 tax revenue) annually

Issue # 6

Housing Issues

Over the past year Planning & Development has been active in addressing issues of safe and affordable housing by rebuilding our knowledge and understanding of homelessness and affordable housing issues with the purpose of ultimately providing Council with a sustainable housing policy and supporting strategies. Recent research has determined that there is an insufficient supply of affordable housing within HRM. In addition, there are insufficient processes and resources available to effectively administer Bylaw M100. This deficiency directly impacts the organizations efforts to positively impact those members of the community who are at risk of becoming homeless. These citizens are often victims of circumstance and require the organizations support through the effective administration of these maintenance regulations.

Link to HRM Corporate Scorecard Theme Outcomes

Excellence in Governance - citizens believe HRM works with other levels of government to improve government responsiveness

Healthy, Sustainable, Vibrant Communities - desirable and attractive places to work, play and live
Safe Communities - citizens feel safe

Goals 2004/2007

- Build and strengthen effective relationships with other governments, and community-based stakeholders to reduce homelessness and increase the supply of affordable housing
- Maximize the effectiveness of Health and Safety regulations in existing residential buildings.

Objectives 2004/2005

- Develop and maintain a sustainable housing issues research and base knowledge capacity to service community agencies, governments and decision makers
- Provide ongoing research that informs policy development for regional and community planning
- Facilitate internal efforts to develop a housing policy and supporting strategies for HRM.
- Support community-based efforts to reduce homelessness and increase the supply of affordable housing
- Advocate for affordable housing programs, especially with the Province of Nova Scotia to urge implementation of the Federal-Provincial Affordable Housing Framework Agreement

- Ensure effective administration of M100 (Minimum Standards Bylaw) through resource allocations and development of sound business practices utilizing all available tools including skills, technologies, legislation, and interdepartmental service agreements.

Analysis of Proposed Changes

Service Levels
Currently there is no concentrated administration of M100.

Financial/Budget
Planning & Development was successful in being awarded a grant from the National Homelessness Initiative *(Human Resources Development Canada)* with the support of the local Community Action on Homelessness Steering Committee. This funding will add momentum to the efforts of staff providing for the added resources of a full time research project consultant and project proposal funds *(recently renewed to the end of fiscal year 2005).*

Processes
The greatest opportunity for success in dealing with Housing Issues will be realized if the responsibilities for all the categories listed above fall under one administrative structure. This will provide a "soup to nuts" approach to all housing issues in HRM. Currently Planning and Development is responsible for Research, Policy Development, Partnerships, and Program Development. The only category which falls outside the purview of Planning and Development is

the administration of Programs and Regulations (inspections) related to Existing Residential occupancies.

Under the proposed "soup to nuts" approach to Housing issues, Planning and Development will be the Business Unit responsible for all aspects of Inspections of Residential Occupancies. This would include the current responsibilities related to new and renovated buildings as well as the administration of M100.

FTE's
It is estimated that a minimum of 3 FTE's are required to resource the increased workload related to the administration of M-100.This is just an estimate and will need to be reviewed on an ongoing basis. It should be noted that although 3 FTE's are being requested to accommodate the increased workload, all Building Officials will be trained and available to carry out investigations. This will ensure better response times and avoid bottlenecks.

Performance Measures

Commence response to M100 complaints
Track and monitor resolution and remedies of all complaints

Issue # 7

Quality of the Workplace

Planning & Development Services will be introducing new technology over the next year to staff *(Customer Service Module of Hansen)* to assist in the recording and tracking of citizen requests related to Land Use Compliance issues. Planning & Development continues to re-invest in the workplace by carrying out renovations and office enhancements providing a better working environment for all staff.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery - adequate financial resources to encourage staff development and retention
Excellence in Governance - citizens are confident in the governance and management of HRM

Goal 2004/2005

To ensure Planning & Development staff have the right skills, tools, culture, management structure and work environment to deliver excellent service.

Objectives for 2004/2005

- Real Property and Asset Management to complete renovations to 2nd Floor Alderney Gate and provide sufficient space for current staffing requirements
- Real Property and Asset Management to complete renovations to restore Acadia School to its original condition while taking advantage of the opportunity to incorporate changes which will improve overall functionality
- Real Property and Asset Management to complete renovations for additional office space at West End Mall to accommodate additional staff and file storage requirements
- Continue to implement the training plan for Planning staff
- Ongoing cross training of Building Officials in both Building and Plumbing Code regulations
- Continue to develop a diversity training program

Analysis of proposed changes

Service Levels
Office construction and renovations will have a direct impact on our clients since it will involve all staff at Acadia School, Alderney Gate and West End Mall offices. Once renovations are completed service levels are expected to improve as functional changes will be made, e.g., development and engineering staff will be integrated together to improve communication and build better work teams.

Finance/Budget
The Alderney Gate renovations are being initiated by Real Property and Asset Mgt and should have no impact on Planning & Development's budget. Any additional costs incurred as a result of these renovations will be covered in the operating budget for 2003/2004. No financial impact expected in 04/05.

Processes
Supervisors will be located closer to staff to provide for more effective communication and management of the day to day activities.

FTE: N/A

Performance Measures

Rewards and Recognition plan is implemented
Review 2004 employee survey and develop an action plan
Workplace improvements completed
Implement corporate enterprise solution(Hansen Customer Service Module) in support of land use complaints and investigations. Leveraging this technology will provide the tools necessary to effectively record , track and monitor these activities.

Planning & Development Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	$269,549	$281,277	$253,813	$288,497	$7,220	2.6%
C420 Subdivision & Development	1,320,196	1,406,140	1,360,405	1,742,303	336,163	23.9%
C430 Permits & Inspection	2,427,363	2,496,762	2,595,464	2,954,103	457,341	18.3%
C450 Development Engineering	912,500	953,615	908,665	1,011,921	58,306	6.1%
Total Development Services	**4,929,608**	**5,137,794**	**5,118,346**	**5,996,825**	**859,031**	**16.7%**
Planning Services						
C310 Planning & Applic.	1,095,456	1,287,811	1,237,189	1,454,390	166,579	1642.9%
C320 Regional Community Planning	985,274	927,940	885,948	926,437	(1,503)	-16.2%
Total Planning Services	**2,080,730**	**2,215,751**	**2,123,138**	**2,380,827**	**165,076**	**948.1%**
Total	**$7,010,338**	**$7,353,545**	**$7,241,484**	**$8,377,652**	**$1,024,107**	**13.9%**

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	$0	$0	$0	$0	$0	0.0%
C420 Subdivision & Development	(149,135)	(131,200)	(154,835)	(252,000)	(120,800)	92.1%
C430 Permits & Inspection	(3,062,251)	(2,770,500)	(3,119,905)	(3,048,922)	(278,422)	10.0%
C450 Development Engineering	(363,301)	(230,800)	(318,679)	(254,000)	(23,200)	10.1%
Total Development Services	**(3,574,688)**	**(3,132,500)**	**(3,593,419)**	**(3,554,922)**	**(422,422)**	**13.5%**
Planning Services:						
C310 Planning & Applic.	(54,917)	(35,000)	(52,425)	(35,000)	0	-0.0%
C320 Regional Community Planning	(42,946)	0	(16,767)	0	0	-
Total Planning Services	**(97,863)**	**(35,000)**	**(69,192)**	**(35,000)**	**0**	**-0.0%**
Total	**($3,672,551)**	**($3,167,500)**	**($3,662,611)**	**($3,589,922)**	**($422,422)**	**13.3%**

Planning & Development Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	$269,549	$281,277	$253,813	$288,497	$7,220	2.6%
C420 Subdivision & Development	1,171,061	1,274,940	1,205,569	1,490,303	215,363	16.9%
C430 Permits & Inspection	(634,888)	(273,738)	(524,441)	(94,819)	178,919	-65.4%
C450 Development Engineering	549,198	722,815	589,986	757,921	35,106	4.9%
Total Development Services	**1,354,920**	**2,005,294**	**1,524,927**	**2,441,903**	**436,609**	**21.8%**
Planning Services:						
C310 Planning & Applic.	$1,040,539	$1,252,811	$1,184,764	$1,419,390	$166,579	13.3%
C320 Regional Community Planning	942,328	927,940	869,182	926,437	(1,503)	-0.2%
Total Planning Services	**1,982,867**	**2,180,751**	**2,053,946**	**2,345,827**	**165,076**	**7.6%**
Total	**$3,337,787**	**$4,186,045**	**$3,578,873**	**$4,787,730**	**$601,685**	**14.4%**

Planning & Development Services

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$6,228,998	$6,656,862	$6,446,767	$7,576,579	$919,717	13.8%
Office Costs	243,741	278,075	337,514	276,138	(1,937)	-0.7%
Professional Fees	3,920	5,500	2,431	3,395	(2,105)	-38.3%
Legal & Consulting Fees	107,057	35,510	68,103	28,625	(6,885)	-19.4%
External Services	3,041	0	21	0	0	0.0%
Uniforms & Clothing	4,725	12,900	5,794	13,300	400	3.1%
Supplies & Materials	259	0	662	0	0	0.0%
Building Costs	2,978	7,500	2,248	8,536	1,036	13.8%
Equipment & Communications	7,591	500	4,662	21,325	20,825	4165.0%
Vehicle Expense	79,424	157,000	113,598	187,016	30,016	19.1%
Travel	84,945	49,664	43,354	51,733	2,069	4.2%
Training & Education	21,227	35,100	30,535	39,673	4,573	13.0%
Facilities Rental	1,901	2,500	2,438	2,910	410	16.4%
Advertising & Promotion	39,663	28,500	45,805	39,964	11,464	40.2%
Other Goods & Services	74,780	64,538	69,949	79,308	14,770	22.9%
Interdepartmental	106,087	19,396	67,605	49,150	29,754	153.4%
Total	**$7,010,338**	**$7,353,545**	**$7,241,484**	**$8,377,652**	**$1,024,107**	**13.9%**
Revenues						
Interest Revenue	$50	$0	$0	$0	$0	0.0%
Fines and Fees	(42,445)	(40,000)	(44,909)	(40,000)	0	0.0%
Licenses & Permits	(3,431,444)	(3,023,700)	(3,446,002)	(3,484,922)	(461,222)	15.3%
Tax Certificates	0	0	1,092	0	0	0.0%
Sales Revenue	(47,185)	(35,000)	(51,189)	(35,000)	0	0.0%
Waste Water Levies	(48,800)	(48,800)	(48,800)	0	48,800	-100.0%
Other Revenue	(102,726)	(20,000)	(72,803)	(30,000)	(10,000)	
Total	**($3,672,551)**	**($3,167,500)**	**($3,662,611)**	**($3,589,922)**	**($422,422)**	**13.3%**
Net Cost	**$3,337,787**	**$4,186,045**	**$3,578,873**	**$4,787,730**	**$601,685**	**14.4%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

Planning & Development Services

		Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CDC00111	Oversized Streets	3,200,000	194,000	0	0
CDS00101	Capital Cost Contributions Area Studies	500,000	49,000	0	0
CDS00397	Suburban Commercial Streetscapes	25,000	49,000	0	0
Total		**3,725,000**	**292,000**	**0**	**0**

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 transit & ferry systems.

We plan, construct, maintain and regulate the effective use of public infrastructure and transportation facilities such as streets, sidewalks, sewers, transit & ferry systems for the purposes of addressing public transportation, safety, infrastructure life cycle costs and legislated requirements, for citizens, businesses and visitors

Description of Program/Service

Formulated under Alignment 2000, Public Works and Transportation Services (PWT) was created to consolidate all critical and operational services with respect to management of the Municipality's infrastructure. A further organizational restructuring that took effect on January 1, 2003 realigned operations of Transit Services with PWT.

The Director of PWT acts as Municipal Engineer/ City Engineer on behalf of Halifax Regional Municipality (HRM) as per the Municipal Government Act, as well as represents HRM interests at provincial, national, and other outside agency levels.

Based on the most recent organizational structure effective January 1, 2003, the range of services provided by PWT includes:

a) **Design and Construction Services:** Coordinates the capital budget, evaluation and prioritization of streets for capital works, evaluation and prioritization of sidewalk construction, construction management of projects, maintenance record of infrastructure drawings, and other engineering related activities.

b) **Transit Services:** Provides public transportation services within HRM through conventional transit, community transit, ferry services and Access-A-Bus services.

c) **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 responsible for the maintenance of street lights.

d) **Streets and Roads:** 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 and leaf pick up, asphalt patching, gravel roads, guard rails, and 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.

e) **Traffic and Transportation:** Responsible for transportation planning, traffic control, and traffic signal maintenance. **Transportation planning** deals with the planning, expansion and assessment of new demands on the Municipality's transportation infrastructure. **Traffic control** involves the safe and efficient management of vehicle and pedestrian traffic flow within the existing transportation system. Traffic control also includes **Traffic signal** maintenance, as their efficient performance is vital to the outcome and success of traffic control.

f) **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.

Mission Statement
We plan, construct, maintain and regulate the effective use of public infrastructure and transportation facilities such as streets, sidewalks, sewers, transit and ferry services for the purposes of addressing public transportation, safety, infrastructure life cycle costs and legislated requirements, for citizens, businesses and visitors.

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Public health and the environment protected	• Number of sewage spills/ backups • % reduction of use of toxic materials such as road salt	• For 2002/03 - 25 • Total Road Salt usage to the end of Jan./04 is 14,338 tonnes, compared to 37,878 tonnes in Jan. 31/03.
A safer street and sidewalk system	• Number of liability claims • % change in Surface Distress Index (SDI)	• For 2003/04 (YTD Feb. 13/04): Streets - 88 Sidewalks - 17 Snow & Ice - 9 • As of 2003, the SDI was 7.1, a drop from 7.6 in 1996. Expected to dip below 7.0 in 2004.

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Public Investment protected at reduced long term cost	• Measured change in overall condition assessment of asset inventory (streets) • Long term capital capacity gap	• As of 2003, the SDI was 7.1, a drop from 7.6 in 1996. Expected to dip below 7.0 in 2004. • The annual Capital budget gap for HRM's infrastructure inventory upgrading is approximately $3 - 4 million.
Customer focused service delivery	• Service request tracking statistics (Hansen) • # of transit customer complaints/compliments regarding operator conduct	• Total Calls from Jan.01/02 - Jan.09/03: PWT - 32,116 Transit - 244,807 • In 2002, 330 complaints/4.6 complaints per 100,000 passengers
Significant contribution to quality of life related to mobility and clean air	• % of regular clients surveyed who report that transit influences life choices	• 2002 survey indicated that 48% of people surveyed influenced where they live; 20% where they work and; 8% where they go to school.
Economic benefits related to access to employment locations	• # and % of labour force population who use transit for work	• In 2002, 51% of people surveyed use transit for work.
Fiscal benefits related to mitigating need for street/road infrastructure	• Measured change in overall condition assessment of asset inventory (streets)	• As of 2003, the SDI was 7.1, a drop from 7.6 in 1996. Expected to dip below 7.0 in 2004.

CLIENT BENEFITS	INDICATORS	RESULTS
Well managed, effective transportation system	• # of on road bus breakdowns • Number of liability claims	• 7 per 100,000 km (IBI recommended target is 2 service delays per 100,00 km). • For 2003/04 (YTD Feb. 13/04): Streets - 88 Sidewalks - 17 Snow & Ice - 9 Transit - 84
Tourism / user benefits related to access to special events, school busing, sight seeing, conventions and community activities	• # of charter buses booked • # of special events served by transit	• 2002 (Revenue) $310,711 • To be verified.
Mitigation of road/traffic congestion	• estimated # vehicle-km avoided (based on average length passenger trips)	• In 2002, 89,595,510 km
Well maintained stormwater/ wastewater system	• Number of liability claims • Number of sewage spills/backups • % HRM households connected to HRM sewage system	• For 2003/04 (YTD Feb. 13/04): Sewers/Stormwater - 117 • For 2002/03 - 25 • To be verified

CLIENT BENEFITS	INDICATORS	RESULTS
Safe, convenient, cost effective access to work, education, medical and social travel	• # breakdowns per 100,000 KM of public transit • cost (expenditures) of roads, streets, and sidewalks per km	• 7 per 100,000 km (IBI recommended target is 2 service delays per 100,00 km). • Snow & Ice removal costs $7,300/km of street and $3,500/km of sidewalk. All Capital Paving related work new paving, paving renewals, resurfacing, microupgrading, and MAP Budget 10.9 million, 1549 km of street = $7,040/km All Capital Sidewalk related work new sidewalk and renewals Budget 2.97 million, 757 km of sidewalk = $3,923/km (2003/04)
Cleaner air (reduced health problems) compared to putting the same number of people in cars	• est. reduction in air pollutants as result of fewer vehicle-km	• In 2002, 32,971,148 lbs.

CLIENT BENEFITS	INDICATORS	RESULTS
Effective and efficient service delivery	• Service request tracking (Hansen/Call Centre) • # of customer complaints regarding bus condition/capacity • Employee Survey: % employees who are satisfied with the resources available to them in undertaking their jobs.	• Total Calls from Jan.01/02 - Jan.09/03: PWT - 32,116 Transit - 244,807 • 27 complaints/.4 complaints per 100,000 passengers as of June, 2002. • In 2003, 68% or PWT staff indicated that they agreed/completely agreed, compared to 63% in 2000.

2003/2004 Net Operating Budget	**$41,725,732**	***2003/2004 Gross Capital Budget***	**$24,585,000**
2004/2005 Net Operating Budget	**$44,013,968**	***2004/2005 Gross Capital Budget***	**$33,846,000**
2003/2004 Approved FTE's	**729**	**2004/2005 Approved FTE's**	**730**

Summary of Achievements of Last Year's Business Plan to Date

Key Initiative	Status
Continue to review existing options for infrastructure renewal funding.	Ongoing, in conjunction with Environmental Management Services.
Pursue/develop new alternatives for infrastructure reinvestment.	Ongoing, in conjunction with Environmental Management Services.
Implement the Hansen Pavement Management and sewer asset management systems by fall, 2003.	Appointment of Infrastructure Management Supervisor (Robert MacKenzie) and two Infrastructure Technicians (Ann Rankin and Lisa Vipond). The various modules continue to be reviewed to determine which one(s) should be used to get the best integration of all the assets. This is to be followed by data mapping to convert existing data into Hansen with full implementation by mid- 2004.
Revise HRM's existing Salt Management Program that supports the objectives of the Federal Salt Management Guidelines by the spring of 2004.	Federal Government has published Code of Practice for Environmental Management of Road Salts. An HRM Salt Management Plan is currently being developed with a goal to optimize the use of road salts while delivering service to approved standards and minimize the impact on the environment by utilizing accepted best practices for road salts.
Improve and expand training for snow & ice personnel in salt management practises to ensure the objectives of the salt management plan can be achieved	Training programs for operators, supervisors, and senior management in final phase of development.
Working with Human Resources, commence the review and preparation of issues that have operational and cost implications as part of the 2004 CUPE Collective Agreement negotiations.	As a start, a group of HRM staff (outside of PWT) has been engaged to review the current Snow & Ice Program and have filed its final recommendations. Staff of PWT, in conjunction with Human Resources, will be reviewing the existing collective agreement to determine other areas to be flagged for discussion in the upcoming negotiations with CUPE.

Key Initiative	Status
Review options for budget resource allocation including existing service standards relating to snow & ice to ensure that both are compatible.	The average cost to provide street snow and ice services at the current service level is approximately $7,300 per kilometre of street and $3,500 per kilometre of sidewalk. Staff have reviewed the existing service standards with Council and have committed to adhering more closely to those standards.
Undertake a review of sidewalk snow removal operations within peninsular Halifax.	Amendments to Bylaw S-300, Part 1 (Sidewalk Snow & Ice Removal) to provide clarity for residents on the issue of sidewalk snow removal went through Bylaw Rationalization Process and was presented to Council, November 4, 2003. (Defeated at First Reading). Staff has committed to reviewing standards for sidewalk snow removal that provides an equality of service for both HRM and residents.
Review options for winter parking.	Alternate side street parking for winter season was reviewed with Streets Staff and the Traffic Authority and determined to be neither feasible, nor beneficial to budget. Advertising campaign in early December. Decision was made to delay implementation of parking ban until weather conditions dictate as necessary. Parking ban was put into effect on January 23, 2004.
Development of a roadway classification system.	Being developed by the Regional Planning team in conjunction with other transportation planning issues. Target date for completion is mid- 2004.
Establishment of criteria for identifying transportation projects that may proceed separate from the Regional Plan.	Achieved, with respect to the Corporate Scorecard Steering Committee priority.

Key Initiative	Status
Implementation of pilot Transportation Demand Management (TDM) measures.	TDM Coordinator (Roxane MacInnis) has been appointed. Also, staff are working with a consultant (IBI Group) and have identified five (5) transit priority pilot installations. Bus Rapid Transit (BRT) was one of several projects across the country to receive funding under the Urban Transportation Showcase Program during this fiscal year. Funding contributions include $8.4 million from HRM; $4.1 million from the Federal government; $786,000 from the Province; and $25,000 from the Ecology Action Centre. The BRT project, which is part of HRM's overall regional transportation strategy, is expected to attract a 20% ridership increase on the Cole Harbour corridor and a 15% new ridership increase on the Windmill Road corridor. This will result in a 750,000 kilograms/year reduction in greenhouse gases (GHG) and a 2,900,000 km/yr reduction in auto travel.
Initiation and implementation of the Blueprint for a Bicycle Friendly Halifax.	Regional Council has approved the creation of the Bikeways Advisory Committee (as recommended by the Bikeways Task Force on September 17, 2003). This is due to the Task Force having achieved its main goal of creating a Bike Plan for HRM. The new Bikeways Advisory Committee will be responsible for making recommendations as to what will best suit the needs of the residents of HRM and implement the recommendations of the Blueprint for a Bicycle Friendly HRM.
Field Depot Rationalization study to be undertaken to evaluate PWT facility adequacy, location and examination of a Business Unit divisional and reporting structure will follow to ensure proper realignment to fit any geographic operational changes.	In conjunction with Real Property and Asset Management and Finance Services, a contract has been awarded to Dillon Consulting. Forecasting/Analysis component of study is currently underway. Have completed research into City of Hamilton, which has undergone similar study since that city's amalgamation of 2000.

Key Initiative	Status
Introduce the Crosstown Transit Route	Achieved.
Work with St. Mary's University to implement a Transit U-Pass	Achieved. Passes to be distributed to students at beginning of school year (September). Now considering similar program for Dalhousie University.
Enhance transit service to the Universities and Hospitals.	Part of expansion plans outlined in Transit Service Plan, presented to Council, 2002. Increased service to Universities implemented May 2003 with increased service on Route 18 - Universities and Route 17 - Saint Mary's.
Improve service coverage in the Cole Harbour area	Preliminary layout and design complete for new Cole Harbour Transit Terminal. Moving forward to detailed design phase and target construction date of mid- 2004.
Increase peak service to better match the service to the growing passenger demand	Fifty-eight new buses on order (Re: Council Meeting, July 15, 2003. Of the 58 units, 33 will be assigned as replacements and 25 will be additions to the fleet. These expansion buses will be assigned to accommodate the expansion of Transit Services Routes outlined in the Transit Service Plan.
Increase Access-A-Bus service to reduce the number of trip requests that cannot be accommodated.	Nine new Access-A-Buses on order (Re: Council Meeting, July 15, 2003). Of these nine units, eight are replacement units and the ninth unit is addition to the Fleet to allow Transit to deliver the expanded service approved by Council through the budget process. Three new accessible low floor routes to be introduced. Routes 9 and 66 to become Accessible Low Floor (ALF) routes October 15, 2003 and Route 6 effective November 30, 2003.

Key Initiative	Status
Promote to all employees of the business unit the significance of improved respect and understanding of service delivery.	In cooperation with HR (Conflict Management Coordinator) and the CUPE/ATU executives, initiated a needs assessment to determine whether racial, sexual, and sexual orientation discrimination is occurring within Transit and in the remaining PWT workplace. Goal is to develop a Code of Conduct for PWT environment and embark on progressive discipline tactics for the elimination of such discriminatory acts in the PWT environment.
Continue to work at improving employee attendance.	Attendance Support program has been introduced and is now in effect for CUPE, ATU, NSUPE and non-union staff in PWT as of August, 2003. All Managers/Supervisors have had HR training with program.
Negotiate a new collective agreement with the Amalgamated Transit Union.	Bargaining meetings began September 2, 2003.

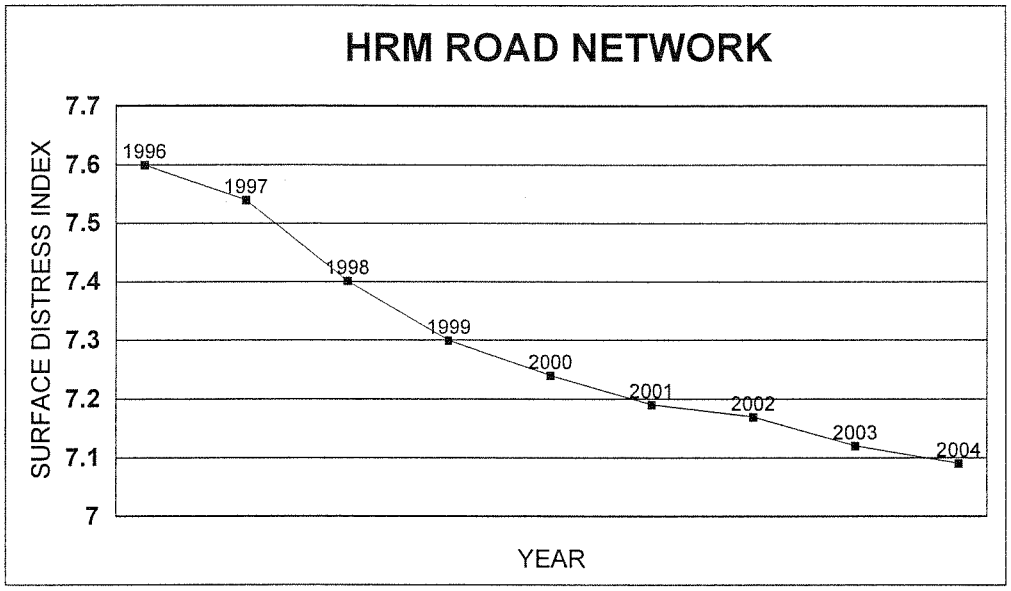
Issue # 1

Adequate Funding for Infrastructure Maintenance/Renewal

Public Works & Transportation Services is directly responsible for the operation and management of a significant portion of the physical infrastructure of the Halifax Regional Municipality. This infrastructure encompasses our public street system, bridges, guardrails, retaining walls, sidewalks, storm and wastewater collection systems, pumping stations, drainage culverts, pedestrian and vehicular signal control systems, traffic control and directional signage and street lighting. The condition of this infrastructure is critical to the basic fabric and well-being of our society, the image and impressions that are displayed about the municipality and reach across all corporate scorecard themes.

All of the above infrastructure requires maintenance and some degree of on-going upgrade and renewal. Much is in a present state of requiring complete replacement. Thus this issue relates to the concerns of the Business Unit to properly and effectively implement appropriate on-going maintenance and renewal within the funding challenges that face the municipality.

To illustrate, the approved 2003/04 Capital Budget reflected an approximate 15% decline in funding allocation towards Paving Renewal and Resurfacing Programs from that approved in the 2002/03 Capital Budget. The budget envelopes provided for 2004/05 do not allow for any meaningful growth in infrastructure renewal capability. At present, the average street Surface Distress Index



(SDI) for HRM's street inventory is 7.1 - a drop from the 1996 average of 7.6. This decline is expected to continue and dip below 7.1 by the spring of 2004. See table on p. 10.

A similar progressive decline in condition and funding for upgrading can be seen within HRM's sidewalk inventory where the percentage of sidewalks having a deficiency rating of 70% or higher continues to grow. Within present levels of funding for Sidewalk Renewals, it is estimated that it will take approximately 12 years to upgrade all sidewalks with a deficiency rating of 70% or higher.

In light of this continuing progressive decline in the overall condition of our road and sidewalk inventory, the annual funding allocation towards upgrading and/or replacement needs to be reviewed and reversed. Similar comparisons can also be made as relates to all other components of the physical assets outlined above. An added complexity is the ever increasing cost of construction which results in funding that is available spreading itself across fewer assets.

Link to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery:

- Adequate resources provided to staff to allow them to provide excellent service delivery
- Customers are satisfied with level of service received from HRM

Healthy Sustainable Vibrant Communities
Reasonable amount spent to maintain buildings, properties, and infrastructure

Excellence in Governance
Citizens feel the municipal services they receive are worth the taxes they pay

Goal 2003/2006

In conjunction with Long-Term Capital, to establish an annual reliable funding threshold for infrastructure upgrading and renewal that is required to protect the integrity of the asset inventory and that is realistic to the funding challenges of the municipality.

Objective 2004/05 (Year 2)

In conjunction with Real Property and Asset Management, undertake a comprehensive infrastructure condition survey and analysis for the purposes of assisting in the establishment of annual funding thresholds for infrastructure upgrading and/or renewal.

Analysis of Proposed Changes

Service Levels:
To enhance the level of funding commitment towards infrastructure upgrading that reflects a more realistic approach to managing HRM's infrastructure.
For the last calendar year, nearly 2000 calls were tracked in the Hansen system that dealt specifically with damage and repairs to HRM streets.

Financial/Budget:
Explore options within the capital budget for desired level of infrastructure renewal.

Our existing street condition database indicates that the paving renewal/restructuring budget should increase from the current level to $16 million on an ongoing basis in order to prevent the average SDI from decreasing below the existing level.

Processes:
Hansen Infrastructure Management System
Long Term Capital Planning

FTE:
No changes in staffing proposed at this time.

Performance Measure

A comprehensive infrastructure condition survey and analysis for the purposes of assisting in the establishment of annual funding thresholds for infrastructure upgrading and/or renewal has been undertaken.

Issue #2

Infrastructure Management Systems Implementation

Key to the proper allocation of scarce resources for infrastructure upgrading and renewal is an effective and integrated infrastructure management system. Commencing in 2002, one of the primary goals of PWT, working in conjunction with Shared Services and other affected Business Units, was to commence the implementation of the Hansen infrastructure management system. Because of the complexities of integrating the needs of all affected Business Units of HRM, progress to date on this implementation has not proceeded as quickly as initially envisaged. Thus, the goal of PWT for 2004/05 will be to continue discussions with all affected Business Units with the objective of having issues related to this implementation resolved as early as possible.

Link to HRM Corporate Scorecard Theme Outcomes

Healthy Sustainable Vibrant Communities
Desirable and attractive places to work, play and live i.e. insuring infrastructure is maintained at acceptable standards. Infrastructure condition is vital to economic growth, and vibrant, sustainable communities

Excellence in Service Delivery
Customers satisfied with level of services received from HRM

Goal 2003/2006

To complete the implementation of a fully integrated infrastructure management system that is deemed essential for the determination and management of the wide range of infrastructure assets under the purview of PWT.

Objectives 2004/05 (Year 2)

1. Complete development of the Hansen Pavement Management System
2. Pursue implementation of the bridge module and the sewer module.

Analysis of Proposed Changes

Service Levels:
Updating the asset database and the implementation of the Hansen infrastructure management system will improve decision-making relative to infrastructure maintenance planning and information retrieval for budget planning, while significantly improving customer service.

Financial/Budget:
Hansen system.

Processes:
New Hansen asset management systems.

FTE:
No changes in staffing proposed at this time.

Performance Measures

1. Development of the Hansen Pavement Management System is completed
2. Implementation has been pursued for the bridge module and sewer module in the Hansen system

Issue #3

Transit Service Standards

The recently completed Strategic Transit Study included Transit Service Standards which set performance targets on both service quantity and quality. In response to the identified deficiencies, the Study recommended increasing service over five years. Metro Transit 2003/04 began this five year program by introducing the route 52 Crosstown, increasing service to the hospitals and universities, and increasing off-peak service. In September, 2003 Metro Transit and the Saint Mary's University Student Association introduced a discounted September to April student pass. There is interest for a similar program at both Dalhousie and Mount Saint Vincent.

As a result of these initiatives, Metro Transit's conventional transit ridership has increased 6.3 percent year to date to the end of December, 2003. This increased passenger demand is taxing the Conventional Transit capacity, which is reflected by the number of reported incidents of passengers being left at the stop. Many of these reported overloads are in corridors where the service frequency meets Metro Transit's Service Standards.

Metro Transit has begun the process of replacing the aging transit infrastructure as discussed in the 2003/04 Business Plan. The replacement of transit buses has created a new issue in that the new low floor buses have on average 20-25% fewer seats and passenger capacity. This has also contributed to the increase in the number of reported overload buses.

Traffic congestion continues to increase, requiring Metro Transit to review running time on several routes. Traffic congestion has been a particularly severe issue since school opened this fall (2003). Because many streets are approaching their design capacity, even a minor accident or breakdown creates significant traffic delays that affect schedule reliability. Traffic congestion on the Bedford Highway, the Windmill Road/Magazine Hill, Robie Street, Spring Garden Road, Barrington Street and Cole Harbour/Portland Street corridors all impact schedule adherence. Staff hopes the Bus Rapid

Transit (BRT) Showcase project will address running time on the Portland Street and Magazine Hill/Windmill Road corridors. The schedule impact on the other corridors will require further review and potentially increased running time.

Metro Transit has been selected for Federal Urban Show Case funding to create two BRT corridors. Metro Transit's proposal will to provide BRT service on the Cole Harbour/Portland Street and the Windmill Road/Magazine Hill corridors. This service would use existing road infrastructure and, through the use of short queue jump lanes and traffic signal priority technology, offer reduced travel times. On-board features like air conditioning, highway type seats and vehicle suspension, etc. will enhance passenger comforts.

Over the last few months, residents in several rural communities have submitted petitions and expressed interest in the extension of Community Transit service. These Communities include Harrietsfield/Sambro, Lawrencetown, Fall River, and Tantallon. Metro Transit currently operates Community Transit service to the Highway Trunk #7 (Porters Lake) area and Beaver Bank. These services have been operating for several years and function as stand alone operations funded through local area rates.

Link to HRM Corporate Scorecard Theme Outcomes

Healthy Sustainable Vibrant Communities:
- Desirable and attractive places to work, play and live
- People and goods can move easily throughout the municipality
- Recognition, encouragement, and protection of HRM's heritage, culture, and diversity
- Development is appropriately planned and fiscally sustainable
- Financially sustainable and affordable means of mobility
- Reasonable amount spent to maintain buildings, properties and infrastructure
- Preservation of natural assets

Excellence in Service Delivery:
- Customers satisfied with level of services received from HRM

Goals 2003/2006

Implement the multi-year plan recommended in the Strategic Transit Study to:
1. Continue to replace costly, aging infrastructure
2. Increase service levels to address frequently overloaded trips and other Service Standards deficiencies (note - this requires additional infrastructure and increased operating expenditures as outlined in the Strategic Transit Initiative)
3. Maintain transit's productivity and current farebox revenue recovery
4. Expand Community Transit service as supported and funded through area rates, and
5. Seek opportunities to introduce U-Pass programs at other Universities.

Objectives 2004/2005 (Year 2)

Continue to implement the multi-year service plan by:
1. Completing the Cole Harbour Transit Terminal
2. Working with Dalhousie University to implement a U-Pass for the fall 2005
3. Enhancing service in the Cole Harbour area by expanding service, and introducing BRT (including required infrastructure) service to Downtown Halifax
4. Increasing off-peak service frequency on selected corridors
5. Increasing peak service to better match the capacity with the growing passenger demand
6. Assess and improve schedule adherence
7. Increasing Access-A-Bus service to reduce the number of trip requests that cannot be accommodated
8. Completing terminal and transit priority design and infrastructure work as required to support the introduction of BRT in the Windmill Corridor early in 2005/06, and
9. Continuing to work with community groups in outlying low density areas like Fall River, Sambro, etc. to explore opportunities to fund expanded Community Transit Service through local area rates.
10. Finalize ATU negotiations.

Analysis of Proposed Changes

Service Levels:
Measure progress in meeting Service Standards
Sunday shopping
Tall Ships 2004
Replacement of aging transit infrastructure has created a new issue in that the new low floor buses have on average 20-25% fewer seats and passenger capacity.
Replace bus operators as required and continue to implement attendance support program.

Financial/ Budget:
Capital and Operating Budget allocations as outlined in the Strategic Transit Study.

Processes:
Scheduling software required for enhanced service.

FTE's:
Additional bus operators may be required (funded through BRT Showcase).

Performance Measures

1. Cole Harbour Transit Terminal completed
2. Dalhousie U-Pass implemented
3. Service in Cole Harbour enhanced, BRT service introduced to Downtown Halifax

4. Off-peak service frequency increased in selected corridors
5. Peak service increased to match the capacity has begun
6. Schedule adherence assessed and improved
7. Access-A-Bus service increased, number of trips requests that cannot be accommodated reduced
8. Terminal and transit priority design completed, infrastructure work to support the introduction of BRT in Windmill Corridor completed
9. Transit opportunities explored with community groups
10. ATU negotiations finalized

Issue # 4

Strategies to Improve Transportation System Options / Capacity

This is an on-going initiative carried over from 2003/04 whereby Public Works & Transportation Services is working with Regional Planning on the development of fiscally sustainable strategies to improve the capacity of existing Transportation system options to meet growing demand, and ensure that expansion of the transportation network supports the overall growth strategy.

Without the development of alternative modes of providing transportation services, the fiscal and socioeconomic impacts of expanding the roadway network to meet increasing demand are too great. Essentially, there will be no meaningful reduction in the number of vehicle trips, without an improvement to alternative modes of transport, such as transit.

Aging transit infrastructure contributes to increased costs to support and operate the equipment while reducing service reliability. It also detracts from the public's image of transit by not promoting it as a modern, aesthetically pleasing alternative to single occupancy vehicles. Risk Factors include: Corporate Image, Level of Service, Service Reliability, Safety, and Community Impact.

Regional Council has approved the creation of the Bikeways Advisory Committee (as recommended by the Bikeways Task Force on September 17, 2003). The new Bikeways Advisory Committee will be responsible for making recommendations as to what will best suit the needs of the residents of HRM and implement the recommendations of the Blueprint for a Bicycle Friendly HRM. The "Blueprint" is designed to promote the use of bikeways travel as another TDM choice for alternative transportation options.

Link to HRM Corporate Scorecard Theme Outcomes

Healthy, Sustainable, Vibrant Communities:
- Desirable and attractive places to work, live and play
- People and goods can move easily throughout the municipality

Safe Communities:
- Buildings, properties an infrastructure in the HRM are safe, healthy, and well-maintained.

This links to the Regional Planning Strategy to "Develop a comprehensive regional transportation plan which supports the desired direction of growth articulated in the regional growth strategy."

Goals 2003/2006

- Completion of a comprehensive transportation strategy fully integrated with the HRM Regional Plan
- Pursue initiatives under the Bikeways Implementation Strategy.

Objectives 2004/05 (Year 2)

1. Completion of the Cole Harbour Park & Ride facility
2. Continued implementation of activities as outlined in the Transit IBI Study
3. Commencement of the approved Bus Rapid Transit Showcase project
4. Continuation of TDM measures

Analysis of Proposed Changes

Service Levels:
The intention is to retain satisfactory service levels provided by the roadway network in the face of growing demand. It is clear, however, that the fiscal and socioeconomic impacts of expanding the roadway network to meet this increasing demand are too great and development alternative modes for providing transportation services is required.

For those currently using alternative modes of transport, such as bicycle, car pooling or transit, an improvement in service will be evident. This improvement in service is a necessity if these alternative modes are to result in meaningful reductions in vehicle trips.

Financial/Budget:
Two capital programs to develop bicycling and other TDM measures: Bikeway Master Plan Implementation, and TDM Program.

As well, Bus Rapid Transit (BRT) was one of several projects across the country to receive funding under the Urban Transportation Showcase Program during this fiscal year. Funding contributions include $8.4 million from HRM; $4.1 million from the Federal government; $786,000 from the Province; and $25,000 from the Ecology Action Centre.

Processes:
A system for measuring and benchmarking the level of service of the roadway network and the split of trips between various modes will be developed and initiated. Measurements will be taken annually to identify trends and make comparisons to results from other Canadian cities.

FTE:
One Traffic Analyst. Funding available in approved budget envelope.

Performance Measures

1. Cole Harbour Park and Ride facility completed
2. Implementation of activities as outlined in the Transit IBI Study continued
3. The approved Bus Rapid Transit Showcase project has commenced
4. TDM measures continued

Issue #5

Fleet Rationalization Study - Public Works & Transportation

With the Depot Rationalization Study well underway and expected to be completed by spring 2004, the next logical step in the review of PWT's present and future operations is an analysis of its existing fleet. In cooperation with Fleet Services, PWT will review and recommend fleet vehicle inventory sizing requirements that allow for suitable and timely replacement under existing capital budget funding limits. This is designed to achieve replacement schedules that are comparable to industry life cycle costing parameters.

The existing fleet vehicle inventory assigned to PWT is too large to ensure optimum year round utilization, and cannot be replaced in a timely manner to achieve optimum life cycle costing with existing capital budget funding levels. This results in vehicles remaining in the inventory past their useful life, with continued operation resulting in increased ongoing maintenance costs.

Optimizing the daily utilization of fleet vehicles is also a challenge given field restraints on supervisory staff covering large geographical areas. Utilization optimization may be achieved through the introduction of an Automated Vehicle Location (AVL) system which could monitor a vehicle's location, direction, speed, and activity (plowing, salting, sweeping, etc.) through a web based realtime reporting system. This can be used to optimize a number of service delivery functions such as snow and ice control, and street sweeping.

Link to HRM Corporate Scorecard Theme Outcomes

Excellence and Governance:
- Citizens are confident in the governance and management of HRM

Excellence in Service Delivery:
- Customers satisfied with level of services received from HRM
- Citizens feel the municipal services they receive are worth the taxes they pay

Goals 2003/2006

- To improve service provision and optimize resource utilization.
- To ensure optimum utilization of PWT fleet vehicle inventory, sized for timely life cycle
- replacement, within the confines of allocated capital budget funding.

Objectives 2004/05 (Year 2)

1. In concert with Fleet Services, review and recommend fleet vehicle inventory sizing requirements suitable for replacement under existing capital budget funding limits, to achieve replacement schedules comparable to industry life cycle costing parameters
2. Complete review and recommendation in association with Fleet & Information Services for Automated Vehicle Location (AVL) system installation for 2005.

Analysis of Proposed Changes

Service Levels:
When implemented, the new operational service areas and Business Unit structure will promote efficient and cost-effective service delivery.
A reduction in fleet vehicle inventory operation and maintenance costs would provide additional funding availability to support street maintenance service levels.

Financial/Budget:
The results of the study may indicate additional resource requirements. The organizational review may necessitate the assistance of outside resources which will covered under the Director's Office operational budget.
AVL implementation would require capital budget commitments in 2005/06, as well as ongoing operation costs for system activation and wireless data transmission costs.

Processes:
When implemented, sectional realignment may result in different work practices (realigned work practices will address implementation of Hansen systems) and provide the basis for an improved long term strategy for service integration.

FTEs:
No changes in staffing proposed at this time.

Performance Measures

1. Fleet vehicle inventory sizing requirements suitable for replacement under existing capital budget funding limits reviewed and recommended. Replacement schedules comparable to industry life cycle costing parameters achieved
2. Review and recommendations in association with Fleet & Information Services for Automated

Vehicle Location (AVL) system installation for 2005 has been completed.

Issue # 6

Operational Review - Public Works & Right of Way Services

In conjunction with the completion of the Depot Rationalization Study, PWT will be examining the merits of restructuring its field operations to better enable Streets & Roads and Technical & Underground Services (TUGS) to make more effective and efficient use of existing supervisory and labour support staff to enable the development of integrated service crews.

Within the next 10 years, a significant percentage of experienced staff in these two areas will be eligible for retirement. This translates into many of the existing experienced management, supervisory and field worker personnel. This, along with other forms of attrition, will require almost continuous hiring and training of new staff in the very new future. An operational review in the upcoming business cycle will ensure that the TUGS and Streets & Roads sections in particular, share a similar organizational and management structure.

There is also a need to review the overall operation of Right of Way Services. There are a number of services provided by this group, such as street inspections, that are similar to roles performed by both Streets & Roads and TUGS. As part of this review, it is felt that all services shared, or that may possibly overlap, should be taken into consideration.

Along with the requirement to review the operational structure and supply a full complement of technically capable staff, is the need to establish and maintain good workplace relations while fostering a work environment of pride and respect. This will be essential for staff morale and productivity in the PWT workplace. Management of PWT have been working with HR in an attempt to address workplace issues such as the acceptance of diversity and the reduction of violence in the workplace.

Link to HRM Corporate Scorecard Theme Outcomes

Excellence in Governance:
- Citizens are confident in the governance and management of HRM

Excellence in Service Delivery
- Adequate financial resources to encourage staff development and retention
- Adequate resources provided to staff to allow them to provide excellent service delivery.

Goals 2003/2006

- Budget sufficient resources to ensure the efficient training of new and succession employees
- Foster improved workplace relations between supervisory staff and the respective unionized employees
- Promote opportunities to keep employees informed about Business Unit activities and opportunities for succession planning
- Continue to enhance ongoing internal communications for all Business Unit employees
- Continue to address the issues surrounding employee attendance
- Begin planning for PWT Rewards and Recognition Program
- Continue workplace relations discussions with CUPE Executive.
- To review succession plans and reporting relationships within Streets & Roads, TUGS, and Right of Way Services, with a view to devising a new short-term and long-term operational and organizational plan that improves service provision and optimizes resource utilization.

Objectives 2004/2005 (Year 2)

1. Undertake a review of the organizational structure and operational relationship between Streets & Roads, TUGS, and Right of Way Services
2. Review business unit Emergency Measures plan.
3. Promote to all employees of the Business Unit the significance of improved respect and understanding of service delivery
4. Promote diversity; reduce violence in the workplace; establish a Code of Conduct
5. Negotiate a new collective agreement with the CUPE 108 Union

Analysis of Proposed Changes

Service Levels:
Improved workplace relations will result in enhanced service delivery.
When implemented, sectional realignment may result in different work practices (realigned work practices will address implementation of Hansen systems) and provide the basis for an improved long term strategy for service integration.
Investigate the use of Hansen software as an operational tool.

Financial/ Budget:
A successful attendance support program and improved workplace relations translates to operational savings to the Business Unit resulting in more cost-effective service delivery.

Processes:
Continual liaison and training with staff to achieve stated objectives.

FTEs:
No changes in staffing proposed at this time.

Performance Measures

1. The organizational structure and operational relationship between Streets & Roads, TUGS, and Right of Way Services has been reviewed
2. Business unit Emergency Measures plan has been reviewed
3. Significance of improved respect and understanding of service delivery is promoted to all employees
4. Diversity promoted, violence in the workplace reduced; Code of Conduct established
5. A new collective agreement with the CUPE 108 Union negotiated.

Public Works & Transportation

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Public Works Director:						
R101 Administration	$486,488	$556,600	$469,607	$484,896	($71,704)	-12.9%
R701 Dir. of Operations	(0)	0	0	0	0	0.0%
R702 Nat. Gas Distributio	208	4,000	283	0	(4,000)	-100.0%
Total Public Works Director	**486,695**	**560,600**	**469,890**	**484,896**	**(75,704)**	**-13.5%**
Right of Way Approval:						
R112 Rights of Way Approval	218,708	233,000	228,238	242,576	9,576	4.1%
Total Right of Way Approval	**218,708**	**233,000**	**228,238**	**242,576**	**9,576**	**4.1%**
Design & Construction:						
R110 Design Admin.	266,585	327,200	275,119	283,103	(44,097)	-13.5%
R111 Design	882,066	1,000,000	956,743	1,026,717	26,717	2.7%
R113 Capital Budget Plan.	0	0	0	0	0	0.0%
R120 Construction Ser	784,910	1,011,770	909,096	797,692	(214,078)	-21.2%
R130 Infrastructure Management Servic	0	0	0	253,689	253,689	0.0%
R140 Surveying	791,985	898,300	771,443	788,284	(110,016)	-12.2%
R150 Drafting	239,031	258,750	232,620	404,159	145,409	56.2%
Total Design & Construction	**2,964,576**	**3,496,020**	**3,145,021**	**3,553,644**	**57,624**	**1.6%**
Traffic & Transportation:						
R170 Transportation Serv.	307,169	333,300	345,212	565,150	231,850	69.6%
R172 Traffic Serv.	530,099	587,500	577,656	357,587	(229,913)	-39.1%
R827 Traffic Lights	1,142,013	1,106,400	1,166,635	1,314,081	207,681	18.8%
Total Traffic & Transportation	**1,979,281**	**2,027,200**	**2,089,504**	**2,236,818**	**209,618**	**10.3%**
Streets & Roads:						
R715 Administration - Streets & Roads	2,413,076	1,464,465	2,295,776	1,485,005	20,540	1.4%
R720 Street Sweeping	666,410	603,554	520,450	653,005	49,450	8.2%
R721 Litter Pickup/Basket	868,876	968,893	897,954	974,865	5,972	0.6%
R722 Leaf Pick Up	188,482	201,566	141,147	199,462	(2,104)	-1.0%
R730 Chip Sealing	321,375	464,790	456,218	339,500	(125,290)	-27.0%
R731 Patching	1,628,925	1,732,658	1,614,033	1,985,281	252,623	14.6%
R732 Gravel Road Maintenance	1,052,953	894,444	925,767	992,489	98,045	11.0%
R733 Right of Way Maint.	92,402	100,000	93,423	97,000	(3,000)	-3.0%
R735 Guardrail	265,771	253,699	216,023	273,535	19,836	7.8%
R738 Waverley Sidewalks	641	5,200	509	5,200	0	0.0%
R739 Fall River Sidewalks	70,578	126,100	67,920	125,775	(325)	-0.3%
R740 Concrete Sidewalks	680,493	702,089	690,270	824,806	122,717	17.5%
R741 Asphalt Sidewalks	83,793	237,395	86,324	139,230	(98,165)	-41.4%
R742 Brick Sidewalks	53,885	196,581	58,920	106,825	(89,756)	-45.7%
R743 Asphalt Curb	27,407	101,521	51,673	64,065	(37,457)	-36.9%
R746 Street Name Signs	28,408	98,963	58,383	101,820	2,857	2.9%
R747 Traffic Signs	635,920	729,938	648,874	704,080	(25,858)	-3.5%
R748 Traffic Markings	313,300	439,184	359,875	426,835	(12,349)	-2.8%
R829 Parking Meter Maint.	0	0	0	0	0	0.0%
R899 Streets Job Costing Clearing	(150,197)	(124,100)	135,551	0	124,100	-100.0%
Total Streets & Roads	**9,242,498**	**9,196,941**	**9,319,089**	**9,498,778**	**301,836**	**3.3%**

Public Works & Transportation

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Snow & Ice Control Functions:						
R761 Ice Control	7,186,039	3,942,581	4,416,726	3,908,180	(34,400)	-0.9%
R762 Plowing	3,985,003	2,625,438	4,739,911	2,585,030	(40,408)	-1.5%
R763 Snow Removal	382,064	873,114	1,802,448	746,830	(126,284)	-14.5%
R764 Swlk Plow/Ice Control	2,569,323	2,390,181	2,810,625	2,193,583	(196,598)	-8.2%
R765 Related Program Cost	1,252,575	568,774	1,030,788	565,125	(3,649)	-0.6%
R766 District 15 Sidewalk Snowplowin	64,488	126,574	163,342	168,273	41,699	32.9%
R767 District 16 Sidewalk Snowplowin	0	190,380	258,415	233,921	43,541	22.9%
Total Snow & Ice Control Functions	**15,439,494**	**10,717,041**	**15,222,255**	**10,400,942**	**(316,099)**	**-2.9%**
Technical & Underground Services:						
R811 Administration	587,343	469,365	485,788	802,900	333,535	71.1%
R812 Inspection & Monitor	262,227	613,315	272,933	626,700	13,385	2.2%
R814 Mains	1,234,273	1,495,046	939,464	1,589,200	94,154	6.3%
R817 Pumping Stations	2,467,276	2,517,140	2,298,836	2,636,400	119,260	4.7%
R818 Sewer Laterals	2,508,141	2,226,566	1,444,210	2,376,900	150,334	6.8%
R820 Manholes	584,150	1,015,120	494,054	909,200	(105,920)	-10.4%
R821 Catchbasins	1,042,152	1,381,939	801,741	1,368,527	(13,412)	-1.0%
R822 Ditches,Drains,Culve	975,483	1,519,776	1,148,657	1,476,500	(43,276)	-2.8%
R823 Flood Control	338,760	302,544	271,534	265,100	(37,444)	-12.4%
R898 Sewers Job Costing Clearing	51,596	0	(2,070)	0	0	0.0%
Total Technical & Underground Serv	**10,051,401**	**11,540,811**	**8,155,147**	**12,051,427**	**510,616**	**4.4%**
Streetlighting:						
R825 Streetlighting	4,234,558	4,246,740	4,159,017	4,599,666	352,926	8.3%
R826 Streetlighting-Rural	754,632	742,547	800,880	0	(742,547)	-100.0%
Total Streetlighting	**4,989,191**	**4,989,287**	**4,959,897**	**4,599,666**	**(389,621)**	**-7.8%**
Public Relations/debt:						
R622 Public Relations	114,555	208,800	115,774	129,010	(79,790)	-38.2%
Total Public Relations/debt	**114,555**	**208,800**	**115,774**	**129,010**	**(79,790)**	**-38.2%**
Transit:						
R631 Gen. Transit Admin.	602,208	10,453,500	11,352,923	10,842,536	389,036	3.7%
R635 Operator's Expense	24,984,790	15,202,088	15,686,518	16,561,277	1,359,189	8.9%
R636 Support Services - Transit	1,328,200	1,353,600	1,314,255	1,459,676	106,076	7.8%
R637 Scheduling	327,058	370,000	372,824	375,818	5,818	1.6%
R638 Gen. Operations Exp.	795,898	822,000	882,335	842,549	20,549	2.5%
Total Transit	**28,038,154**	**28,201,188**	**29,608,855**	**30,081,856**	**1,880,668**	**6.7%**
Community Transit:						
R641 Community Transit Services	345,616	331,500	349,906	325,034	(6,466)	-2.0%
Total Community Transit	**345,616**	**331,500**	**349,906**	**325,034**	**(6,466)**	**-2.0%**
Access-A-Bus:						
R651 AAB-Gen. Expense	0	0	0	0	0	0.0%
R652 AAB-Scheduling/Disp.	259,715	263,700	279,867	289,047	25,347	9.6%
R653 Contracted AccessBus	235,366	300,000	243,228	291,000	(9,000)	-3.0%
R654 AAB Operations	1,595,371	1,540,600	1,615,495	1,605,460	64,860	4.2%
Total Access-A-Bus	**2,090,451**	**2,104,300**	**2,138,590**	**2,185,507**	**81,207**	**3.9%**
Ferries:						
R661 Gen. Ferry Expense	577,191	568,600	519,560	555,273	(13,327)	-2.3%
R668 Ferry Crew Expense	1,662,095	1,793,900	1,694,727	1,808,554	14,654	0.8%
R671 Metro Tr. Debt Chrg	2,299,120	2,016,600	2,077,717	3,978,500	1,961,900	97.3%
Total Ferries	**4,538,405**	**4,379,100**	**4,292,003**	**6,342,327**	**1,963,227**	**44.8%**
Total	**$80,499,026**	**$77,985,788**	**$80,094,170**	**$82,132,481**	**$4,146,693**	**5.3%**

Public Works & Transportation

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Public Works Director:						
R101 Administration	($326,652)	($200,500)	($285,090)	($90,000)	$110,500	-55.1%
R702 Nat. Gas Distributio	0	(4,000)	0	0	4,000	-100.0%
Total Public Works Director	**(326,652)**	**(204,500)**	**(285,090)**	**(90,000)**	**114,500**	**-56.0%**
Right of Way Approval:						
R112 Rights of Way Approval	(141,965)	(222,000)	(223,384)	(222,000)	0	0.0%
Total Right of Way Approval	**(141,965)**	**(222,000)**	**(223,384)**	**(222,000)**	**0**	**0.0%**
Design & Construction:						
R110 Design Admin.	(5,143)	0	0	0	0	0.0%
R120 Construction Ser	(916)	0	(755)	0	0	0.0%
R150 Drafting	(4,611)	0	(3,841)	0	0	0.0%
Total Design & Construction	**(10,669)**	**0**	**(4,595)**	**0**	**0**	**0.0%**
Traffic & Transportation:						
R170 Transportation Serv.	(700)	0	(3,415)	(3,200)	(3,200)	0.0%
R172 Traffic Serv.	(6,245)	(4,000)	(5,740)	0	4,000	-100.0%
R827 Traffic Lights	0	(8,000)	0	0	8,000	-100.0%
Total Traffic & Transportation	**(6,945)**	**(12,000)**	**(9,155)**	**(3,200)**	**8,800**	**-73.3%**
Streets & Roads:						
R715 Administration - Streets & Roads	737	0	(356)	0	0	0.0%
R720 Street Sweeping	(854)	0	1,524	0	0	0.0%
R721 Litter Pickup/Basket	1,655	0	399	0	0	0.0%
R731 Patching	(20)	0	0	0	0	0.0%
R735 Guardrail	0	0	40	0	0	0.0%
R738 Waverley Sidewalks	(4,591)	(5,200)	(4,566)	(5,200) 4/10	0	0.0%
R739 Fall River Sidewalks	(114,730)	(126,100)	(127,313)	(125,775) 3.9%	325	-0.3%
R746 Street Name Signs	(1,890)	0	(3,159)	(2,500)	(2,500)	0.0%
R747 Traffic Signs	(8,950)	0	(7,073)	0	0	0.0%
Streets & Roads	**(128,644)**	**(131,300)**	**(140,503)**	**(133,475)**	**(2,175)**	**1.7%**
Snow & Ice Control Functions:						
R761 Ice Control	(250,019)	0	0	0	0	0.0%
R762 Plowing	2,109	0	0	0	0	0.0%
R764 Swlk Plow/Ice Control	(1,563,260)	(1,741,391)	(1,742,148)	(1,710,517)	30,874	-1.8%
R765 Related Program Cost	(1,919)	0	(55)	0	0	0.0%
R766 District 15 Sidewalk Snowplowin	0	(126,574)	(106,365)	(168,273)	(41,699)	32.9%
R767 District 16 Sidewalk Snowplowin	0	(190,380)	(169,994)	(233,921)	(43,541)	22.9%
Total Snow & Ice Control Functions	**(1,813,089)**	**(2,058,345)**	**(2,018,561)**	**(2,112,711)**	**(54,366)**	**2.6%**

Public Works & Transportation

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Technical & Underground Services:						
R811 Administration	(587,343)	(2,499,507)	(488,603)	(12,051,427)	(9,551,920)	382.2%
R812 Inspection & Monitor	(262,227)	(492,260)	(272,933)	0	492,260	-100.0%
R814 Mains	(1,234,273)	(1,066,044)	(939,464)	0	1,066,044	-100.0%
R817 Pumping Stations	(2,467,276)	(2,320,900)	(2,307,613)	0	2,320,900	-100.0%
R818 Sewer Laterals	(2,508,141)	(2,157,100)	(1,444,210)	0	2,157,100	-100.0%
R820 Manholes	(584,150)	(857,100)	(494,054)	0	857,100	-100.0%
R821 Catchbasins	(1,042,152)	(857,300)	(801,741)	0	857,300	-100.0%
R822 Ditches,Drains,Culve	(975,483)	(1,004,200)	(1,148,670)	0	1,004,200	-100.0%
R823 Flood Control	(338,760)	(261,200)	(277,136)	0	261,200	-100.0%
R898 Sewers Job Costing Clearing	(51,596)	0	(15,175)	0	0	0.0%
Total Technical & Underground Servi	**(10,051,401)**	**(11,515,611)**	**(8,189,599)**	**(12,051,427)**	**(535,816)**	**4.7%**
Streetlighting						
R825 Streetlighting	0	0	(22,376)	0	0	0.0%
R826 Streetlighting-Rural	(649,691)	0	0	0	0	0.0%
Total Streetlighting	**(649,691)**	**0**	**(22,376)**	**0**	**0**	**0.0%**
Public Relations/debt						
R622 Public Relations	(206,607)	(220,000)	(213,722)	(250,000)	(30,000)	13.6%
Total Public Relations/debt	**(206,607)**	**(220,000)**	**(213,722)**	**(250,000)**	**(30,000)**	**13.6%**
Transit:						
R631 Gen. Transit Admin.	(19,319,731)	(19,617,200)	(20,261,104)	(20,767,100)	(1,149,900)	5.9%
R635 Operator's Expense	(39,401)	(50,000)	(50,418)	(88,000)	(38,000)	76.0%
R637 Scheduling	0	0	(325)	0	0	0.0%
R638 Gen. Operations Exp.	(1,704)	0	0	0	0	0.0%
Total Transit	**(19,360,835)**	**(19,667,200)**	**(20,311,847)**	**(20,855,100)**	**(1,187,900)**	**6.0%**
Community Transit:						
R641 Community Transit Services	(304,128)	(331,500)	(303,333)	(348,800)	(17,300)	5.2%
Total Community Transit	**(304,128)**	**(331,500)**	**(303,333)**	**(348,800)**	**(17,300)**	**5.2%**
Access-A-Bus:						
R652 AAB-Scheduling/Disp.	(96,838)	(121,500)	(92,819)	(100,000)	21,500	-17.7%
Total Access-A-Bus	**(96,838)**	**(121,500)**	**(92,819)**	**(100,000)**	**21,500**	**-17.7%**
Ferries:						
R661 Gen. Ferry Expense	(1,638,450)	(1,776,100)	(1,723,050)	(1,950,000)	(173,900)	9.8%
R668 Ferry Crew Expense	(1,833)	0	0	(1,800)	(1,800)	0.0%
Total Ferries	**(1,640,283)**	**(1,776,100)**	**(1,723,050)**	**(1,951,800)**	**(175,700)**	**9.9%**
Total	**($34,737,746)**	**($36,260,056)**	**($33,538,035)**	**($38,118,513)**	**($1,858,457)**	**5.1%**

Public Works & Transportation

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Public Works Director:						
R101 Administration	$159,836	$356,100	$184,517	$394,896	$38,796	10.9%
R701 Dir. of Operations	(0)	0	0	0	0	-
R702 Nat. Gas Distributio	208	0	283	0	0	-
Total Public Works Director	**160,043**	**356,100**	**184,800**	**394,896**	**38,796**	**10.9%**
Right of Way Approval:						
R112 Rights of Way Approval	76,743	11,000	4,854	20,576	9,576	87.1%
Total Right of Way Approval	**76,743**	**11,000**	**4,854**	**20,576**	**9,576**	**87.1%**
Design & Construction:						
R110 Design Admin.	261,442	327,200	275,119	283,103	(44,097)	-13.5%
R111 Design	882,066	1,000,000	956,743	1,026,717	26,717	2.7%
R113 Capital Budget Plan.	0	0	0	0	0	-
R120 Construction Ser	783,994	1,011,770	908,341	797,692	(214,078)	-21.2%
R130 Infrastructure Management Servic	0	0	0	253,689	253,689	-
R140 Surveying	791,985	898,300	771,443	788,284	(110,016)	-12.2%
R150 Drafting	234,420	258,750	228,780	404,159	145,409	56.2%
Total Design & Construction	**2,953,907**	**3,496,020**	**3,140,426**	**3,553,644**	**57,624**	**1.6%**
Traffic & Transportation:						
R170 Transportation Serv.	306,469	333,300	341,797	561,950	228,650	68.6%
R172 Traffic Serv.	523,854	583,500	571,916	357,587	(225,913)	-38.7%
R827 Traffic Lights	1,142,013	1,098,400	1,166,635	1,314,081	215,681	19.6%
Total Traffic & Transportation	**1,972,336**	**2,015,200**	**2,080,349**	**2,233,618**	**218,418**	**10.8%**
Streets & Roads:						
R715 Administration - Streets & Roads	2,413,812	1,464,465	2,295,421	1,485,005	20,540	1.4%
R720 Street Sweeping	665,556	603,554	521,974	653,005	49,450	8.2%
R721 Litter Pickup/Basket	870,531	968,893	898,353	974,865	5,972	0.6%
R722 Leaf Pick Up	188,482	201,566	141,147	199,462	(2,104)	-1.0%
R730 Chip Sealing	321,375	464,790	456,218	339,500	(125,290)	-27.0%
R731 Patching	1,628,905	1,732,658	1,614,033	1,985,281	252,623	14.6%
R732 Gravel Road Maintenance	1,052,953	894,444	925,767	992,489	98,045	11.0%
R733 Right of Way Maint.	92,402	100,000	93,423	97,000	(3,000)	-3.0%
R735 Guardrail	265,771	253,699	216,062	273,535	19,836	7.8%
R738 Waverley Sidewalks	(3,949)	0	(4,057)	0	0	-
R739 Fall River Sidewalks	(44,152)	0	(59,392)	0	0	-
R740 Concrete Sidewalks	680,493	702,089	690,270	824,806	122,717	17.5%
R741 Asphalt Sidewalks	83,793	237,395	86,324	139,230	(98,165)	-41.4%
R742 Brick Sidewalks	53,885	196,581	58,920	106,825	(89,756)	-45.7%
R743 Asphalt Curb	27,407	101,521	51,673	64,065	(37,457)	-36.9%
R746 Street Name Signs	26,519	98,963	55,224	99,320	357	0.4%
R747 Traffic Signs	626,970	729,938	641,801	704,080	(25,858)	-3.5%
R748 Traffic Markings	313,300	439,184	359,875	426,835	(12,349)	-2.8%
R829 Parking Meter Maint.	0	0	0	0	0	-
R899 Streets Job Costing Clearing	(150,197)	(124,100)	135,551	0	124,100	-100.0%
Total Streets & Roads	**9,113,855**	**9,065,641**	**9,178,586**	**9,365,303**	**299,661**	**3.3%**

Public Works & Transportation

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Snow & Ice Control Functions:						
R761 Ice Control	6,936,020	3,942,581	4,416,726	3,908,180	(34,400)	-0.9%
R762 Plowing	3,987,112	2,625,438	4,739,911	2,585,030	(40,408)	-1.5%
R763 Snow Removal	382,064	873,114	1,802,448	746,830	(126,284)	-14.5%
R764 Swlk Plow/Ice Control	1,006,063	648,790	1,068,478	483,066	(165,724)	-25.5%
R765 Related Program Cost	1,250,657	568,774	1,030,733	565,125	(3,649)	-0.6%
R766 District 15 Sidewalk Snowplowin	64,488	0	56,977	0	0	-
R767 District 16 Sidewalk Snowplowin	0	0	88,421	0	0	-
Total Snow & Ice Control Functions	**13,626,405**	**8,658,696**	**13,203,694**	**8,288,231**	**(370,465)**	**-4.3%**
Technical & Underground Services:						
R811 Administration	0	(2,030,142)	(2,815)	(11,248,527)	(9,218,385)	454.1%
R812 Inspection & Monitor	0	121,055	0	626,700	505,645	417.7%
R814 Mains	0	429,002	0	1,589,200	1,160,198	270.4%
R817 Pumping Stations	0	196,240	(8,777)	2,636,400	2,440,160	1243.5%
R818 Sewer Laterals	0	69,466	0	2,376,900	2,307,434	3321.7%
R820 Manholes	(0)	158,020	(0)	909,200	751,180	475.4%
R821 Catchbasins	(0)	524,639	0	1,368,527	843,888	160.9%
R822 Ditches,Drains,Culve	(0)	515,576	(13)	1,476,500	960,924	186.4%
R823 Flood Control	(0)	41,344	(5,602)	265,100	223,756	541.2%
R898 Sewers Job Costing Clearing	(0)	0	(17,245)	0	0	-
Total Technical & Underground Servi	**0**	**25,200**	**(34,452)**	**0**	**(25,200)**	**-100.0%**
Streetlighting:						
R825 Streetlighting	4,234,558	4,246,740	4,136,641	4,599,666	352,926	8.3%
R826 Streetlighting-Rural	104,942	742,547	800,880	0	(742,547)	-100.0%
Total Streetlighting	**4,339,500**	**4,989,287**	**4,937,521**	**4,599,666**	**(389,621)**	**-7.8%**
Public Relations/debt:						
R622 Public Relations	(92,052)	(11,200)	(97,947)	(120,990)	(109,790)	980.3%
Total Public Relations/debt	**(92,052)**	**(11,200)**	**(97,947)**	**(120,990)**	**(109,790)**	**980.3%**
Transit:						
R631 Gen. Transit Admin.	(18,717,523)	(9,163,700)	(8,908,181)	(9,924,564)	(760,864)	8.3%
R635 Operator's Expense	24,945,390	15,152,088	15,636,101	16,473,277	1,321,189	8.7%
R636 Support Services - Transit	1,328,200	1,353,600	1,314,255	1,459,676	106,076	7.8%
R637 Scheduling	327,058	370,000	372,499	375,818	5,818	1.6%
R638 Gen. Operations Exp.	794,195	822,000	882,335	842,549	20,549	2.5%
Total Transit	**8,677,319**	**8,533,988**	**9,297,008**	**9,226,756**	**692,768**	**8.1%**
Community Transit:						
R641 Community Transit Services	41,489	0	46,573	(23,766)	(23,766)	-
Total Community Transit	**41,489**	**0**	**46,573**	**(23,766)**	**(23,766)**	-
Access-A-Bus:						
R651 AAB-Gen. Expense	0	0	0	0	0	-
R652 AAB-Scheduling/Disp.	162,876	142,200	187,048	189,047	46,847	32.9%
R653 Contracted AccessBus	235,366	300,000	243,228	291,000	(9,000)	-3.0%
R654 AAB Operations	1,595,371	1,540,600	1,615,495	1,605,460	64,860	4.2%
Total Access-A-Bus	**1,993,613**	**1,982,800**	**2,045,771**	**2,085,507**	**102,707**	**5.2%**
Ferries:						
R661 Gen. Ferry Expense	(1,061,259)	(1,207,500)	(1,203,490)	(1,394,727)	(187,227)	15.5%
R668 Ferry Crew Expense	1,660,262	1,793,900	1,694,727	1,806,754	12,854	0.7%
R671 Metro Tr. Debt Chrg	2,299,120	2,016,600	2,077,717	3,978,500	1,961,900	97.3%
Total Ferries	**2,898,123**	**2,603,000**	**2,568,953**	**4,390,527**	**1,787,527**	**68.7%**
Total	**$45,761,280**	**$41,725,732**	**$46,556,135**	**$44,013,968**	**$2,288,236**	**5.5%**

Public Works & Transportation

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	Change over %
Expenditures						
Compensation & Benefits	$38,135,518	$37,967,185	$38,815,490	$39,543,176	$1,575,991	4.2%
Office Costs	760,456	725,420	729,379	758,613	33,193	4.6%
Professional Fees	235,366	300,000	243,543	291,000	(9,000)	-3.0%
Legal & Consulting Fees	51,288	49,900	47,775	67,900	18,000	36.1%
External Services	7,894,181	6,523,626	5,890,711	7,091,447	567,821	8.7%
Uniforms & Clothing	331,469	64,400	119,157	480,500	416,100	646.1%
Salt	2,933,294	1,917,300	1,248,978	1,520,050	(397,250)	-20.7%
Supplies & Materials	1,325,155	1,700,300	1,314,586	1,670,736	(29,564)	-1.7%
Utilities	5,056,763	4,759,547	5,005,317	4,427,677	(331,870)	-7.0%
Building Costs	617,461	677,700	473,138	640,960	(36,740)	-5.4%
Equipment & Communications	2,772,500	3,194,290	6,021,446	3,796,042	601,752	18.8%
Vehicle Expense	69,551	153,900	83,544	139,990	(13,910)	-9.0%
Travel	238,523	283,300	239,062	311,466	28,166	9.9%
Training & Education	56,768	140,400	58,341	131,321	(9,079)	-6.5%
Facilities Rental	0	12,000	0	0	(12,000)	-100.0%
Advertising & Promotion	67,218	144,700	91,359	85,690	(59,010)	-40.8%
Other Goods & Services	758,507	812,000	769,677	911,745	99,745	12.3%
Interdepartmental	16,572,487	15,552,875	16,654,412	15,142,026	(410,849)	-2.6%
Debt-Interest	683,806	586,278	613,921	1,135,012	548,734	93.6%
Debt Principal	1,924,478	1,725,042	1,774,200	3,169,342	1,444,300	83.7%
Transfer Outside Agencies	0	0	(36,846)	0	0	0.0%
Grants & Tax Concessions	0	0	673	0	0	0.0%
Transfer to/from Reserves	0	223,680	(100,000)	0	(223,680)	-100.0%
Provision for Allowance	0	2,000	0	0	(2,000)	-100.0%
Other Fiscal	14,237	0	(433,636)	0	0	0.0%
Prior year Surplus/Deficit	0	469,945	469,945	817,788	347,843	74.0%
Total	**$80,499,026**	**$77,985,788**	**$80,094,170**	**$82,132,481**	**$4,146,693**	**5.3%**
Revenues						
Tax Revenues	($241,600)	($127,400)	($126,400)	($134,900)	($7,500)	5.9%
Area Rate Revenue	(2,331,438)	(2,323,645)	(2,285,892)	(2,398,986)	(75,341)	3.2%
Transfers from other Gov'ts	(807,967)	(70,000)	0	(90,000)	(20,000)	28.6%
Licenses & Permits	(141,965)	(222,000)	(223,384)	(222,000)	0	0.0%
Rental & Leasing	(115,978)	(78,000)	(48,791)	(68,000)	10,000	-12.8%
Transit Revenue	(20,721,741)	(21,236,200)	(21,720,751)	(22,532,700)	(1,296,500)	6.1%
Recreational Revenue	0	0	108	0	0	0.0%
Sales Revenue	0	(4,000)	47	0	4,000	-100.0%
Waste Water Levies	(9,726,619)	(11,585,611)	(8,242,394)	(12,051,427)	(465,816)	4.0%
Environmental Protection Levies	(60,000)	(60,000)	(60,000)	0	60,000	-100.0%
Other Revenue	(590,438)	(553,200)	(830,578)	(620,500)	(67,300)	12.2%
Interdepartmental Revenue	0	0	0	0	0	
Total	**($34,737,746)**	**($36,260,056)**	**($33,538,035)**	**($38,118,513)**	**($1,858,457)**	**5.1%**
Net Cost	**$45,761,280**	**$41,725,732**	**$46,556,135**	**$44,013,968**	**$2,288,236**	**5.5%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Public Works & Transportation				
CBU00237 Snow & Ice - Salt/Sand Storage	0	0	243,000	262,000
CHU00587 Brine Mixing Plants for Salt Pre-Wetting	0	78,000	97,000	78,000
CIU00586 Remote Weather Information System (RWIS)	0	73,000	49,000	49,000
CXU00562 New Paving of Subdivision Str. Inside core (pre-apprvd	0	748,000	486,000	486,000
CXU00585 New Paving Subdivision St's outside core	0	582,000	582,000	582,000
CYU00563 Paving Renewal 2004/05 ($2.3 M pre-apprvd)	0	4,502,000	3,783,000	3,783,000
CZU00564 Main Artery Patching-Various Loc 2004/05	0	728,000	728,000	728,000
CZU00565 Resurfacing Various Loc 2004/05 ($2.8M pre-apprvd)	0	6,650,000	6,542,000	6,542,000
CRU00584 Other Related Road Works	0	679,000	621,000	621,000
CRT00426 Transit Road Priorities	0	0	0	97,000
CJU00557 New Sidewalks 2004/05 ($705k pre-apprvd)	0	1,261,000	1,552,000	1,552,000
CKU00558 Sidewalk Renewals 2004/05 ($644k pre-apprvd)	0	1,374,000	1,164,000	1,164,000
CTU00422 Traffic Signal Compliance Program	300,000	291,000	291,000	291,000
CTU00419 Traffic Signal Rehabilitation	200,000	194,000	194,000	194,000
CTU00421 Highway 111/MicMac Interchange	650,000	1,795,000	0	0
CTU00561 Traffic Signal Installation 2004/05	0	551,000	407,000	582,000
CTR00420 RA5 Replacement (7)	1,045,000	49,000	0	0
CTR00905 Intersection Improvement Program	620,000	276,000	611,000	650,000
CTR00908 Transportation Demand Management Program	265,000	87,000	116,000	116,000
CTU00420 Bikeway Master Plan Implementation	70,000	87,000	116,000	116,000
CTR00423 Traffic Calming (Consultant Support & Ha	400,000	49,000	97,000	97,000
CTR00529 Various Traffic Related Studies	462,000	107,000	136,000	136,000
CTR00906 Pedestrian Safety & Access Program	220,000	49,000	49,000	49,000
CTR00530 Traffic Signal Control Sys Integration	930,000	49,000	97,000	97,000
CTU00337 Controller Cabinet Replacement	102,000	49,000	146,000	146,000
CTU00530 Hwy 111/Portland St. Interchange	0	1,940,000	4,850,000	0
CTR00904 Destination Signage Program	60,000	49,000	49,000	49,000
CTU00418 Highway 111 Pedestrian Overpass	0	0	213,000	0
CTR00417 Young/Windsor/Bayers Intersection Imprv	600,000	757,000	0	0
Provided by Other Business Units:				
CB300553 HRM Depots Upgrades 2004/05	0	113,200	146,000	146,000
CVD00413 Fleet Replacement program	3,026,000	3,257,000	3,233,000	3,233,000
Total	**8,950,000**	**26,424,200**	**26,598,000**	**21,846,000**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Metro Transit Services				
CB200425 Park & Ride Improvement & Expansion	300,000	243,000	0	0
CB200427 Satellite Garage Facility	0	631,000	5,335,000	5,335,000
CB200428 Transit Terminal Upgrade & Expansion	290,000	239,000	243,000	485,000
CB300628 Bus Rapid Transit Showcase	1,020,000	8,559,000	1,664,000	0
CBT00432 Bus Stop Accessibility	100,000	97,000	97,000	146,000
CBT00437 Bus Shelters-Replacement	0	29,000	29,000	58,000
CBT00438 New Bus Shelters	60,000	58,000	58,000	58,000
CHD00060 Farebox Replacement	100,000	912,000	1,664,000	878,000
CIU00629 GoTime AVL Replacement (Study 1st year)	0	24,000	0	0
Provided by Other Business Units:				
CBR00748 200 Illsley Ave-Air Quality Improvements	1,425,000	146,000	97,000	49,000
CBR00750 200 Illsley Ave-Safety Upgrades	440,000	97,000	194,000	194,000
CB100077 Transit Facilities Upgrades	400,000	165,400	194,000	194,000
CVD00429 Access-A-Bus Vehicle	100,000	97,000	0	0
CVD00430 Access-A-Bus Replacement	400,000	388,000	388,000	388,000
CVD00433 Service Vehicle Replacement	220,000	97,000	97,000	97,000
CVD00431 Midlife Bus Rebuild	0	0	655,000	655,000
CVD00434 Conventional Transit Bus Expansion	3,080,000	0	2,561,000	2,561,000
CV300567 Conventional Transit Bus Replacement ($4.2M pre-app	2,125,000	6,135,000	5,345,000	6,198,000
CVD00436 Bi-annual Ferry Refit	150,000	243,000	175,000	175,000
Total	**10,210,000**	**18,160,400**	**18,796,000**	**17,471,000**

Recreation Tourism and Culture
Mission Statement

Who?

HRM Residents and Visitors to the municipality

Why?

To promote the economic, personal, and cultural enrichment of HRM as a municipality and residents of HRM

What?

Recreation Tourism & Culture strives to provide inclusive leisure (recreation, culture, heritage, civic events) services and programs and grow HRM as an authentic and historic tourism destination

Recreation, Tourism and Culture promotes the economic, personal, and cultural enrichment of HRM and its residents by providing inclusive leisure services and programs and growing HRM as an authentic and historic destination for residents and visitors to enjoy.

Description of Program/Service

The Recreation, Tourism, and Culture Business Unit performs the following primary functions:

Culture and Heritage staff preserve, present and promote the cultural, historical and natural assets of HRM. Program delivery in this area includes development of cultural policy, increasing public understanding of cultural and heritage assets, developing community partnerships to deliver programs, facilitating cultural and artistic growth, and increasing community capacity through facility management and capital investment in cultural infrastructure.

Visitor Services acts as both host and sales force. As hosts, Visitor Services personnel greet and welcome visitors at eleven seasonal and one year round visitor centre, through a cruise ship greeting program and at conferences. Additionally, staff develop an annual visitor guide, map and brochures for attractions, and maintain a website and events calendar. In its capacity as a sales force, Visitor Services provides information to visitors by responding to off-site requests for information (by fax, phone, mail, e-mail or website request), provides travel ideas for visitors, encourages them to extend their stay, and acts as ambassadors for the community.

Civic Events and Festivals manages special events that are implemented directly by HRM and/or require support from HRM. Civic Events and Festivals manages human and financial risk to the municipality created by special events, and provides consultation and coordination of municipal services and infrastructure to outside festival organizers for events organized and implemented by the private sector. This section continually seeks alternative funding resources for events through the development of comprehensive sponsorship campaigns and the encouragement of partnerships with other agencies and businesses

Recreation Programming offers over 5,000 direct programs (fitness, crafts, art, culture, camps, music, dance, drama, etc.) as well as facilitated membership and drop-in services and an Outdoor Recreation and Earth Education section. Programs operate in HRM owned community recreation centres and other rented facilities like schools, church halls, and community halls. In addition, programming operates pools, a summer beach program, swimming lessons, recreational swims, and coordinates arena bookings for four Halifax Regional Municipality owned arenas.

Community Development supports 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.

Recreation, Tourism and Culture Mission: *Recreation, Tourism and Culture (RTC) promotes the economic, personal, and cultural enrichment of HRM and its residents by providing inclusive leisure services and programs and growing HRM as an authentic and historic destination for residents and visitors to enjoy.*

STRATEGIC OUTCOMES	INDICATORS
Healthy citizens	• Number of active households and clients in the recreation registration database; • Total program attendance and participation hours in HRM recreation programs; • Fitness memberships sold, aquatics attendance, and drop-in numbers at recreation facilities; • Percentage of participants who report that programs and services contribute to their overall fitness.
Child and youth development	• Program registration by age category; • Number of youth training opportunities; • Number of youth employed by RTC seasonally; • Examples of programs providing positive child and youth experiences and improved self confidence observed by program leaders, youth or parents.
Support citizen involvement by creating volunteer opportunities and assisting volunteer groups	• Number of citizens volunteering for recreation activities and estimated time commitment / dollar value; • Number of volunteer groups assisted by staff.
Enhance service delivery through the development of partnerships	• Number of community groups partnering with RTC to provide a service; • Total financial and in-kind resources received from partners and sponsors.
Desirable and attractive places to work, play, live and learn as a result of RTC activities	• Percentage of citizens citing RTC programs and services as important resources to have in their community; • Total recreation programs per capita; • Number of festivals and events supported by RTC (and investment).

STRATEGIC OUTCOMES	INDICATORS
Recognition, encouragement and protection of HRM's heritage, culture and diversity	• Money spent to preserve heritage assets and HRM contribution to heritage sites; • Attendance at HRM heritage sites; • RTC investment in community events; • Number of cultural recreation programs offered.
Attraction of new tourism business and retention / growth of existing tourism business	• Number of hotel rooms sold, occupancy rate, and associated revenues; • Number of cruise ship arrivals, cruise lines, and passenger arrivals.
CLIENT BENEFITS	**INDICATORS**
Appropriate programs that meet community needs	• Number of recreation programs run and cancelled; • Number of recreation programs with wait lists and total number of wait listed individuals; • Citizen and user satisfaction with recreation programs offered.
Affordable programs	• User satisfaction with recreation program fees; • Value of program discounts provided to recreation clients; • HRM recreation fees in relation to other municipalities and other HRM service providers; • Percentage annual change in average program fees
Opportunities for citizens and visitors to access information, programs and services	• Number of recreation program spaces available and number of hours of programming offered; • Citizen satisfaction with the convenience of location for recreation programs • Number of Visitor Information Centres (VIC) and number of inquiries through VICs; • Number of visits to HalifaxInfo web site and number of visitors and residents requesting information through this site.
Opportunities to engage in life long learning and develop skills	• Description of programs offered; • Examples of skill development from current and/or former participants.

CLIENT BENEFITS	**INDICATORS**
Safe and enjoyable festivals, events, and programs	• Customer feedback on festivals, events, and programs; • Number of injuries / accidents reported at festivals, events, and programs

2003/2004 Net Operating Budget	**$9,459,678**	***2003/2004 Gross Capital Budget***	**$840,000**
2004/2005 Net Operating Budget	**$10,060,642**	***2004/2005 Gross Capital Budget***	**$538,000**
2003/2004 Approved FTE's	**83**	**2004/2005 Approved FTE's**	**84**

FTEs

Recreation, Tourism and Culture had a complement of 83 FTEs (full time union and non-union) approved for the 2003/2004 budget. In addition, the business unit employs 171.55 FTEs in temporary and term positions.

Recreation, Tourism and Culture proposes to add one FTE to its staff complement in 2004/05.

Summary of Last Year's Achievements Against Last Year's Business Plan

Key Initiative	**Status**
Review existing structures, programs and services of the two former business units and recommend opportunities for integration and/or structural change.	The first phase of integration is a review and restructure of the management employees and reporting relationships within the new business unit. The Recreation Tourism and Culture management team is currently undergoing a process to consult with the Director on this restructure. A new structure was implemented on April 1, 2004.
Consult with staff for feedback on program and service integration opportunities; structural changes, and the development of joint principles, themes, and/or strategic direction for the new business unit.	This process will begin formally after Phase 1 (noted above) is complete. Some work in this area will begin in this fiscal year but this objective will be carried forward into next year's business plan.

Key Initiative	**Status**
Compile and finalize service level guidelines for recreation programming.	A "Recreation Blueprint" has been developed which combines the vision, mission, strategic outcomes, client benefits and service level guidelines for Community Recreation Services into one document. The blueprint will be used by all Recreation staff as the basis for establishing service levels.
Compile service level guidelines and policies throughout recreation into a consistent format.	Service level guidelines have been compiled into the blueprint format referenced in the above objective. As part of the current recreation e-commerce project, all relevant policies in Recreation Programming are being compiled, assessed, and revised as necessary based on existing business practices.
Complete demographic profiles based on Census data for each of the six recreation areas in HRM and educate staff regarding the usage of this information in determining levels of service.	In partnership with Planning and Development, Recreation Tourism and Culture has developed maps and acquired baseline demographic data for each of the six recreation areas in HRM. Staff have attended a training session delivered by Statistics Canada to identify how to use the data to create demographic profiles for their areas.
Based on area demographic profiles, analyze recreation's customer base and identify relevant trends affecting customer preferences.	As mentioned above, Recreation Tourism and Culture has developed maps and acquired baseline data for each of the six recreation areas in HRM. One of the six areas is conducting a needs assessment using demographic data and trend analysis to determine appropriate resources and service levels. In addition, a market analysis of recreation brochure users is being conducted.

Key Initiative	**Status**
Develop standard customer feedback tools and/or customer evaluation frameworks for recreation programming.	The format for tools is being developed as part of a branding initiative within RTC. To complement this initiative, a baseline survey will be developed for staff which will include a list of common questions to ask all customers who deal with the business unit. In addition, the e-commerce product will enhance the business unit's ability to use the Internet to elicit feedback from customers.
Using the corporate Customer Service Strategy as a baseline, develop a customer service strategy specific to recreation.	Several components of a customer service plan have been initiated this year. These include the e-commerce product which will expand customer choice in registering for recreation programs, specialized customer service training for all front line staff in community recreation services, and the High Five quality assurance program for recreation programming.
As part of the corporate E-business initiative, implement the technology required for on-line and touch tone registration for recreation programs.	The E-commerce (Rec-Connect) product will be available prior to the end of 2003-04. Currently, a project team is working on the development and implementation of the technology required to deliver the project.
Revise the Parks and Recreation Employee Survey Action Plan as necessary in lieu of the January 2003 HRM restructuring to develop an action plan specific to Recreation, Tourism, and Culture staff.	A second HRM Employee Survey was completed during the summer of 2003. Rather than revising the former Parks and Recreation and Tourism, Culture and Heritage action plans, new approaches will be developed based specifically on the 2003 Recreation, Tourism and Culture results.
Complete twelve and eighteen month report cards on the implementation of the Employee Survey / Communications Action Plan and recommended any further activity that is identified.	See above

Key Initiative	**Status**
Continue to implement the Recreation Youth Strategy by delivering associated projects designed to enhance existing programming, provide new programs and services, develop partnership opportunities, and secure funding.	Three new local programs and two HRM-wide programs have been approved and funded. A youth engagement process is being explored by staff to enhance effective communication with HRM youth. As part of the Business Unit's youth mandate, increased emphasis has been placed on the Active Kids / Healthy Kids project, HRM Kids program, and access to school facilities.
Develop a facility proposal and business plan for a residential youth leadership and environmental centre in HRM.	To date, a facility proposal and introductory conceptual plan has been developed for the residential youth leadership and environmental centre. A detailed business plan and site plan will be completed prior to the end of the 2004-2005 fiscal year.
Continue to pilot the High Five model for child and youth recreation programming in peninsular Halifax and consider expansion of the pilot into other areas of HRM.	A pilot of this quality assurance program for recreation programming was delivered in peninsular Halifax in 2002-03. During the summer of the 2003-04 fiscal year, this pilot was expanded to include all six recreation areas in HRM. All full time and summer staff in Community Recreation Services have received High Five training.
Improve HRM service and financial equity to events across the region for Council supported events.	One additional FTE has been hired in Civic Events and Festivals and additional resources have been identified within the 2003-04 envelope and applied against this issue. Further resource reallocation to address this issue will occur in the 2004-05 fiscal year.
Raise the level of individual community profile throughout the municipality.	In relation to the above issue, some work has been through the Civic Events and Festivals and Culture and Heritage sections of the Business Unit to allocate additional resources toward annual community events.

Key Initiative	**Status**
Enhance the viability/market readiness of community events for the tourism market.	As part of the current re-organization process in Recreation, Tourism, and Culture, several potential areas of integration are being explored. The most appropriate options identified will be implemented in 2004-2005.
To clearly identify the three top service areas where partner role clarity is most needed	Due to the re-organization of RTC during 2003, the focus of the business unit was on developing a new internal structure rather than examining in detail relationships with external partners. The process will be enacted in 2004-2005 once internal re-organization is completed.
To build partner buy-in to role clarity exercises	Due to the re-organization of RTC during 2003, the focus of the business unit was on developing a new internal structure rather than examining in detail relationships with external partners. The process will be enacted in 2004-2005 once internal re-organization is completed.
To plan and deliver workshops for respective Mission reviews, business plan reviews (or do joint issue identification, goals and objectives if there aren't pre-existing plans) and build consensus on roles	Due to the re-organization of RTC during 2003, the focus of the business unit was on developing a new internal structure rather than examining in detail relationships with external partners. The process will be enacted in 2004-2005 once internal re-organization is completed.
To action the workshop results	Due to the re-organization of RTC during 2003, the focus of the business unit was on developing a new internal structure rather than examining in detail relationships with external partners. The process will be enacted in 2004-2005 once internal re-organization is completed.

Key Initiative	**Status**
Develop policies and procedures which will assist in determining the level of involvement in new events and initiatives; and to provide alternative approaches when asked to participate in new events and initiatives.	The addition of one additional FTE in Civic Events and Festivals during the 2003-2004 fiscal year has allowed this process to begin. Further assessment and, where required, action will continue into future fiscal years.
Increase the resources (human and financial) available to carry out programs in order to reflect heightened expectations and demands and to manage existing resources strategically.	One additional FTE has been hired in Civic Events and Festivals and additional resources have been identified within the 2003-04 envelope and applied against this issue. Further resource reallocation may occur in the 2004-05 fiscal year.
Develop a method of communicating our successes and the work that has been achieved in order to promote increased awareness of the workload associated with success and the impacts of adding to that work.	An increased focus on communications has begun as part of the reorganization process in RTC. This communications and marketing work will increase in profile into the next fiscal year and the identified issue is one that will be addressed.
Improve systems, policies and procedures in order to streamline and simplify the work in order to increase effectiveness and efficiency	One additional FTE has been hired in Civic Events and Festivals and additional resources have been identified within the 2003-04 envelope and applied against this issue. Further resource reallocation may occur in the 2004-05 fiscal year.
Identify priorities within HRM communities for enhancements/protection/celebration	Due to the impact of Hurricane Juan, this initiative has been placed on hold.
Support pride of place values	Due to the impact of Hurricane Juan, this initiative has been placed on hold.
Design, develop and implement heritage incentives for community owned sites	Due to the impact of Hurricane Juan and a lack of resources to implement the entire Heritage Incentive program, this component of the initiative has been placed on hold until at least the 2004-2005 fiscal year.

Key Initiative	Status
Design, develop and implement incentives for commercial re-use of heritage buildings	This component of the Heritage Incentive program was approved by Council and implemented in 2003-2004.
Design, develop and implement incentives for heritage street scapes.	Due to the impact of Hurricane Juan and a lack of resources to implement the entire Heritage Incentive program, this component of the initiative has been placed on hold until at least the 2004-2005 fiscal year.

Issue #1

Coordinated Development and Operation of Recreation Tourism and Culture Related Facilities

Although Recreation, Tourism and Culture (RTC) does not have the primary mandate for infrastructure development in HRM, facilities are an essential component of the Business Unit's service delivery. Moreover, RTC staff are often the first to identify the need for new infrastructure. Therefore, RTC must play an active role in the planning, development and operation of municipal facilities.

Recreation, Tourism and Culture is committed to providing cost effective, high quality services to citizens and visitors. Inherent in this commitment is the provision of appropriate and economical accommodations for programs, services, and staff of the Business Unit. Therefore, it is vital for RTC to maintain and, where possible, enhance its active role in planning, developing and operating the facilities required to deliver its mandate.

RTC is faced with a combined challenge of aging infrastructure, higher than average development and population growth, increased demand for services, and changing trends and demographic patterns. As a result of this myriad of challenges, RTC must act as a strong proponent and support Real Property and Asset Management in adopting strategies and cooperative approaches to the development and provision of facilities. With such an approach in place, HRM can ensure that the recreation, leisure, culture, heritage and information needs of citizens and visitors are effectively met and sustained.

Link to HRM Corporate Scorecard Theme Outcome

Healthy Sustainable Vibrant Communities:
Desirable and attractive places to work, play, learn and live
This initiative supports the noted outcome by aiming to ensure that citizens of HRM are able to access the most appropriate facilities to engage in social interaction and healthy lifestyle activities. Providing such facilities for the benefit of individual citizens and visitors makes a direct contribution to the development of healthy and vibrant communities.

Excellence in Service Delivery
Customers satisfied with level of services received from HRM
This initiative supports the noted outcome by putting an approach in place to help ensure that an equitable and satisfactory level of service and infrastructure is available to all residents of HRM and visitors to the municipality.

Goal 2004/2007

Citizens and visitors enjoy access to an assortment of facilities and attractions that provide information, enjoyment, and an opportunity to engage in healthy lifestyle activities.

Objectives 2004/2005

1. Continue to partner with Real Property and Asset Management in the HRM Recreation Facility Master Plan process to ensure appropriate and/or equitable allocation of recreation space to residents of HRM;
2. In participation with Real Property and Asset Management, implement a new service level agreement that focuses on establishing and evaluating levels of service that are reflective of the expectations of RTC;
3. Provide the resources required to initiate the operation of the North Preston recreation facility to continue a focus on ensuring an equitable level of recreation services to all residents;
4. Provide the resources required to continue operations at various HRM culture and heritage facilities (i.e. Bicentennial Theatre, Kyber, MacPhee House);
5. Continue to conduct research to help ensure that the expansion of HRM's involvement in Visitor Information Centres is controlled and planned;
6. Review the feasibility of establishing a new downtown Halifax Visitor Information Centre in partnership with Nova Scotia Tourism and Culture.

Analysis of Proposed Changes

Service Levels
Any addition of new facilities or significant upgrading of existing facilities will continue the process

of equalizing and/or improving RTC service levels for residents throughout HRM;
- The establishment of a joint service level agreement with Real Property and Asset Management will continue to strengthen the internal relationship between these two Business Units and ultimately help to define and improve RTC service levels in the delivery of services to citizens.

Financial/Budget
- An additional $120,000 in operating resources, beyond the resources already identified by RTC, has been added to the Business Unit's budget envelope to begin operations at the new North Preston Recreation Centre.
- There may be a limited resource requirement to assess RTC's involvement in Visitor Information Centres (VICs), including the initial work on establishing a new downtown Halifax VIC.
- There may be longer term capital and operating impacts depending on the results of assessing HRM's role in providing Visitor Information Services.

Processes
Some internal processes may change as a result of the implementation of the new service level agreement with RPAM. However, it will be difficult to determine specific impacts in this area until the agreement is developed and implemented.

FTEs
The opening of the North Preston Recreation Centre will result in the addition of one FTE.

Performance Measures

1. Continued partnering with Real Property and Asset Management in the HRM Recreation Facility Master Plan process
2. Implemented a new service level agreement that focuses on establishing and evaluating levels of service that are reflective of the expectations of RTC with Real Property and Asset Management
3. Provided the resources required to initiate the operation of the North Preston recreation facility to continue a focus on ensuring an equitable level of recreation services to all residents;
4. Provided the resources required to continue operations at various HRM culture and heritage facilities (i.e. Bicentennial Theatre, Kyber, MacPhee House);
5. Continued to conduct research to help ensure that the expansion of HRM's involvement in Visitor Information Centres is controlled and planned;
6. Reviewed the feasibility of establishing a new downtown Halifax Visitor Information Centre in partnership with Nova Scotia Tourism and Culture.

Issue #2

Continued Focus on Developing HRM as a Vibrant Community

Steady growth of HRM's economy and population combined with continually rising expectations of residents, visitors and Council has created significant increases in the volume of work for Recreation, Tourism and Culture (RTC). This combined growth and increase in expectations has enhanced the number and caliber of civic events, the number of visitors coming to the municipality, and demand for leisure activities. Furthermore, the profile of HRM continues to grow, both nationally and internationally.

In recreation, improvements in programs, private sector involvement and increasing emphasis on healthy lifestyles have driven demands for equity in service levels and expectations for increased service delivery. In Civic Events and Festivals, continued success has resulted in increasing pressure from many sources for financial assistance as well as technical advice. In Visitor Services, economic growth, increased awareness of HRM as a destination, and development of the tourism industry across Nova Scotia are some of the factors which are driving demand. Increasing perception of HRM as a "film friendly" site has driven film industry activities in the municipality to new levels.

RTC must continue to act as a champion for all of these issues as they are vital economic drivers, integral components of "pride of place" for citizens, and promote a concept of living well within HRM. In addition, these activities provide a focus for individuals and families of all types to become involved in the best their community has to offer and to contribute to the quality of life in the place they choose to live.

The time and resources required for day to day administration as well as long term planning and implementation of the above noted activities have placed additional demands on existing staff and resources. While RTC cannot control growth, the Business Unit must respond effectively and logically to the increasing demands. Managing expectations as ongoing success continues to "raise the bar" is the challenge.

Link to HRM Corporate Scorecard Theme Outcome

Healthy Sustainable Vibrant Community:
Desirable and attractive places to work, play, learn and live

The goal supports the noted outcome by aligning RTC's programs, services, and structure in the most appropriate way to allow the business unit to identify and address issues and opportunities in a proactive way. This approach will further strengthen RTC's role as the champion of positioning HRM as a vibrant community. By doing so, the Business Unit's ability to contribute to the further

development of HRM as a vibrant community will be significantly enhanced.

Goal 2004/2007

Recreation, Tourism and Culture will manage increasing growth, demands and expectations by appropriately aligning resources and structure.

Objectives 2004/2005

1. Explore options for the establishment of a Recreation Reserve fund to further enhance the Business Unit's ability to respond to demands for healthy lifestyle activities;
2. Enhance the capability to deliver high quality Civic Events and Festivals throughout HRM by aligning resources and/or developing tools to maintain or increase service levels in the face of constant growth;
3. Examine the role HRM plays in tourism product development and recommend necessary approaches to filling gaps and meeting customer and industry needs;
4. Address the growing demands and opportunities created by the film industry in the municipality;
5. Re-open The Pavilion to provide a viable all ages live music venue in HRM;
6. Assess the market research and promotions needs of the Business Unit and develop a plan for addressing the identified needs.

Analysis of Proposed Changes

Service Levels
- Enhancing the capability to deliver high quality Civic Events and Festivals throughout HRM by aligning resources and/or developing tools will maintain or increase service levels and potentially provide equity in financial assistance among like events in various communities. Because of increased internal costs and external expectations, existing service levels must be increased to keep pace with increasing demand.
- The establishment of a Recreation Reserve fund will further enhance the Business Unit's ability to increase or enhance programming, service delivery, and/or service levels in response to public demand for healthy lifestyle activities.

Financial/Budget
- Depending on the feasibility of establishing a recreation reserve and the approach chosen, there may be some budget impact as methods to fund the reserve are identified;
- Increased costs for civic events including external cost drivers (i.e. insurance) and internal costs for municipal services provided by other Business Units at civic events are increasing at a rate of 15 percent to 25 percent annually. The incremental cost for 2004-2005 is estimated at $55,000 and is being sought within the existing RTC budget envelope. If the necessary funding cannot be identified, service levels in Civic Events and Festivals may be decreased;

- Re-opening The Pavilion under a new management agreement may result in some level of revenue loss to HRM.

Processes
New management systems and processes may be developed where required. For example, the management of reserves, the process of marketing and promoting products, and the process of working with other Business Units in communications and marketing, organizing festivals and events, and coordinating film activity may be assessed and altered to provide more efficient service.

FTEs
No additional FTEs are expected for 2004-2005.

Performance Measures

1. Explored options for the establishment of a Recreation Reserve fund to further enhance the Business Unit's ability to respond to demands for healthy lifestyle activities;
2. Enhanced the capability to deliver high quality Civic Events and Festivals throughout HRM;
3. Examined the role HRM plays in tourism product development and recommended necessary approaches to filling gaps and meeting customer and industry needs;
4. Addressed the growing demands and opportunities created by the film industry in the municipality;
5. Re-opened The Pavilion to provide a viable all ages live music venue in HRM;
6. Assessed the market research and promotions needs of the Business Unit and developed a plan for addressing the identified needs.

Issue #3

Fostering HRM's Culture, Heritage and Pride of Place

HRM is blessed with a wealth of cultural and heritage assets as well as spaces and places which are of value to individual HRM citizens and communities. The municipality must focus more attention on recognizing and preserving these assets, spaces and places that our communities and residents value.

A healthy and vibrant community provides stewardship for artistic development, creativity, heritage, pride of place and cultural diversity. HRM is widely recognized as a centre for arts, heritage, culture, and leisure. The Municipality currently provides funding for many culture and heritage organizations and activities that play an important role in the economic growth, social fabric and quality of life of the community. Culture and heritage provide the mechanism through which citizens express themselves and their community pride, diversity and lifestyles.

Residents take great pride in HRM. They express this through their participation in cultural events throughout the year. Many residents participate in art classes, heritage activities, music, writing and stage performances. Civic events and festivals, recreation programming, public libraries and many non-profit organizations and businesses in HRM provide these types of opportunities.

The importance of culture, heritage, and historic attractions and assets is common to communities, citizens, and visitors throughout HRM. Fostering culture, heritage, and community identity promotes good citizenship and creates pride of place. As well, the status of these resources as major revenue generators and economic drivers for HRM cannot be overlooked. Increasing demand for HRM culture and heritage services compels the municipality to take a more coordinated and directed role in planning related activities. Therefore, resources need to be aligned in a way that helps to coordinate and promote heritage incentives, cultural policies, and recognition of special spaces and places.

Link to HRM Corporate Scorecard Theme Outcome

Healthy Sustainable Vibrant Communities:
Desirable and attractive places to work, play, learn and live

Recognition, encouragement & protection of HRM's heritage, culture & diversity
The goal supports the noted outcomes by working toward preserving, promoting, and sustaining the cultural, heritage and historical assets within HRM. Preservation and promotion of culture and heritage is paramount in enhancing quality of life for citizens, attracting visitors and new residents, and driving economic growth.

Goal 2004/2007

Through a variety of Recreation, Tourism, and Culture program interventions, HRM will recognize the importance of culture and heritage in creating a healthy, sustainable, vibrant community and invest resources appropriately.

Objectives 2004/2005

1. Continue to enhance the HRM heritage investment plan by designing, developing and implementing heritage incentive programs for community owned sites and heritage street scapes;
2. Align HRM heritage grants within the Recreation Tourism and Culture budget envelope;
3. Design and implement an HRM Special Spaces and Places Program (pending the identification of resources within the RTC budget envelope);
4. Conduct community consultation and begin implementation of the HRM Cultural Policy, including the promotion of HRM as a Cultural Capital of Canada;
5. Design and implement a public art policy and murals, monuments and markers program in

partnership with the Capital District and Community Mobilization units.

Analysis of Proposed Changes

Service Levels
- While the Heritage Incentive program is now delivered on a residential and commercial basis, enhancing the program in these two areas and expanding the program into other aspects of heritage (i.e. the community owned sites and heritage street scapes mentioned above) will ensure that current geographic and service variations are addressed.
- Any new culture and heritage programming will be driven by community desire. If funded this year, it is expected that the Special Spaces and Places program will focus on increasing the level of culture and heritage service to rural areas of HRM.

Financial/Budget
- In addition to RTC funding already directed toward the Heritage Incentive Program, a maximum of $550,000 is required for delivery of a complete menu of heritage incentive programming for HRM. For 2004-2005, RTC will attempt to identify some incremental funding within the existing budget envelope to further enhance the existing program.
- $50,000 has been identified within the RTC budget envelope to conduct community consultation in support of the development of the HRM cultural policy. Further resources to implement the policy cannot be determined until consultation is complete.
- Additional funding of approximately $85,000 is required to design and implement the HRM Special Spaces and Places program and is being sought within the existing RTC budget envelope.

Processes
- Development of the cultural policy will involve significant asset mapping and community consultation, which will involve several Business Units in an internal coordination process.
- There is a need to enhance community participation in service delivery for culture and heritage programs and services. It is hoped that the development of the Cultural Policy and the Special Spaces and Places program (if implemented) will help to enhance the process of community consultation on culture and heritage issues.

FTEs
No additional FTEs are expected for 2004-2005.

Performance Measures

1. Continued to enhance the HRM heritage investment plan by designing, developing and implementing heritage incentive programs for community owned sites and heritage street scapes;
2. Aligned HRM heritage grants within the Recreation Tourism and Culture budget envelope;
3. Designed and implemented an HRM Special Spaces and Places Program (pending the

identification of resources within the RTC budget envelope);
4. Conducted community consultation and began implementation of the HRM Cultural Policy, including the promotion of HRM as a Cultural Capital of Canada;
5. Designed and implemented a public art policy and murals, monuments and markers program in partnership with the Capital District and Community Mobilization units.

Issue #4

Effective Response to Customer Needs

There is a requirement to develop tools, procedures, and structures to enhance Recreation, Tourism and Culture's ability to identify and respond to customer needs and trends.

In conjunction with the Corporate Scorecard and HRM's Customer Service Strategy, there is a need to ensure that proper supports are in place to aid in delivering high quality customer service consistently throughout Recreation, Tourism and Culture. As part of this process, trend analysis, needs determination and customer feedback must be established as a primary tool in operational planning, ongoing performance measurement, and development of new customer service options and products.

To ensure that customer needs are reflected in operational decision-making and long term planning, staff must accurately identify the desired customer base, establish mechanisms to continually evaluate and improve customer service, and develop procedures to integrate customer feedback into Recreation, Tourism and Culture programs, services and products. Only with an accurate understanding of customer needs and trends will staff have the capability to more thoroughly assess the quality of customer service and ensure that customer-focused values and principles are positively influencing service delivery.

Link to HRM Corporate Scorecard Theme Outcome

Excellence in Service Delivery:
Customers satisfied with the level of services received from HRM

This issue supports the noted outcome by striving to achieve the provision of high quality and customer driven service. Customer satisfaction is often paralleled by an organization's ability to identify and effectively respond to customer needs and trends.

Goal 2004/2007

A structure, strategy and associated supports are in place to gather customer feedback and continually enhance Recreation, Tourism and Culture's responsiveness to customers of HRM.

Objectives for 2004/2005

1. Develop standard customer feedback tools and/or customer evaluation frameworks for Recreation, Tourism and Culture clients;
2. Conduct trend analysis and market research to establish appropriate mechanisms for target marketing and/or distribution of RTC programs, services, and products;
3. Assess the format and distribution methods for the recreation programming brochure from a customer perspective and revise as necessary to meet customer demand and expectations;
4. As part of the corporate E-business initiative, monitor the first year of on-line and touch tone registration for recreation programs (Rec connect) to maximize efficiency and ensure success.

Analysis of Proposed Changes

Service Levels
In the longer term, improvements in the ability to respond to the needs of customers will result in increased service levels. In 2004-2005, the implementation of on-line and touch tone registration will allow RTC to begin to phase out the "mini call centre" method of registration and allow staff more time during the registration period to deal directly with customers who have specific questions or who wish to explore more targeted community registration options.

Financial/Budget
- Some resources may be realigned within the RTC budget envelope to conduct detailed trend analysis and market research. A specific figure has yet to be determined.
- Beyond the cost for implementing and using on-line and touch tone registration technology, the Business Unit's training budget may be impacted to some degree as training will be required to support the usage of the new technology.
- Training costs may increase to deliver on any new training requirements that may be identified by RTC's customer service research. Any new funds identified will be found within the existing budget envelope.

Processes
- Changes to recreation program registration will occur as a result of the implementation of on-line / touch tone registration. For example, the implementation of touch tone and on-line registration will allow for transition away from call centre registration and toward registration at the community centre level and other targeted community operations.
- More needs determination, trend analysis, and consultation with customers on the most appropriate and convenient programs, services and products may result in changes to some existing procedures or development of new approaches to delivery in 2004-2005 and beyond.

FTE
No additional FTEs are expected for 2004-2005.

Performance Measures

1. Standard customer feedback tools and/or customer evaluation frameworks for Recreation, Tourism and Culture clients developed;
2. Trend analysis and market research to establish appropriate mechanisms for target marketing and/or distribution of RTC programs, services, and products conducted;
3. The format and distribution methods for the recreation programming brochure from a customer perspective and revise as necessary to meet customer demand and expectations assessed;
4. As part of the corporate E-business initiative, the first year of on-line and touch tone registration for recreation programs (Rec connect) to maximize efficiency and ensure success has been monitored.

Issue #5

Child and Youth Access to Programs and Services

Youth face several barriers to recreation participation such as user fees, equipment fees, transportation, parental or family support, peer pressure, and social and cultural issues.

Recreation has determined that children and youth are priority target groups. However, in addition to the many opportunities currently offered to youth by RTC, more emphasis must be focused on reaching youth who do not currently access programs and services. Recent studies indicate that a high percentage of Canadian children are not active enough for optimal development and become less active as they age. Inactive children become inactive adults. To add to the problem, one in eight school-aged children in Canada lives in a family with income below $20,000 per year. More than 60 percent of children from homes in this income bracket "almost never" participate in supervised sports. (Canadian Council on Social Development, 2001).

All youth are exposed to some degree of risk in their lives. At one end of the spectrum is a large percentage of youth who face relatively low levels of risk, such as disobeying curfew or skipping school. At the opposite end of the spectrum, there is a small percentage of youth involved in chronic anti-social behavior, serious drug abuse, risky sexual behavior, or at risk of suicide. Participation in recreation is recognized as a valuable tool to help prevent youth problems. Professionals from all sectors of society and youth themselves agree on the significant role of recreation in influencing positive behavior patterns and reducing risk and unhealthy lifestyles. Through recreational activities and leadership development youth learn important life skills that improve their ability to participate in community life. Youth involvement in recreation ultimately leads to healthier and more vibrant communities.

Link to HRM Corporate Scorecard Theme Outcome

Healthy Sustainable Vibrant Communities
Attractive places to work, play, learn and live

This initiative supports the noted outcome by enabling children and youth to participate in community life and take pride in their communities. As noted above, through recreation youth learn important life skills that improve their ability to participate in community life. Active and sustained youth involvement ultimately create healthier and more vibrant communities.

Safe Communities
- All citizens are active and involved in maintaining community safety
- Citizens feel safe

Child and youth development links to the outcomes by providing recreational activities and leadership development opportunities through which youth learn important life skills and are potentially diverted from current and/or future at-risk activity.

Goal 2004/2007

A comprehensive approach will be in place to ensure that children and youth are able to access a wide variety of opportunities throughout the municipality.

Objectives for 2004/2005

1. Continue to implement the Recreation Youth Strategy by delivering associated projects designed to enhance existing programming, provide new programs and services, develop partnership opportunities, and secure funding;
2. Continue to expand and assess the High Five program delivery model for child recreation programming throughout HRM;
3. Create a detailed business case and begin development of a site plan and capital budget process for a Residential Youth Leadership and Environmental Centre;
4. Determine the most appropriate tools and methods to address physical inactivity among children and youth in HRM;
5. Pursue the development of an HRM-wide youth engagement process by defining the process required, identifying partners and resources, establishing staff training requirements, and adopting a strategy.

Analysis of Proposed Changes

Service Levels
Continuing to increase emphasis on child and youth programs may result in some reassessment and

realigning of service levels in other categories of recreation programming. Any potential impact on other areas will not be known until a comprehensive review of current youth programming is conducted and potential gaps are identified.

Financial/ Budget
Approximately $50,000 has been identified in RTC's 2004-2005 budget envelope for development of a detailed business case and site plan for the Residential Youth Leadership and Environmental Centre.

Processes
A process has been put in place to develop and select proposals from staff for new or enhanced child and youth initiatives. In the longer term, processes to actively consult with youth stakeholders will be enacted in order to receive regular feedback on the most appropriate methods to engage youth in recreation and leisure in their communities.

FTEs
No additional FTEs are expected for 2004-2005.

Performance Measures

1. Continued to implement the Recreation Youth Strategy through delivering associated projects designed to enhance existing programming, providing new programs and services, developing partnership opportunities, and securing funding;
2. Continued to expand and assessed the High Five program delivery model for child recreation programming throughout HRM;
3. Created a detailed business case and began development of a site plan and capital budget process for a Residential Youth Leadership and Environmental Centre;
4. Determined the most appropriate tools and methods to address physical inactivity among children and youth in HRM;
5. Pursued the development of an HRM-wide youth engagement process by defining the process required, identifying partners and resources, establishing staff training requirements, and adopting a strategy

Recreation, Tourism & Culture

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Market Development:						
C701 Marketing & Sales	$11,686	$0	$0	$0	$0	0.0%
C711 Destination Halifax	1,406,692	1,504,119	1,514,865	1,591,326	87,207	5.8%
C717 MD - Media	(2,022)	0	0	0	0	0.0%
C718 Strategic Market Planning	2,350	0	0	0	0	0.0%
C719 Partnership Development	5,398	0	0	0	0	0.0%
Total Market Development	**1,424,103**	**1,504,119**	**1,514,865**	**1,591,326**	**87,207**	**5.8%**
Tourism Administration:						
C725 Administration	495,856	632,899	534,085	734,051	101,152	16.0%
C735 Millennium	0	0	0	0	0	0.0%
C755 Tourism Grants	204,563	72,100	53,329	75,000	2,900	4.0%
Total Tourism Administration	**700,419**	**704,999**	**587,414**	**809,051**	**104,052**	**14.8%**
Visitors Services:						
C726 Publications	0	168,500	178,358	177,025	8,525	5.1%
C740 Visitor Services Staff Support	219,525	274,816	276,392	668,172	393,356	143.1%
C745 International Visitor Centre Opera	114,136	120,050	116,038	0	(120,050)	-100.0%
C750 Visitor Info. Centres	227,267	204,930	218,343	0	(204,930)	-100.0%
Total Visitors Services	**560,927**	**768,296**	**789,132**	**845,197**	**76,901**	**10.0%**
Arenas:						
D960 Devonshire Arena	151,676	150,300	148,459	160,050	9,750	6.5%
D970 Le Brun Centre	382,247	342,486	347,667	352,236	9,750	2.8%
D980 Gray Arena	250,795	223,600	244,471	233,250	9,650	4.3%
D985 Bowles Arena	312,956	281,800	309,442	289,550	7,750	2.8%
Total Arenas:	**1,097,673**	**998,186**	**1,050,039**	**1,035,086**	**36,900**	**3.7%**
Community Development:						
C730 Heritage	397,338	509,219	497,674	506,659	(2,560)	-0.5%
C765 Drtmth Museum Admin.	2,816	0	2,789	0	0	0.0%
C770 Buildings/Operations	56,933	40,600	62,576	39,412	(1,188)	-2.9%
D710 Community Developers	548,725	639,500	589,482	511,462	(128,038)	-20.0%
D172 North Preston Community Centre	0	0	0	295,825	295,825	0.0%
Total Community Development	**1,005,813**	**1,189,319**	**1,152,521**	**1,353,358**	**164,039**	**13.8%**
Area Services:						
C220 Riverlake Com. Ctr.	4,949	4,800	2,973	4,800	0	0.0%
C230 Waverly Com. Centre	25,444	29,000	26,532	29,000	0	0.0%
C250 Bchville /Lkside/ Tmbrlea Rec. A	6,840	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	7,300	7,300	2,961	7,300	0	0.0%
C270 Lucasville Comm. Ctr	12,890	4,600	8,500	4,600	0	0.0%
C280 Cole Harb.Pool/Tenni	118	10,000	281	10,000	0	0.0%
C290 Upper Sack. Com. Ctr	94,049	0	94,134	0	0	0.0%
Total Area Services:	**151,589**	**63,400**	**143,080**	**63,400**	**0**	**0.0%**
Business Services:						
C760 Community/CivicEvent	859,712	779,129	1,047,126	859,128	79,999	10.3%
D102 Customer Database Coordination	46,448	65,033	54,245	71,300	6,267	9.6%
Total Business Services:	**906,161**	**844,162**	**1,101,371**	**930,428**	**86,266**	**10.2%**

Recreation, Tourism & Culture

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Recreation Prog. Administration:						
D101 Rec. Prog. Admin.	931,645	969,182	938,766	868,602	(100,580)	-10.4%
Total Recreation Prog. Admin	**931,645**	**969,182**	**938,766**	**868,602**	**(100,580)**	**-10.4%**
Outdoor Specialist:						
D460 Central Reg. Com. Ev	7,610	3,800	121	0	(3,800)	-100.0%
D755 Outdoor Rec&Env Ser.	185,201	185,800	207,065	205,068	19,268	10.4%
D760 HRM Otd Rec&Env Ser.	58,040	64,547	56,011	66,149	1,602	2.5%
Total Outdoor Specialists:	**250,852**	**254,147**	**263,196**	**271,217**	**17,070**	**6.7%**
Captain William Spry Centre;						
D170 Capt. Will Spry MSC	477,955	483,284	484,260	486,124	2,840	0.6%
D171 CWSC Board of Directors	53,730	64,119	71,061	69,895	5,776	9.0%
D176 Capt. Will Spry Fitness Centre	46,203	75,400	28,330	46,692	(28,708)	-38.1%
Total Captain William Spry Centre:	**577,889**	**622,803**	**583,651**	**602,711**	**(20,092)**	**-3.2%**
Aquatics:						
D175 Capt. Will Spry Pool	320,146	325,600	262,004	331,556	5,956	1.8%
D220 Northcliffe Aquatics	349,293	306,800	326,127	336,727	29,927	9.8%
D540 HRM Beaches	235,568	255,362	255,308	275,481	20,119	7.9%
D570 Needham Aquatics Pro	59,495	56,014	51,761	62,708	6,694	12.0%
Total Aquatics:	**964,502**	**943,776**	**895,200**	**1,006,472**	**62,696**	**6.6%**
Transfers:						
C910 Transfers To Other Groups	330,000	330,000	330,000	330,000	0	0.0%
Total Transfers:	**330,000**	**330,000**	**330,000**	**330,000**	**0**	**0.0%**
Mainland South:						
D155 Mainland S. Prog.	411,646	411,371	432,319	417,900	6,529	1.6%
D160 St. Mary's Boat Club O&M	140,733	140,469	140,308	140,694	225	0.2%
D165 Choc. Lk Comm Ct Mt.	104,800	104,800	104,800	104,800	0	0.0%
D180 Herring Cv. AreaProg	114,352	119,300	107,922	127,762	8,462	7.1%
Total Mainland South	**771,530**	**775,940**	**785,349**	**791,156**	**15,216**	**2.0%**
Mainland North,Lakeside,Timb.:						
D210 Mld N Lakeside Timb.	547,023	549,400	573,356	564,116	14,716	2.7%
D230 Northcliffe Pl/CC Mt	246,425	246,425	252,593	246,425	0	0.0%
D270 Lakeside Rec. Ctr.	87,759	80,510	81,903	80,510	0	0.0%
Total Mainland North,Lakeside,Timb	**881,208**	**876,335**	**907,853**	**891,051**	**14,716**	**1.7%**
Bedford, Sackville, Fall River:						
D310 BSFR Bedfrd / Sackville / Fall Ri	998,210	942,887	943,612	1,011,574	68,687	7.3%
D320 Bed. Lions Pl/MillLk	64,693	59,375	60,590	55,795	(3,580)	-6.0%
D330 Mid. Musq. Prog.	38,164	51,100	38,165	43,988	(7,112)	-13.9%
D340 Fall River Rec. Ctr.	33,352	29,310	32,579	41,110	11,800	40.3%
D975 Bedford Leisure Club	16,886	11,800	14,790	0	(11,800)	-100.0%
Total Bedford, Sackville, Fall River:	**1,151,305**	**1,094,472**	**1,089,736**	**1,152,467**	**57,995**	**5.3%**
Cole Hbr/Musquodoboit Hbr/Lake Echo:						
D410 MH Musquodoboit Harbour	278,108	301,537	288,844	276,100	(25,437)	-8.4%
D420 MH Office FitnessCtr	74,090	67,550	78,357	79,391	11,841	17.5%
D430 Sheet Hrb. Prog.	104,017	100,800	115,255	102,166	1,366	1.4%
D620 Preston, Lake Echo, Lawrencetov	0	35,825	71,981	53,181	17,356	48.4%
D630 Cole Harbour Programming	485,275	416,747	420,513	432,091	15,344	3.7%
Cole Hbr/Musquodoboit Hbr/Lake Ec	**941,490**	**922,459**	**974,949**	**942,929**	**20,470**	**2.2%**

Recreation, Tourism & Culture

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Peninsula:						
D510 Needham Centre and Peninsula Pl	626,809	382,456	418,415	412,085	29,629	7.7%
D520 George Dixon CC Mnt.	81,337	81,937	82,117	81,337	(600)	-0.7%
D550 Goerge Dixon Centre Programmir	197	195,667	167,799	209,837	14,170	7.2%
D560 Needham Com. Ctr Mt	154,300	154,300	154,300	154,300	0	0.0%
D580 St Andrews CDFM	333,540	322,287	329,703	325,115	2,828	0.9%
Total Peninsula	**1,196,183**	**1,136,647**	**1,152,334**	**1,182,674**	**46,028**	**4.0%**
Dartmouth						
D810 Drtmth & Tal. Prog.	859,132	750,719	814,570	800,222	49,503	6.6%
D820 Findley CommCtr Mntc	97,793	92,900	98,021	101,093	8,193	8.8%
D830 NS Hospital Aquatics	0	7,950	1,200	7,950	0	0.0%
Total Dartmouth	**956,925**	**851,569**	**913,792**	**909,265**	**57,696**	**6.8%**
Clearing Account Recreation:						
D999 Clearing Account Recreation	24,430	0	13,175	0	0	0.0%
Total Clearing Account Recreation:	**24,430**	**0**	**13,175**	**0**	**0**	**0.0%**
Area Rate Services:						
C105 Sackville Heights Elementary Sch	0	108,644	78,072	126,548	17,904	16.5%
C110 East Preston Rec Ctr	14,355	16,200	13,666	17,000	800	4.9%
C115 Mineville Community Associatior	1,638	8,880	2,856	9,060	180	2.0%
C120 Haliburton Hills	21,986	24,800	1,067	27,400	2,600	10.5%
C125 Beaver Bank Rec Centre	0	120,500	0	124,700	4,200	3.5%
C130 Highland Park	2,869	4,000	3,851	4,100	100	2.5%
C135 Kingswood Ratepayers	0	52,000	0	52,350	350	0.7%
C140 Prospect	93,905	83,500	59,878	92,900	9,400	11.3%
C145 Westwood Hills Residents Associ	0	13,950	5,926	13,900	(50)	-0.4%
C150 Up. Hammonds Plains	16,081	16,970	19,469	16,900	(70)	-0.4%
C155 Harrietsfield Rec Ct	39,165	34,856	35,483	42,900	8,044	23.1%
C160 Musquodoboit Harbour	5,052	4,600	4,600	5,300	700	15.2%
C165 Dutch Settlement	7,489	8,500	7,981	8,600	100	1.2%
C170 Hammonds Plns Com.RT	1,594	28,800	(14,619)	35,100	6,300	21.9%
C175 Hubbards Rec. Centre	2,635	22,000	2,386	22,700	700	3.2%
C180 Grand Lake Com. Ctr	6,445	9,100	9,615	10,100	1,000	11.0%
C185 District 3 Cap. Fund	88,534	156,300	112,461	171,200	14,900	9.5%
C190 Maplewood Subdivisio	16,200	16,750	22,441	16,500	(250)	-1.5%
C195 Beechville / Lakeside / Timberlea	0	0	0	0	0	0.0%
C196 Silversides Residents Association	0	9,660	11,372	9,660	0	0.0%
C197 Lockview/Windsor Jct./Fall Rvr F	0	0	0	0	0	0.0%
C210 LWF Recreation Ctr	90,662	93,374	97,531	106,450	13,076	14.0%
Area Rate Services	**408,612**	**833,384**	**474,035**	**913,368**	**79,984**	**9.6%**
Total	**$15,233,255**	**$15,683,195**	**$15,660,457**	**$16,489,759**	**$806,564**	**5.1%**

Recreation, Tourism & Culture

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Market Development:						
C701 Marketing & Sales	($723)	$0	$0	$0	$0	0.0%
C711 Destination Halifax	(1,064,476)	(1,133,333)	(1,144,079)	(1,220,540)	(87,207)	7.7%
Total Market Development	**(1,065,199)**	**(1,133,333)**	**(1,144,079)**	**(1,220,540)**	**(87,207)**	**7.7%**
Tourism Administration:						
C725 Administration	(3,307)	0	0	0	0	0.0%
Total Tourism Administration	**(3,307)**	**0**	**0**	**0**	**0**	**0.0%**
Visitors Services:						
C740 Visitor Services Staff Support	468	0	(23,381)	(100,000)	(100,000)	0.0%
C745 International Visitor Centre Opera	(51,442)	(46,720)	(38,022)	0	46,720	-100.0%
C750 Visitor Info. Centres	(49,592)	(46,000)	(55,688)	0	46,000	-100.0%
Total Visitors Services	**(100,567)**	**(92,720)**	**(117,091)**	**(100,000)**	**(7,280)**	**7.9%**
Arenas:						
D960 Devonshire Arena	(168,840)	(177,800)	(157,207)	(184,950)	(7,150)	4.0%
D970 Le Brun Centre	(318,903)	(354,200)	(305,223)	(364,600)	(10,400)	2.9%
D980 Gray Arena	(281,675)	(248,700)	(252,210)	(257,450)	(8,750)	3.5%
D985 Bowles Arena	(302,090)	(278,900)	(284,460)	(287,650)	(8,750)	3.1%
Total Arenas:	**(1,071,508)**	**(1,059,600)**	**(999,100)**	**(1,094,650)**	**(35,050)**	**3.3%**
Community Development:						
C730 Heritage	(6,637)	(10,000)	(5,273)	(10,000)	0	0.0%
D710 Community Developers	(13,572)	(20,000)	(25,902)	(20,000)	0	0.0%
D172 North Preston Community Centre	0	0	0	(61,800)	(61,800)	0.0%
Total Heritage & Culture	**(20,209)**	**(30,000)**	**(31,175)**	**(91,800)**	**(61,800)**	**206.0%**
Area Services:						
C220 Riverlake Com. Ctr.	38	0	(32)	0	0	0.0%
C230 Waverly Com. Centre	0	(5,400)	0	(5,400)	0	0.0%
C270 Lucasville Comm. Ctr	(4,299)	0	0	0	0	0.0%
C280 Cole Harb.Pool/Tenni	0	(10,000)	0	(10,000)	0	0.0%
C290 Upper Sack. Com. Ctr	(94,082)	0	(94,134)	0	0	0.0%
Total Area Services:	**(98,343)**	**(15,400)**	**(94,166)**	**(15,400)**	**0**	**0.0%**
Business Services:						
C760 Community/CivicEvent	(239,727)	(90,000)	(359,078)	(90,000)	0	0.0%
Total Business Services:	**(239,727)**	**(90,000)**	**(359,078)**	**(90,000)**	**0**	**0.0%**
Recreation Program Administration:						
D101 Rec. Prog. Admin.	(7,645)	0	(46,019)	0	0	0.0%
Total Recreation Program Admin.:	**(7,645)**	**0**	**(46,019)**	**0**	**0**	**0.0%**

Recreation, Tourism & Culture

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Outdoor Specialists:						
D460 Central Reg. Com. Ev	0	3,500	(8,000)	0	(3,500)	-100.0%
D755 Outdoor Rec&Env Ser.	(100,961)	(83,000)	(91,953)	(88,000)	(5,000)	6.0%
D760 HRM Otd Rec&Env Ser.	(5,011)	(20,000)	(5,095)	(15,000)	5,000	-25.0%
Total Outdoor Specialists:	**(105,972)**	**(99,500)**	**(105,048)**	**(103,000)**	**(3,500)**	**3.5%**
Captain William Spry Centre:						
D170 Capt. Will Spry MSC	(243,271)	(241,000)	(244,062)	(239,652)	1,348	-0.6%
D171 CWSC Board of Directors	0	0	(6,228)	0	0	0.0%
D176 Capt. Will Spry Fitness Centre	(78,920)	(118,400)	(72,377)	(89,692)	28,708	-24.2%
Total CWSC:	**(322,192)**	**(359,400)**	**(322,667)**	**(329,344)**	**30,056**	**-8.4%**
Aquatics:						
D175 Capt. Will Spry Pool	(262,882)	(266,000)	(222,280)	(256,500)	9,500	-3.6%
D220 Northcliffe Aquatics	(405,796)	(345,000)	(385,984)	(363,300)	(18,300)	5.3%
D540 HRM Beaches	(50,596)	(42,500)	(48,050)	(31,500)	11,000	-25.9%
D570 Needham Aquatics Pro	(49,336)	(45,000)	(45,986)	(45,000)	0	0.0%
Total Aquatics:	**(768,611)**	**(698,500)**	**(702,300)**	**(696,300)**	**2,200**	**-0.3%**
Mainland South:						
D155 Mainland S. Prog.	(213,040)	(187,000)	(213,377)	(202,000)	(15,000)	8.0%
D160 St. Mary's Boat Club O&M	(80,316)	(79,000)	(72,035)	(79,000)	0	0.0%
D180 Herring Cv. AreaProg	(45,431)	(40,000)	(40,441)	(40,000)	0	0.0%
Total Mainland South	**(338,788)**	**(306,000)**	**(325,853)**	**(321,000)**	**(15,000)**	**4.9%**
Mainland North,Lakeside,Timb.						
D210 Mld N Lakeside Timb.	(202,071)	(188,000)	(208,930)	(230,000)	(42,000)	22.3%
D270 Lakeside Rec. Ctr.	(25,465)	(35,000)	(27,836)	0	35,000	-100.0%
Total Mainland North,Lakeside,Timb	**(227,536)**	**(223,000)**	**(236,766)**	**(230,000)**	**(7,000)**	**3.1%**
Bedford, Sackville, Fall River						
D310 BSFR Bedfrd / Sackville / Fall Ri	(459,914)	(400,600)	(394,447)	(364,000)	36,600	-9.1%
D320 Bed. Lions Pl/MillLk	(52,169)	(48,500)	(50,161)	(47,500)	1,000	-2.1%
D330 Mid. Musq. Prog.	(13,554)	(10,000)	(13,785)	(10,000)	0	0.0%
D340 Fall River Rec. Ctr.	(90)	0	(57)	0	0	0.0%
Total Bedford, Sackville, Fall River	**(525,727)**	**(459,100)**	**(458,450)**	**(421,500)**	**37,600**	**-8.2%**
Cole Hbr/Musquodoboit Hbr/Lake Echo:						
D410 MH Musquodoboit Harbour	(70,843)	(73,500)	(54,849)	(53,000)	20,500	-27.9%
D420 MH Office FitnessCtr	(28,811)	(24,600)	(22,715)	(24,000)	600	-2.4%
D430 Sheet Hrb. Prog.	(31,832)	(24,100)	(36,647)	(34,500)	(10,400)	43.2%
D620 Preston, Lake Echo, Lawrencetow	0	(22,000)	(64,061)	(35,000)	(13,000)	59.1%
D630 Cole Harbour Programming	(145,461)	(118,000)	(103,347)	(112,000)	6,000	-5.1%
Cole Hbr/Musquodoboit Hbr/Lake Ec	**(276,947)**	**(262,200)**	**(281,619)**	**(258,500)**	**3,700**	**-1.4%**

Recreation, Tourism & Culture

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Peninsula:						
D510 Needham Centre and Peninsula Pı	(286,673)	(163,000)	(203,661)	(137,000)	26,000	-16.0%
D520 George Dixon CC Mnt.	(940)	0	0	0	0	0.0%
D550 Goerge Dixon Centre Programmir	0	(40,000)	(6,998)	(40,000)	0	0.0%
D580 St Andrews CDFM	(130,452)	(126,500)	(135,569)	(126,500)	0	0.0%
Total Peninsula	**(418,065)**	**(329,500)**	**(346,228)**	**(303,500)**	**26,000**	**-7.9%**
Dartmouth:						
D810 Drtmth & Tal. Prog.	(307,806)	(227,665)	(275,044)	(236,000)	(8,335)	3.7%
D830 NS Hospital Aquatics	0	(7,665)	0	(7,665)	0	0.0%
Total Dartmouth	**(307,806)**	**(235,330)**	**(275,044)**	**(243,665)**	**(8,335)**	**3.5%**
Clearing Account:						
D999 Clearing Account Recreation	0	0	4,567	0	0	0.0%
Total Clearing Account:	**0**	**0**	**4,567**	**0**	**0**	**0.0%**
Area Rated Services:						
C105 Sackville Heights Elementary Sch	0	(108,644)	(128,698)	(126,548)	(17,904)	16.5%
C110 East Preston Rec Ctr	(14,645)	(16,200)	(16,300)	(17,000)	(800)	4.9%
C115 Mineville Community Associatior	(8,780)	(8,880)	(8,800)	(9,060)	(180)	2.0%
C120 Haliburton Hills	(22,400)	(24,800)	(25,239)	(27,400)	(2,600)	10.5%
C125 Beaver Bank Rec Centre	(102,150)	(120,500)	(119,743)	(124,700)	(4,200)	3.5%
C130 Highland Park	(3,690)	(4,000)	(3,931)	(4,100)	(100)	2.5%
C135 Kingswood Ratepayers	(51,885)	(52,000)	(51,400)	(52,350)	(350)	0.7%
C140 Prospect	(109,416)	(83,500)	(86,172)	(92,900)	(9,400)	11.3%
C145 Westwood Hills Residents Associ	0	(13,950)	(18,500)	(13,900)	50	-0.4%
C150 Up. Hammonds Plains	(11,061)	(16,970)	(16,842)	(16,900)	70	-0.4%
C155 Harrietsfield Rec Ct	(34,709)	(34,856)	(35,562)	(42,900)	(8,044)	23.1%
C160 Musquodoboit Harbour	(5,052)	(4,600)	(4,904)	(5,300)	(700)	15.2%
C165 Dutch Settlement	(8,007)	(8,500)	(8,590)	(8,600)	(100)	1.2%
C170 Hammonds Plns Com.RT	(28,006)	(28,800)	(31,986)	(35,100)	(6,300)	21.9%
C175 Hubbards Rec. Centre	(25,821)	(22,000)	(22,268)	(22,700)	(700)	3.2%
C180 Grand Lake Com. Ctr	(8,150)	(9,100)	(9,224)	(10,100)	(1,000)	11.0%
C185 District 3 Cap. Fund	(148,769)	(156,300)	(159,447)	(171,200)	(14,900)	9.5%
C190 Maplewood Subdivisio	(16,200)	(16,750)	(22,450)	(16,500)	250	-1.5%
C196 Silversides Residents Association	0	(9,660)	(9,600)	(9,660)	0	0.0%
C210 LWF Recreation Ctr	(84,376)	(89,924)	(98,054)	(103,000)	(13,076)	14.5%
Total Area Rated Services:	**(683,118)**	**(829,934)**	**(877,711)**	**(909,918)**	**(79,984)**	**9.6%**
Total	**($6,581,266)**	**($6,223,517)**	**($6,717,825)**	**($6,429,117)**	**($205,600)**	**3.3%**

Recreation, Tourism & Culture

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Market Development:						
C701 Marketing & Sales	$10,963	$0	$0	$0	$0 -	
C711 Destination Halifax	342,216	370,786	370,786	370,786	0	0.0%
C717 MD - Media	(2,022)	0	0	0	0 -	
C718 Strategic Market Planning	2,350	0	0	0	0 -	
C719 Partnership Development	5,398	0	0	0	0 -	
Total Market Development	**358,904**	**370,786**	**370,786**	**370,786**	**0**	**0.0%**
Tourism Administration:						
C725 Administration	492,549	632,899	534,085	734,051	101,152	16.0%
C735 Millennium	0	0	0	0	0 -	
C755 Tourism Grants	204,563	72,100	53,329	75,000	2,900	4.0%
Total Tourism Administration	**697,112**	**704,999**	**587,414**	**809,051**	**104,052**	**14.8%**
Visitors Services:						
C726 Publications	0	168,500	178,358	177,025	8,525	5.1%
C740 Visitor Services Staff Support	219,993	274,816	253,011	568,172	293,356	106.7%
C745 International Visitor Centre Opera	62,694	73,330	78,017	0	(73,330)	-100.0%
C750 Visitor Info. Centres	177,674	158,930	162,655	0	(158,930)	-100.0%
Total Visitors Services	**460,361**	**675,576**	**672,041**	**745,197**	**69,621**	**10.3%**
Arenas:						
D960 Devonshire Arena	(17,164)	(27,500)	(8,748)	(24,900)	2,600	-9.5%
D970 Le Brun Centre	63,344	(11,714)	42,445	(12,364)	(650)	5.5%
D980 Gray Arena	(30,880)	(25,100)	(7,739)	(24,200)	900	-3.6%
D985 Bowles Arena	10,865	2,900	24,982	1,900	(1,000)	-34.5%
Total Arenas:	**26,165**	**(61,414)**	**50,939**	**(59,564)**	**1,850**	**-3.0%**
Community Development:						
C730 Heritage	390,701	499,219	492,401	496,659	(2,560)	-0.5%
C765 Drtmth Museum Admin.	2,816	0	2,789	0	0 -	
C770 Buildings/Operations	56,933	40,600	62,576	39,412	(1,188)	-2.9%
C775 Quaker House	0	0	0	0	0 -	
C780 Evergreen House	0	0	0	0	0 -	
D710 Community Developers	535,154	619,500	563,580	491,462	(128,038)	-20.7%
D172 North Preston Community Centre	0	0	0	234,025	234,025 -	
Total Community Development	**985,604**	**1,159,319**	**1,121,347**	**1,261,558**	**102,239**	**8.8%**
Area Services:						
C220 Riverlake Com. Ctr.	4,988	4,800	2,940	4,800	0	0.0%
C230 Waverly Com. Centre	25,444	23,600	26,532	23,600	0	0.0%
C240 E. Pass./Cow Bay Ath	0	0	0	0	0 -	
C250 Bchville /Lkside/ Tmbrlea Rec. A	6,840	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	7,300	7,300	2,961	7,300	0	0.0%
C270 Lucasville Comm. Ctr	8,591	4,600	8,500	4,600	0	0.0%
C280 Cole Harb.Pool/Tenni	118	0	281	0	0 -	
C290 Upper Sack. Com. Ctr	(33)	0	0	0	0 -	
Total Area Services:	**53,246**	**48,000**	**48,914**	**48,000**	**0**	**0.0%**

Recreation, Tourism & Culture

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Business Services:						
C760 Community/CivicEvent	619,985	689,129	688,049	769,128	79,999	11.6%
D102 Customer Database Coordination	46,448	65,033	54,245	71,300	6,267	9.6%
Total Business Services:	**666,434**	**754,162**	**742,293**	**840,428**	**86,266**	**11.4%**
Recreation Prog. Administration:						
D101 Rec. Prog. Admin.	924,000	969,182	892,747	868,602	(100,580)	-10.4%
Total Recreation Prog. Admin	**924,000**	**969,182**	**892,747**	**868,602**	**(100,580)**	**-10.4%**
Outdoor Specialist:						
D460 Central Reg. Com. Ev	7,610	7,300	(7,879)	0	(7,300)	-100.0%
D755 Outdoor Rec&Env Ser.	84,240	102,800	115,112	117,068	14,268	13.9%
D760 HRM Otd Rec&Env Ser.	53,029	44,547	50,916	51,149	6,602	14.8%
Total Outdoor Specialists:	**144,880**	**154,647**	**158,148**	**168,217**	**13,570**	**8.8%**
Captain William Spry Centre;						
D170 Capt. Will Spry MSC	234,684	242,284	240,198	246,472	4,188	1.7%
D171 CWSC Board of Directors	53,730	64,119	64,834	69,895	5,776	9.0%
D176 Capt. Will Spry Fitness Centre	(32,717)	(43,000)	(44,047)	(43,000)	0	-0.0%
Total Captain William Spry Centre:	**255,697**	**263,403**	**260,984**	**273,367**	**9,964**	**3.8%**
Aquatics:						
D175 Capt. Will Spry Pool	57,264	59,600	39,724	75,056	15,456	25.9%
D220 Northcliffe Aquatics	(56,504)	(38,200)	(59,858)	(26,573)	11,627	-30.4%
D540 HRM Beaches	184,972	212,862	207,259	243,981	31,119	14.6%
D570 Needham Aquatics Pro	10,159	11,014	5,775	17,708	6,694	60.8%
Total Aquatics:	**195,891**	**245,276**	**192,900**	**310,172**	**64,896**	**26.5%**
Transfers:						
C910 Transfers To Other Groups	330,000	330,000	330,000	330,000	0	0.0%
Total Transfers:	**330,000**	**330,000**	**330,000**	**330,000**	**0**	**0.0%**
Mainland South:						
D155 Mainland S. Prog.	198,605	224,371	218,942	215,900	(8,471)	-3.8%
D160 St. Mary's Boat Club O&M	60,417	61,469	68,273	61,694	225	0.4%
D165 Choc. Lk Comm Ct Mt.	104,800	104,800	104,800	104,800	0	0.0%
D180 Herring Cv. AreaProg	68,921	79,300	67,480	87,762	8,462	10.7%
Total Mainland South	**432,743**	**469,940**	**459,496**	**470,156**	**216**	**0.0%**
Mainland North,Lakeside,Timb.:						
D210 Mld N Lakeside Timb.	344,952	361,400	364,426	334,116	(27,284)	-7.5%
D230 Northcliffe Pl/CC Mt	246,425	246,425	252,593	246,425	0	0.0%
D270 Lakeside Rec. Ctr.	62,294	45,510	54,068	80,510	35,000	76.9%
Total Mainland North,Lakeside,Timb	**653,671**	**653,335**	**671,088**	**661,051**	**7,716**	**1.2%**
Bedford, Sackville, Fall River:						
D310 BSFR Bedfrd / Sackville / Fall Ri	538,296	542,287	549,165	647,574	105,287	19.4%
D320 Bed. Lions Pl/MillLk	12,524	10,875	10,429	8,295	(2,580)	-23.7%
D330 Mid. Musq. Prog.	24,610	41,100	24,380	33,988	(7,112)	-17.3%
D340 Fall River Rec. Ctr.	33,262	29,310	32,522	41,110	11,800	40.3%
D975 Bedford Leisure Club	16,886	11,800	14,790	0	(11,800)	-100.0%
Total Bedford, Sackville, Fall River:	**625,578**	**635,372**	**631,286**	**730,967**	**95,595**	**15.0%**

Recreation, Tourism & Culture

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Cole Hbr/Musquodoboit Hbr/Lake Echo:						
D410 MH Musquodoboit Harbour	207,265	228,037	233,995	223,100	(4,937)	-2.2%
D420 MH Office FitnessCtr	45,279	42,950	55,642	55,391	12,441	29.0%
D430 Sheet Hrb. Prog.	72,185	76,700	78,608	67,666	(9,034)	-11.8%
D620 Preston, Lake Echo, Lawrencetow	0	13,825	7,919	18,181	4,356	31.5%
D630 Cole Harbour Programming	339,814	298,747	317,166	320,091	21,344	7.1%
Cole Hbr/Musquodoboit Hbr/Lake Ec	**664,543**	**660,259**	**693,330**	**684,429**	**24,170**	**3.7%**
Peninsula:						
D510 Needham Centre and Peninsula Pa	340,137	219,456	214,754	275,085	55,629	25.3%
D520 George Dixon CC Mnt.	80,397	81,937	82,117	81,337	(600)	-0.7%
D550 Goerge Dixon Centre Programmir	197	155,667	160,801	169,837	14,170	9.1%
D560 Needham Com. Ctr Mt	154,300	154,300	154,300	154,300	0	0.0%
D580 St Andrews CDFM	203,087	195,787	194,134	198,615	2,828	1.4%
Total Peninsula	**778,118**	**807,147**	**806,106**	**879,174**	**72,028**	**8.9%**
Dartmouth						
D810 Drtmth & Tal. Prog.	551,326	523,054	539,527	564,222	41,168	7.9%
D820 Findley CommCtr Mntc	97,793	92,900	98,021	101,093	8,193	8.8%
D830 NS Hospital Aquatics	0	285	1,200	285	0	0.0%
Total Dartmouth	**649,119**	**616,239**	**638,748**	**665,600**	**49,361**	**8.0%**
Clearing Account Recreation:	0	0	0	0	0	-
D999 Clearing Account Recreation	24,430	0	17,742	0	0	-
Total Clearing Account Recreation:	**24,430**	**0**	**17,742**	**0**	**0**	-
Area Rate Services:						
C105 Sackville Heights Elementary Sch	0	0	(50,626)	0	0	-
C110 East Preston Rec Ctr	(290)	0	(2,634)	0	0	-
C115 Mineville Community Associatior	(7,142)	0	(5,944)	0	0	-
C120 Haliburton Hills	(415)	0	(24,173)	0	0	-
C125 Beaver Bank Rec Centre	(102,150)	0	(119,743)	0	0	-
C130 Highland Park	(822)	0	(81)	0	0	-
C135 Kingswood Ratepayers	(51,885)	0	(51,400)	0	0	-
C140 Prospect	(15,511)	0	(26,294)	0	0	-
C145 Westwood Hills Residents Associ	0	0	(12,574)	0	0	-
C150 Up. Hammonds Plains	5,020	0	2,627	0	0	-
C155 Harrietsfield Rec Ct	4,456	0	(79)	0	0	-
C160 Musquodoboit Harbour	(0)	0	(304)	0	0	-
C165 Dutch Settlement	(517)	0	(609)	0	0	-
C170 Hammonds Plns Com.RT	(26,411)	0	(46,604)	0	0	-
C175 Hubbards Rec. Centre	(23,186)	0	(19,881)	(0)	(0)	-
C180 Grand Lake Com. Ctr	(1,705)	0	392	0	0	-
C185 District 3 Cap. Fund	(60,235)	0	(46,985)	0	0	-
C190 Maplewood Subdivisio	0	0	(9)	0	0	-
C195 Beechville / Lakeside / Timberlea	0	0	0	0	0	-
C196 Silversides Residents Association	0	0	1,772	0	0	-
C197 Lockview/Windsor Jct./Fall Rvr F	0	0	0	0	0	-
C210 LWF Recreation Ctr	6,286	3,450	(523)	3,450	0	0.0%
Area Rate Services	**(274,506)**	**3,450**	**(403,675)**	**3,450**	**(0)**	**-0.0%**
Total	**$8,651,988**	**$9,459,678**	**$8,942,632**	**$10,060,642**	**$600,964**	**6.4%**

Recreation, Tourism & Culture

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$7,514,776	$7,467,811	$7,466,515	$7,769,148	$301,338	4.0%
Office Costs	541,855	576,779	544,802	596,980	20,201	3.5%
Professional Fees	1,165	17,000	6,103	11,700	(5,300)	-31.2%
Legal & Consulting Fees	9,332	10,000	15,998	9,700	(300)	-3.0%
External Services	192,396	315,788	398,623	355,803	40,015	12.7%
Uniforms & Clothing	16,740	21,100	33,507	22,560	1,460	6.9%
Salt	0	0	8	0	0	0.0%
Supplies & Materials	339,975	282,957	340,378	326,152	43,195	15.3%
Utilities	148,989	121,900	130,225	142,065	20,165	16.5%
Building Costs	131,787	140,491	109,658	180,779	40,288	28.7%
Equipment & Communications	151,046	155,551	127,212	177,150	21,599	13.9%
Vehicle Expense	1,215	4,700	4,217	2,755	(1,945)	-41.4%
Travel	136,619	158,350	125,904	150,815	(7,535)	-4.8%
Training & Education	66,805	42,800	47,330	61,145	18,345	42.9%
Facilities Rental	301,998	258,782	357,040	321,465	62,683	24.2%
Advertising & Promotion	147,107	178,722	179,651	222,940	44,218	24.7%
Other Goods & Services	901,508	1,082,225	1,136,419	1,301,013	218,788	20.2%
Interdepartmental	2,546,880	2,428,617	2,577,849	2,421,317	(7,300)	-0.3%
Debt-Interest	35,591	59,894	35,503	59,894	0	0.0%
Debt Principal	101,049	151,016	113,369	166,050	15,034	10.0%
Transfer Outside Agencies	427,000	428,880	1,568,815	1,664,600	1,235,720	288.1%
Insurance Costs	3,530	8,025	12,805	12,945	4,920	61.3%
Grants & Tax Concessions	417,930	423,974	366,226	422,035	(1,939)	-0.5%
Transfer to/from Reserves	1,131,914	1,334,833	75,000	81,000	(1,253,833)	-93.9%
Fire Protection	0	0	0	0	0	0.0%
Other Fiscal	0	0	532	0	0	0.0%
Prior year Surplus/Deficit	(33,953)	13,000	(113,233)	9,747	(3,253)	-25.0%
Total	**$15,233,255**	**$15,683,195**	**$15,660,457**	**$16,489,759**	**$806,564**	**5.1%**
Revenues						
Tax Revenues	($127,000)	($142,000)	($142,000)	($158,500)	($16,500)	11.6%
Area Rate Revenue	(521,159)	(687,934)	(707,684)	(751,418)	(63,484)	9.2%
Tax Agreements	0	0	0	0	0	0.0%
Payments in Lieu of taxes	0	0	287	0	0	0.0%
Transfers from other Gov'ts	0	0	(55,682)	(50,000)	(50,000)	0.0%
Parking Meters	0	0	0	0	0	0.0%
Fines and Fees	0	0	0	0	0	0.0%
Licenses & Permits	0	0	0	0	0	0.0%
Rental & Leasing	(646,611)	(1,017,600)	(600,967)	(496,352)	521,248	-51.2%
Recreational Revenue	(2,598,291)	(633,200)	(2,531,489)	(1,944,492)	(1,311,292)	207.1%
Sales Revenue	(184,484)	(30,000)	(176,501)	(105,600)	(75,600)	252.0%
Environmental Protection Levies	0	0	0	(7,200)	(7,200)	0.0%
Other Revenue	(2,503,721)	(3,712,783)	(2,497,789)	(2,915,555)	797,228	-21.5%
Interdepartmental Revenue	0	0	(6,000)	0	0	0.0%
Total	**($6,581,266)**	**($6,223,517)**	**($6,717,825)**	**($6,429,117)**	**($205,600)**	**3.3%**
Net Cost	**$8,651,988**	**$9,459,678**	**$8,942,632**	**$10,060,642**	**$600,964**	**6.4%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

		Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Recreation, Culture & Heritage					
CBG00300	Bicentennial Theatre	361,000	29,000	10,000	10,000
CBG00306	Evergreen House & Quaker House	78,000	24,000	19,000	19,000
CBG00505	Civic Collection Management	50,000	73,000	73,000	73,000
CBG00641	Bengal Lancers Stable	0	24,000	10,000	10,000
CBG00301	Halifax City Hall	65,000	0	10,000	10,000
CDG00302	Community Signs	25,000	24,000	49,000	49,000
CDG00305	Deadman's Island	70,000	5,000	0	0
CDG00311	Scott Manor House	200,000	15,000	24,000	10,000
CDG00487	Public Art - New Commissions	15,000	24,000	49,000	49,000
CDG00509	Heritage Incentive Program	50,000	150,000	49,000	49,000
CDG00511	Cultural Asset Inventory	20,000	24,000	49,000	49,000
CPG00484	Black Heritage Trail	10,000	15,000	29,000	10,000
CDG00303	Culture Exhibit	25,000	0	24,000	24,000
CEC00457	Program & Aquatic Equipment	85,000	73,000	0	0
CPG00485	Memorial Bells - Fort Needham	90,000	34,000	0	0
CPG00486	Lock One - Shubenacadie Canal	25,000	24,000	10,000	10,000
Total		**1,169,000**	**538,000**	**405,000**	**372,000**
Provided by Other Business Units:					
CB100091	Mainland Commons Recreation Facility	500,000	200,000	6,500,000	0
CB300551	Various Rec Facilities-Upgrades 2004/05	0	326,900	340,000	340,000
CB300554	Arena Upgrades 2004/05	0	61,500	125,000	125,000
CB300555	Major Facilities Upgrade 2004/05	0	925,000	970,000	970,000
CB300556	Facilities Upgrade-General 2004/05	0	359,000	391,000	391,000
CB200453	East Dartmouth Recreation Facility	0	100,000	1,000,000	0
CBM00423	Seaview Prk-PCB Site-Decmmissn'g/restc	0	243,000	0	0
CEC00686	Athletic Field/Park Equipment	95,000	27,000	24,000	34,000
CVD00413	Fleet Replacement program	3,026,000	3,257,000	3,233,000	3,233,000
CP300559	Playground Upgrades&Replacements 200	0	319,000	319,000	329,000
CPC00683	Sports Field Upgrades	887,000	352,000	116,000	194,000
CPC00304	Ball Field Upgrades	619,927	146,000	146,000	194,000
CPC00467	Regional Trails Development	1,521,926	841,000	291,000	388,000
CP300560	Park Upgrades 2004/05	0	291,000	170,000	194,000
CPC00684	Sports Courts Upgrades	100,000	205,000	49,000	49,000
CPS00040	Point Pleasant Park Upgrades	150,000	97,000	97,000	97,000
CPR00330	Cemetery Upgrades	220,000	35,000	35,000	35,000
CPR00316	HRM Wide Tree Planting	435,000	121,000	73,000	73,000
CPR00325	Walkways-HRM Wide Program	350,000	147,000	49,000	49,000
CPS00041	Lawn Bowling Facilities	35,000	121,000	0	0
CPC00814	Mainland Commons-Halifax	700,000	485,000	49,000	49,000
CPC00682	Skateboarding Facilities	260,000	19,000	73,000	73,000
CPC00677	New Playground Development	347,000	292,000	97,000	97,000
CPC00676	New Park Developments	479,127	137,000	0	0
CPC00810	Outdoor/Spray Pools and Fountains	109,685	0	39,000	0
CPC00675	Track and Field Upgrades	284,939	0	218,000	0
Total Provided By other Business Units		**10,120,604**	**9,107,400**	**14,404,000**	**6,914,000**

REAL PROPERTY AND ASSET MANAGEMENT MISSION STATEMENT

Who?

HRM Citizens and HRM business units

Why?

I. Contributes to the enrichment of the community, and;
ii. Supports the programs and services delivered by HRM business units

What?

Manage HRM owned and leased physical assets:
parks, facilities, real estate, business parks and fleet.

For the enrichment of the community and to support the programs and services delivered by HRM, RPAM manages HRM owned and leased physical assets: parks, facilities, real estate, business parks and fleet.

Description of Program/Service

Real Property and Asset Management (RPAM) is responsible for the operation, maintenance, and recapitalization of HRM's portfolio of physical assets, including over 1000 parks and playground sites, 300 buildings, 1,000 pieces of rolling stock and acquisition and disposal of real property including HRM's portfolio of business parks. RPAM consists of six management units:

Real Property Operations is responsible for all facility operations, property management and maintenance, parks and open spaces, sports fields and playground maintenance, as well as the operation of the RPAM help line.

Capital Projects is responsible for planning, development and delivery of capital projects for all buildings, parks and parkland, and business parks as well as the delivery of capital work required in support of HRM's corporate initiatives. Examples of Capital Projects include: construction of new fire stations and recreation facilities and annually management of over two hundred building and parks improvement projects.

Fleet Services is a central service delivery organization responsible for the maintenance, repair, and replacement of HRM's vehicle assets. This generally includes snow removal, public works and parks, police, fire and transit vehicles..

Real Estate is responsible for the acquisition and disposal of HRM buildings and land, including the development and sale of HRM's Business Parks. This organization is also responsible for the negotiation and administration of all of RPAM commercial property leases.

Service Delivery is responsible for relationship management with external associations, boards, and commissions on real property matters. This organization is responsible for the negotiation, program definition and management of management and community facility agreements. This organization is also responsible for negotiate, prepare, and report business unit performance against established service level agreements.

Real Property Planning is responsible the processing of parkland planning applications, the development of real property policy in such matters as urban forestry planning, facility master plans, open space and real property planning (land use), including rezoning and planning processes necessary to facilitate disposals and development, waterfront planning, contributions to other HRM planning initiatives and liaison for both the Regional Plan and Capital District initiatives.

Business Unit Mission: *For the enrichment of the community and to support the programs and services delivered by HRM, RPAM manages HRM owned and leased physical assets: parks, facilities, real estate, business parks and fleet.*

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Desirable & attractive places to work, play, learn and live	*Acres of parkland/open space per capita*[1]	Not available
	Access/usage of sports fields	Mainland Common: 42% Class A Sporstfield: 75% Class B Sporstfield: 64% Class C Sporstfield: 43% Class D Sporstfield: 49% Class AA Diamonds: 29% Class A Diamonds: 38% Class B Diamonds: 34% Class C Diamonds: 22% Class D Diamonds: 39%
	Condition of playgrounds as per national standards	2003/04 16.4% (188 units) 2004/05 15.4% (177 units) 2004/05 are projections based on annual workplan
	Park properties acquired, designated and maintained as parkland	Not available

[1]Indicators in italics are taken directly from the Corporate Scorecard.

STRATEGIC OUTCOMES	INDICATORS	RESULTS
People and goods can move easily throughout the municipality	% availability of required transit vehicles	April 2003: 46.7% May 2003: 32.3% June 2003: 53.3% July 2003: 45.2% August 2003: 77.4% September 2003: 64.3% October 2003: 30.8% November 2003: 46.7% December 2003: 35.5% January 2004: 38.7 % February 2004: 70.8 % March 2004: 41.9 % April 2004 50.0 %
	# breakdowns per 100,000 kms of public transit	June 2003: 6 July 2003: 5 August 2003: 7 September 2003: 4 October 2003: 7.5 November 2003: 8 December 2003: 6 January 2004: 10.5 February 2004: 4 March 2004: 6.5 April 2004: 7
Attraction of new businesses, retention and growth of existing businesses	Acres of serviced business park land sold and developed	2002/2003: 17 acres 2003/2004: 66 acres YTD
Development is appropriately planned & fiscally sustainable	Long term capital capacity gap	03/04 Capital Required for Parks 5.7 to 6 million (based on long-term capital budget) 03/04 Capital Budget for Parks 2.8 to 3 million

Financially sustainable and affordable means of mobility	Transit maintenance cost per km (operating and capital)	1999/2000: $0.87 2000/2001: $1.01 2001/2002: $1.02 2002/2003: $1.10 Increase in 2002/03 due to substantial jump in cost of diesel fuel and unplanned increase in kms traveled by Transit Fleet.

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Tax burden is balanced and competitive	Projected Commercial Tax lift from business park land sales	2002/2003: $0.5 million 2003/2004: $1.8 million Assessment Base HRM Business Parks $800M Annual Real Property Taxes $26.7M
Buildings, properties and infrastructure in HRM are safe, healthy & well maintained	Condition of playgrounds per national standard	2003/04: 16.4% (188 units) 2004/05: 15.4% (177 units) 2004/05 figures are projections based on annual workplan.
	% of clients surveyed, using an existing building who report that the building is: very satisfactory, satisfactory, unsatisfactory	Not available It is an objective in the RPAM 04/05 Business Plan to develop and implement a client survey for building services. A survey of sportsfields clients was implemented in 2003/04.
	# of work orders created for HRM owned buildings due to Occupational Health and Safety issues **(04/05)**	Information is currently not available. Goal is to develop data sources and begin reporting in 2004/05
Timely & appropriate emergency response	% availability of required apparatus/vehicles for emergency response (Police & Fire) **(04/05)**	Information is currently not available. Goal is to develop data sources and begin reporting in 2004/05
	Emergency response times to building service requests **(04/05)**	Information is currently not available. Goal is to develop data sources and begin reporting in 2004/05

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Reasonable amount spent to maintain buildings, properties, & infrastructure	$ spent to maintain HRM buildings and properties as % of property value.	Costs are currently gathered on a per building basis in SAP PM. Building information (sq. footage) is in SAP RE. Currently it is not possible to merge this data. Management reports are being developed to retrieve this data.
	Average cost per square foot, of all space leased by HRM	2003/04: $25.76
	% occupancy rate of HRM owned buildings	Between 98% & 99%
Customers satisfied with level of services received from HRM	Customer satisfaction with athletic field conditions	<u>Sportsfields</u> Turf coverage adequate: 67% Field safety: 50% Maintenance Inadequate: 39% Cleanliness: 67% Grass too high: 28% Fees satisfactory: 33% Scheduling satisfactory: 84% Improvement in Condition: 28% <u>Diamonds</u> Infield adequate: 73% Infield safety: 77% Maintenance Inadequate: 24% Cleanliness: 81% Grass too high: 84% Fees satisfactory: 51% Scheduling satisfactory: 84% Improvement in Condition: 41%
	Customer satisfaction with business parks and real estate transactions	Survey commenced in 2nd quarter will report next cycle

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Adequate financial resources to encourage staff development and retention.	% of payroll spent on employee training - compared to HRM average	RPAM 03/04: .52% HRM 00/01: .73% HRM 01/02: .86% HRM 02/03: .94% HRM 03/04: .98% HRM includes Corporate Training Budget
Adequate resources provided to staff to allow them to provide excellent service delivery.	Employee Survey: % employees who are satisfied with the resources available to them in undertaking their jobs	% employees satisfied with the following: Authority: 75% (74%) Clarity of expectations: 28% (19%) Supplies & Equipment: 65% (72%) Pay: 46% (61%) Career Opportunities: 40% (45%) Data from question 13 of 2003 HRM Employee Survey. Due to organizational realignment in January 2003, historical data is not available for RPAM. HRM Data is in brackets. Response rate for RPAM 28%.

CLIENT BENEFITS	INDICATORS	RESULTS
Safe, reliable, clean vehicles: • Transit • General Fleet • Emergency Services	**Transit** % availability of required transit vehicles	March 2003: 61.3% April 2003: 46.7% May 2003: 32.3% June 2003: 53.3% July 2003: 45.2% August 2003: 77.4% September 2003: 64.3% October 2003: 30.8% November 2003: 46.7% December 2003: 35.5% January 2004: 38.7 % February 2004: 70.8 % March 2004: 41.9 % April 2004 50.0 %
	# breakdowns per 100,000 kms of public transit	June 2003: 6 July 2003: 5 August 2003: 7 September 2003: 4 October 2003: 7.5 November 2003: 8 December 2003: 6 January 2004: 10.5 February 2004: 4 March 2004: 6.5 April 2004: 7
	Transit maintenance cost per km (operating)	99/00: $0.87 00/01: $1.01 01/02: $1.02 02/03: $1.10
Well maintained and competitively priced buildings and facilities (Client: HRM Business Units)	Average cost per square foot, of all space leased by HRM	2003/04: $25.76
	% occupancy rate of HRM owned buildings	Between 98-99%

Access to competitive industrial and commercial land (Client: HRM Business Community)	Acres of business park land sold and developed Customer satisfaction with business parks and real estate transactions Vacancy Rate in Business Parks	2002/2003: 17 acres 2003/2004: 66 acres YTD Survey commenced in 2nd quarter will report next cycle June 2003: 7.24% January 2004: 6.0% Industrial vacancy
CLIENT BENEFITS	**INDICATORS**	**RESULTS**
Access to Parks, Playgrounds, Facilities and Natural Areas that are clean and safe (Client: HRM Citizens)	Usage of sports fields Customer satisfaction with athletic field conditions Condition of playgrounds as per national standards	see above see above see above
Disposal of Surplus HRM owned land (Client: HRM Citizens)	Appraised vs sale value of property Planned vs actual surplus land sales as per business plan	99/00: 6.9% 00/01: 9.3% 01/02: -2.5% 02/03: 7.9% Since 1999, on average, the purchase price has exceeded the appraised value by 6.78% 2002/2003 Planned: $2.6 million 2002/2003 Actual: $2 million 2003/2004 Planned: $2.5 million 2003/2004 Actual: $2 million YTD
Capital Project Management (Client: HRM Business Units)	% Capital Projects delivered within fiscal year Customer feedback on Capital Projects	not available not available

2003/2004 Net Operating Budget	**$21,849,879**	***2003/2004 Gross Capital Budget***	**$22,977,000**

2004/2005 Net Operating Budget	**$23,221,929**	***2004/2005 Gross Capital Budget***	**$33,402,200**
2003/2004 Approved FTE's	**468**	**2004/2005 Approved FTE's**	**460 (approximate numbers only)**

Summary of Achievements of Last Year's Business Plan

Key Initiatives	**Status**
Implement portions of the Capital District Real Property Opportunities Plan.	In Progress - Currently working on: Cogswell Interchange Study, Law Court Rationalization Study and George/Barrington Development. Texpark is under agreement of purchase and sale.
Deliver agreed upon elements of Capital District work plan	In Progress - Will continue into 2004/05.
Complete the indoor recreation facility master plan.	Completed - Council approved study July 2004.
As part of Land Information System projects demonstrate a tangible service improvement in the area of Parks, from a standpoint of productivity and response.	In Progress - Service Delivery improvements have been made. Next steps are being developed in consultation with Shared Services.
Provide real property planning component of the Regional Plan.	In Progress - Open space firmly linked with Regional Planning. Good overall communication and mutual involvement.
Represent HRM in school rationalization program with provincial Department of Education	On-going - Currently dealing with QEH/St.Pat's, Sir John A MacDonald, Robert Jamieson, Hammonds Plains Elementary, Inglis/Gorsebrook and Musquodoboit Rural High School.
Deliver the first year objectives of the IBI Transit Study.	Complete - 7 buses for expanded transit service have been ordered and should arrive in April 2004. Expanded service has been accommodated with increased kilometres of service.
Produce a fleet replacement program	In Progress - An assessment of the condition of all vehicles (Transit, General and Emergency) has been completed. A recommended replacement program will be prepared in 2004/05.

Key Initiatives	**Status**
Establish a project office for transit fleet operational review and implement phases 1 and 2.	Complete - Project Office has been established. Phase 1 and 2 are complete. An evaluation of year 1 is underway and a project plan for year 2 is being prepared.
Conduct a facility suitability analysis for Public Works and Transportation and Community Projects of Environmental Management Services.	Community Projects Review is pending an operational analysis by Environmental Management Services. Depot Rationalization has been submitted and is being reviewed by staff.
Conduct a review of the delivery model for the management of HRM portfolio of business parks	Complete - Coordinator Business Park Sales and Dev and Sales Coordinator in place -Marketing Program is being reviewed, updated/rebuilt. Elements include improved signage, information packages, website functionality and client follow-up surveys etc. -Build-out plan to form part of annual business planning process, to include increased level of operational and planning detail. -Lot Expansion and pricing decisions to be form part of annual service plan
Bring to market Halifax West and Greenvale School.	Complete - Both properties are under agreement of purchase and sale.
Review the delivery model for parks capital projects	In Progress - New model should be in place for delivery of 04/05 Parks Capital Projects.
Develop management framework for rural fire stations, for capital planning and facility operation support	Deferred to 2004/05. Will begin in fall 2004.

Key Initiatives	**Status**
Begin construction of an Energy Performance Contract (EPC)	In Progress - Energy Auditor is in place. Greenhouse Emissions Plan is being developed with Environmental Management Services. Request for Qualifications of energy service providers has closed.
Conduct test of biodiesel in transit fleet- viability and environmental impacts (added objective)	In Progress - Pilot was completed. Final analysis is being done on whether to institute a permanent and/or broader program.
Find a solution to carrying costs of surplus real property	Deferred to 2004/05.
Produce an electronic inventory of RPAM assets	Deferred to 2004/05. Will become part of HRM State of the Physical Asset Report.
Build the Integrated Dispatch and Telecommunications Centre (IDTC).	In Progress - Initial phases will be built in 2004/05.
Complete a condition assessment of rural fire apparatus.	Complete - Outstanding defects currently being addressed.
As part of the Long Term Capital Committee, report the condition of the physical assets to Executive Management Team and Council, and work to develop options to close the gap on funding capacity.	Deferred to 2004/05. Will become part of HRM State of the Physical Asset Report
Delivery 03/04 RPAM Capital Program on time and within budget.	In Progress - Major projects (ie Mainland Common Recreation Centre, North Preston Recreation Centre, Highfield Fire Station) on time. Smaller projects continue pose challenges, the review of delivery of parks capital projects has identified issues and made recommendations for improvement.
Identify remaining space deficiencies and program as part of Long Term Capital Plan	On-going - Staff person now dedicated to addressing these issues on an on-going basis. Space deficiencies are decreasing.
Prioritize capability deficiency by business unit.	On-going - In 2003/04 consultations were carried out with all major business units to give definition to their long term capital needs.

Key Initiatives	**Status**
Produce a phased capital delivery program which features design funding one year followed by construction in subsequent years.	Continue to face challenges, both in terms of timely identification of long term needs in order to allow planning and the funding capacity to meet these needs.
Deliver space improvements for Corporate Record Storage.	Complete - Duke storage space to be sublet by Citigroup as part of 4th floor offering
Develop and negotiate an RPAM Service Level Agreements (SLA)with three business units.	In Progress. First SLA successfully negotiated between Transit Maintenance and Stores. Second SLA in draft form in hands of client. Third SLA in progress.
Establish tenant relations committees at key corporate sites. (Eric Spicer, Duke Tower, Alderney Gate, and West End Mall).	Complete -Tenant committee for West End Mall established. -Tenant committee for Eric Spicer continues to meet. -Duke Tenant committee has met. -Alderney Gate committee to start following 2nd floor renovations.
Access customer feedback at the end of the second quarter and end of the fiscal year.	In Progress: - Customer survey and analysis of results on Sports fields/diamonds completed. Results being acted upon. - Real Estate conducting exit surveys on Transactions - Mtg with Capital Projects to define survey.
Create client feedback meeting schedule in fleet services.	Complete - Transit Maintenance has been meeting with its client Metro Transit every Tuesday from 9:00 - 10:00 am since February 11. Performance Measures from the Service Agreement are reviewed and documented and service delivery issues and problems discussed and resolved.
Establish a Client Advisory Group with internal business units to prepare Service Level Agreements (SLA)	At this time, the approach RPAM has chosen is one-on-one negotiation of SLA.
Implement reporting under corporate scorecard	Complete - RPAM's first Performance Measurement report under the Corporate Scorecard was prepared and provided to the Program and Service Review Committee.

Key Initiatives	**Status**
Find a way to help fund some for our capability deficiencies using equity in surplus inventory.	Complete - Transfer to funds from Business Parks Reserve to Sale of Land Reserve approved by Council on July 15, 2003.
Grow RPAM Reward and Recognition Program for broader business unit and recognize employees once/quarter.	In Progress - Committee continues to meet and has incorporated the fleet and parks division. Staff have also been nominated for the CAO awards.
Develop Fleet succession plan from Operational Review.	Deferred to 2004/05 as per Steering Committee recommendation.
Expand and formalize the RPAM Apprenticeship Program.	In Progress - Apprenticeship Program has been formalized with CUPE. 3 staff are now registered in the program. Program to be expanded in September to carpentry staff. Fleet Apprenticeship: 3 apprentices at Transit, 1 posted in General Fleet, 1 will be posted for Emergency Fleet with approval of 04/05 funds
Hold at least three business related seminars for RPAM staff.	Complete - Seminars offered included: SAP, Middle Managers Day, Conflict Resolution, and new Provincial Land Registry Process.
Professionally accredit one Real Estate Officer	In Progress - 2 staff enrolled in Real Property Administrator (Building Owners and Managers Institute) course and one to complete Accredited Appraiser Canadian Institute.
Provide training opportunities for Crew Chiefs	Complete - 5 playground staff attended 3 day preventative maintenance and safety course. Sports field technicians to attend seminars on field maintenance in late March.
Integrate Employee Survey Action Plans from previous business units and status report by end of second quarter.	Deferred to 2004/05
Develop a new Internal Communications Plan for RPAM.	Deferred to 2004/05

Key Initiatives	Status
Create a 'skills training program' for union staff.	Deferred to 2004/05
Relocate Fire Fleet maintenance into a more suitable location.	Complete - Fire Fleet Maintenance relocated to 196 Waverley Road.
Complete the decision support system for SAP Plant Maintenance and Real Estate Modules to include reporting on backlog, full cost reporting, and building asset condition.	This item is one of six items on the RPAM Information and Technology Needs list. Shared Services and Financial Services are currently reviewing this information in order to quantify the resources required to address these needs. When that information is fed back to RPAM any resultant changes will be integrated into our business plan.
Review use of Land Information System and SAP in management of real property (to include parks) and prepare an implementation plan, within the framework of endorsed corporate data structure.	This item is one of six items on the RPAM Information and Technology Needs list. Shared Services and Financial Services are currently reviewing this information in order to quantify the resources required to address these needs. When that information is fed back to RPAM any resultant changes will be integrated into our business plan.
Approved by Council, develop an improved policy framework for the ongoing management for management agreements	Sub teams established to review components of new template. Meetings scheduled for Feb 04. Due to magnitude of issues identified at stakeholder meeting in Dec 03, new target date now set for second quarter 04/05
Council Approved Objectives not identified in 2003/04 Business Plan	
Transition management of Sackville Sports Stadium	In Progress - RPAM and Financial Services leading process with assistance from Recreation Culture and Tourism. Interim General Manager in place. New accounting and budget processes put in place. Some new revenue streams implemented. Plan to work with new board and establish Management Agreement by the end of the second quarter.
Bring P3 School Fields under HRM Care and Use	Fields have been utilized this year under a letter of authority. Legal agreement needs to be reviewed by HRM Legal.

Prospect High Head Negotiations	Market appraisal completed, analysis completed. Council briefed through confidential information report. Real Estate staff currently preparing offer.
Dartmouth Artificial Field Site Selection and Conceptual Design	Burnside location approved by Council detailed design initiated.
Bayne Street Study	Draft report completed. EMT briefed. Request form EMT to secure the Irving lands currently in play.
Lake Boating Regulations	Public Meetings held. Council approved recommendations. Application to feds submitted. Awaiting adjudication of Coast Guard.

Issue # 1

Developing an Employee-Centered Workplace

RPAM continues to re-invest in the workplace by providing the proper tools, workplace conditions and quality management which will contribute to a better working environment for all staff. Over time, this will result in improvements in productivity and service delivery.

The focus for 2004/05 will be to create opportunities for training and self improvement for frontline staff and Supervisors.

Link to HRM Corporate Scorecard theme outcome

Excellence in Service Delivery
- Adequate financial resources to encourage staff development and retention
- Adequate resources provided to staff to allow them to provide excellent service delivery

Goal 2004/2007
A productive workplace environment where employees are afforded the opportunity to improve job, trade, and professional competencies.

Objectives 2004/2005
1. Prepare an RPAM Succession Plan
2. Create Management Development Program (focus on Middle Managers and next level Supervisors)
3. Grow Apprenticeship Program
4. Review 2003 Employee Survey and prepare objectives (Deferred from 03/04)
5. Produce a training plan for each management unit. (Deferred from 03/04)

6. Implement Transit Maintenance Training Plan
7. Consolidate Facility Operations into Cowie Hill and surplus 3790 MacKintosh Street.
8. Participate in development of HRM Corporate Diversity Plan

Analysis of Proposed Changes

Service Levels
No impact

Financial/ Budget
Will be done within existing budget envelope.

Processes
No Changes

Internal Service Providers
Will require assistance from Human Resources in developing framework for Management Development Program

FTE's
1 Training Co-ordinator Fleet Services funded with capacity within Business Unit
1 Additional Supervisor in Transit funded with capacity within Business Unit

Performance Measures

1. RPAM Succession Plan completed
2. Management Development Program developed
3. Apprenticeship Program expanded
4. 2003 Employee Survey reviewed and objectives prepared
5. A training plan for each management unit produced
6. Transit Maintenance Training Plan implemented
7. Facility Operations into Cowie Hill and surplus 3790 MacKintosh Street consolidated
8. Participated in development of HRM Corporate Diversity Plan

Issue # 2

Use of Information and Technology in RPAM

Effective use of information and technology is mission critical for every aspect of RPAM service delivery: from creating, executing and tracking work orders, to financial and budgetary control, to ensuring staff are paid and having up to date information on the condition of assets. Our specific

information and technology needs and existing problems are listed in the Needs Assessment table below. Shared Services and Financial Services are currently reviewing this information in order to quantify the resources required to address these needs. When that information is fed back to RPAM any resultant changes will be integrated into our business plan.

RPAM Information and Technology Needs - 2004/05

Information Requirement	*Examples of Current Problems*
Need # 1. Backlog of work measured in hours, hours / shop and shop group, captured in one operational system. Within Real Property Operations we need to be able to report work in the following sub-management units: - Contract Services - Facilities Operations - Parks and Open Spaces - Sportsfields and Playgrounds	- In some cases it is not possible to quantify outstanding work. In others, it requires gathering and reporting information from more than one system. We currently use SAP Plan Maintenance Module for Facilities, and Hansen for Parks related work. - Need to be able to track: 1. Notification of problem, 2. Work received, 3. Work executed and completed, 4. Final settlement.
Need # 2. Easy Budget and Commitment Control and Monitoring. This translates into simpler hard and soft commitment tracking, using our new accountability structure. It is required for both capital and operating.	- Visa purchases can take up to three months before they appear in a budget report - Capital project managers do not know how much money has been spent on individual projects. - Operational managers do not have timely information on actuals, which makes real-time reporting problematic. - Current 'work around' involves creation of reservations for most projects covered by the bundled capital accounts. This includes just about every Park project and a significant proportion of the Building projects. The reservations tie up the funds dedicated to a specific project through an artificial commitment on SAP. The difficulty is that before any invoice or VISA charge can be processed Finance have to be notified of the amount so they can manually reduce the reservation to free up the funds for the payment. It is cumbersome and time consuming but to date it is the best solution we have come up with to allow us to manage our capital funds.

Need # 3 Reporting cost per asset, by asset and sub-asset class category (buildings, fleet and parks): It is required for both capital and operating.	If cost per asset is not available, decisions cannot be made about maintaining, repairing or replacing individual assets at the most cost effective time, and it is impossible to report corporately as well.
Need # 4 Reporting revenue by Asset and being able ability to track by Asset category (buildings, fleet and parks). It is required for both capital and operating budgets.	If revenue by asset is not available, effective budget decisions cannot be made.
Need # 5 Single point of entry for Labour Tracking	- Currently we have to do this on Human Resource Information System (HRIS) and SAP Plant Maintenance. SAP Human Resource Module, or some component, needs to be able to do this. We are prepared to entertain some internal process change if needed but currently there is significant duplication of effort. - Technicians hours are entered into the Plant Maintenance work order (job costing), this leads to salaries being entered twice and leads to delays in charge backs and poor records for backlogs.
Need # 6 Inventory and Condition Reporting by asset type (buildings, fleet and parks)	- There is no accurate source of information on the assets owned and their condition. - This information is required for life cycle costing and capital budgeting purposes. - Issue became apparent with Hurricane Juan and the incomplete inventory of HRM parks.
Need # 7 Fleet Specific Requirements - Implement SAP Fleet Maintenance. - Make changes/improvements as outlined in Scoping Document to allow scheduling of planned work in SAP Plant Maintenance (item #1). - Make changes/improvements as outlined in Scoping Document to allow identification of Job History by Job Type (item #2).	Fleet Services at this time cannot use SAP to: - Schedule Planned and Demand Work - Run reports on job history of a vehicle by type of job (i.e. brakes, oil change, transmission etc.) -Track Repeater Defects - Automatically Generate Preventative Maintenance Plans - Run reports on Km-Based Info such as Fuel Usage by Bus - Track Cause of Repair Work - Track Warranty Claims

Link to HRM Corporate Scorecard theme outcome

Healthy Sustainable Vibrant Communities
- Reasonable amount spent to maintain buildings, properties and infrastructure.

Excellence in Service Delivery
- Customers satisfied with level of services received from HRM.
- Adequate resources provided to staff to allow them to provide excellent service delivery.

Goal 2004/2007

RPAM business operations enabled through technology and information management.

Objective 2004/2005

Identify and participate in technological enhancements that improve RPAM's service delivery as identified in needs assessment.

Analysis of Proposed Changes
The above Needs Assessment is currently being reviewed by Shared Services and Financial Services in order to quantify the resources and impacts of the required changes.

Service Levels
To be determined.

Financial/Budget
Any initiatives will be done within existing budget envelopes.

Processes
To be determined

Internal Service Providers
Possible impacts on internal service providers (Shared Services and Finance), they are currently quantifying the resources required to implement technological enhancements.

FTE's
To be determined

Performance Measure

Technological enhancements that improve RPAM's service delivery have been identified

Issue # 3

Long Term Capital Planning

There continues to be a capital capacity gap for all asset classes. RPAM's focus is on physical asset management. In 2004/05 RPAM will work on implementing a number of initiatives which will support and facilitate long term capital planning. RPAM will lead the development HRM State of the Physical Asset Report. Building on the work of the Long Term Capital Committee, the report will inventory and quantify the condition of all HRM physical assets, by asset class, and enable better long term planning.

Link to HRM Corporate Scorecard theme outcome

Healthy, Sustainable Vibrant Community
- Development is appropriately planned & fiscally sustainable
- Financially sustainable and affordable means of mobility
- Buildings, properties and infrastructure in HRM are safe, healthy and well maintained
- Reasonable amount spent to maintain buildings, properties and infrastructure

Goal 2004/2007

A Long Term Capital Plan which details accurate condition reports on all types of physical assets, and provides for an approved predictable funding level to address both annual maintenance deficiencies and longer term capability deficiencies.

Objectives 2004/2005

1. Develop (with stakeholder Business Units) Scoping document for an HRM State of the Physical Asset Report
2. Complete a parks rationalization study (deferred from 03/04)
3. Categorize long term capital capacity gap, by asset class
4. Implementation of Energy Performance initiatives under Greenhouse Emission Policy prepared by Environmental Management Services
5. Completion of Urban Forest Master Plan
6. Continue upgrade of outstanding playgrounds as per national standards
7. Strengthen Preventative Maintenance Programs:
   I. Implement Preventative Maintenance approach in Parks Operations

ii. Expand Preventative Maintenance in Buildings Operations
8. Implement Project Control Office Framework for Capital Projects (Parks & Buildings)
9. Develop and implement a plan for the roll out of improved physical asset management for rural fire. (deferred from 03/04)
10. Develop implementation plan for indoor recreation facility master plan.

Analysis of Proposed Changes

Service Levels
Increase service in maintenance of sportsfields and playgrounds, including the strengthening of Preventative Maintenance Programs

Financial/Budget
Borrow $300,000 from Service Improvement Fund to seed redeployment of staff into sportsfield and playground work.

Processes
no impact

Internal Service Providers
The HRM Asset Inventory has yet to be scoped out and a project plan prepared, but there certainly will be impacts and requirements for participation by Financial Services, Shared Services, Environmental Management Services and Public Works and Transportation and possibly other business units as well.

FTE's
2 FTEs for Urban Forest funded with capacity within Business Unit. Will address a long term deficiency in staff compliment.

Performance Measures

1. Scoping Document for an HRM State of the Physical Asset Report prepared
2. Parks rationalization study completed
3. Long term capital capacity gap, by asset class completed
4. Energy Performance initiatives under Greenhouse Emission Policy prepared by Environmental Management Services implemented
5. Urban Forest Master Plan completed
6. Upgrade of outstanding playgrounds as per national standards continued
7. Preventative Maintenance approach in Parks Operations implemented
   Preventative Maintenance in Buildings Operations expanded
8. Project Control Office Framework for Capital Projects (Parks & Buildings) implemented
9. Plan for the roll out of improved physical asset management for rural fire developed and

implemented
10. Implementation plan for indoor recreation facility master plan developed

Issue # 4

Customer focussed Service Delivery and Standardization & Continuous Quality Improvement

Quality Improvement is a broad strategy that seeks to heighten client satisfaction and productivity through customer orientation, employee empowerment, performance measurement and continuos improvement. Quality Improvement initiatives in Real Property and Asset Management are intended to support and be closely integrated with HRM's Corporate Vision, in particular the Corporate Scorecard and Corporate Customer Service Strategy.

The focus of RPAM's Quality Improvement initiatives in 2004/05 will be on formalizing its customer feedback system and providing a variety of avenues for clients to communicate their concerns as well as delivering key quality improvement projects which will result in quantifiable and sustainable increases in customer satisfaction.

Link to HRM Corporate Scorecard theme outcome

Excellence in Service Delivery:
- Customers satisfied with level of services received from HRM
- Citizens feel the municipal services are worth the taxes they pay

Goal 2004/2007

Continuous improvement feedback loop established in RPAM.

Objectives 2004/2005

1. Based on customer feedback surveys, implement strategies to address key customer concerns to improve satisfaction with athletic fields
2. Implement phase 3 & 4 of transit fleet operational review.
3. Implement Snow and Ice changes as determined by audit
4. Operational Review of General Fleet
5. Establish response times for emergency building & parks requests for service
6. Formalize RPAM emergency response plan in support of Regional Emergency Plan
7. Establish measurement processes for availability of apparatus and response times to service requests
8. Research best practice in municipal class in various service areas. (deferred from 03/04)

9. Service Level Agreements established with customers
10. Work with stakeholder focus groups to enhance service delivery
11. Formalize customer feedback system in all RPAM management units to include:
    I. Call backs at operations level,
    ii. User surveys,
    iii. Service Level Agreements,
    iv. Formal capital project reporting,
    v. Performance Measurement,
    vi. Client Advisory groups.

Analysis of Proposed Changes

Service Levels
Anticipated improvements in Transit service in meeting quota and interior bus cleanliness. Service levels may change, or at least be more clearly articulated, as a result of Service Level Agreements and Management Agreements.

Financial Budget
Any initiatives will be done within existing budget envelopes

Process
New processes are being introduced for gathering, monitoring and assessing customer satisfaction.

Internal Service Providers
Working with other business units around the Corporate Customer Care strategy.
Other business units may be involved in Fleet Operational review (probably Financial Services - Internal Business Process and Control)

FTEs: - none

Performance Measures
1. Strategies to address key customer concerns to improve satisfaction with athletic fields developed.
2. Phase 3 & 4 of transit fleet operational review implemented .
3. Snow and Ice changes as determined by audit implemented.
4. Operational Review of General Fleet completed
5. Response times for emergency building & parks requests for service established
6. RPAM emergency response plan in support of Regional Emergency Plan formalized
7. Measurement processes for availability of apparatus and response times to service requests established
8. Best practice in municipal class in various service areas researched

9. Service Level Agreements established with customers
10. Worked with stakeholder focus groups to enhance service delivery
11. Formalized customer feedback system in all RPAM management units

Issue # 5

Environmental and Sustainable Savings Opportunities

There continues to be areas where sustainable savings can be realized. These savings can be used to help fund shortfalls in other areas. Workplace operational improvements can be used to fund various enhancements in other areas of service .

In 2004/05 RPAM efforts will be concentrated on developing an energy savings plan and bringing to market surplus assets.

Link to HRM Corporate Scorecard theme outcome

Healthy, Sustainable, Vibrant Communities

- Desirable and attractive places to work, play, learn and live
- Attraction of new businesses, retention and growth of existing businesses
- Tax burden is balanced and competitive
- Reasonable amount spent to maintain buildings, properties and infrastructure

Goal 2004/2007

Realize environmental and sustainable savings opportunities in order to fund service enhancements in other areas of service.

Objectives 2004/2005

1. Represent HRM in school rationalization program with provincial Department of Education (continuation of 03/04 objective)
2. Develop plan to rationalize PWT Depots as determined by report
3. Implement Snow and Ice changes as determined by audit
4. Develop and bring to Market Phase 11-2 (42 acres) of Burnside Park
5. Rezone and reposition Aerotech to attract business and induce sales
6. Bring to market select surplus properties
7. Implement Energy Performance Initiatives under the Greenhouse Emission Policy prepared by EMS
8. Complete Transit biodiesel pilot project and recommend next steps.

9. Demolition and/or disposal of former Halifax County Rehab Centre
10. Review Real Property Leasing to ensure opportunity costs support municipal mandate
11. Produce a redevelopment plan for the Bloomfield site

Analysis of Proposed Changes

Service Levels.
To be determined

Financial Budgets
Will be done within existing budget envelope

Process
no impact

Internal Service Providers
Working with Recreation Tourism and Culture to complete a program analysis of Bloomfield occupancies.
PWT will need to define requirements for salt storage and Depot Rationalization Study.

FTEs
None

Performance Measures

1. Represented HRM in school rationalization program with provincial Department of Education
2. Developed plan to rationalize PWT Depots as determined by report
3. Implemented Snow and Ice changes as determined by audit
4. Phase 11-2 (42 acres) of Burnside Park developed and brought to market
5. Aerotech rezoned and repositioned to attract business and induce sales
6. Select surplus properties brought to market.
7. Energy Performance Initiatives under the Greenhouse Emission Policy prepared by Environmental Management Services implemented
8. Completed Transit biodiesel pilot project and recommended next steps.
9. Halifax County Rehab Centre - demolished and/or disposed
10. Real Property Leasing reviewed ensuring opportunity costs support municipal mandate
11. Redevelopment plan for the Bloomfield site produced

Issue # 6

Support to Strategic Initiatives

As a central service and corporate business unit, RPAM will play a significant role supporting approved strategic initiatives. In 2004/05 RPAM will make a substantial contribution to the Regional Plan, Capital District, Integrated City and the implementation of the IBI Strategic Transit Study.

Link to HRM Corporate Scorecard theme outcome

Healthy Sustainable Vibrant Communities
- Desirable and attractive places to work, play, learn and live
- People and goods can move easily throughout the municipality

Goal 2004/2007

RPAM successfully contributes to the outcomes of the key corporate project initiatives.

Objectives 2004/2005

1. Implement portions of the Capital District Real Property Opportunities Plan (continuation of 03/04 objective)
2. Deliver agreed upon elements of Capital District work plan (continuation of 03/04 objective)
3. Provide open space planning component of the Regional Plan. (continuation of 03/04 objective)
4. As part of the Regional Plan and Economic Potential Study begin to shape and ready potential long-term growth areas for commercial development.
5. Deliver the second year objectives of IBI Transit Study
6. As part of the Harbour Plan, determine the Municipal interests in Shearwater and Shannon Park parcels.
7. Closer integration of Regional Trails in HRM
8. Improve Business Park Amenities
9. Develop Master plan for 6500 acre HRM land holding on the Western Common
10. Implement relevant Bayne Street Transportation Study Recommendations

Analysis of Proposed Changes

Service Levels
no impact

Financial Budget
Will be done within existing budget envelope

Processes
no change

Internal Service Providers
no impact

FTE's
2 additional Hostlers in Transit Maintenance to improve interior bus cleanliness funded with capacity within Business Unit

Performance Measures

1. Portions of the Capital District Real Property Opportunities Plan implemented
2. Agreed upon elements of Capital District work plan delivered.
3. Open space planning component of the Regional Plan provided
4. As part of the Regional Plan and Economic Potential Study have begun to shape and ready potential long-term growth areas for commercial development.
5. Second year objectives of IBI Transit Study delivered
6. As part of the Harbour Plan, the Municipal interests in Shearwater and Shannon Park parcel have been determined
7. Closer integration of Regional Trails in HRM established
8. Business Park Amenities improved
9. Master plan for 6500 acre HRM land holding on the Western Common developed
10. Relevant Bayne Street Transportation Study Recommendations implemented

Real Property & Asset Management
Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
RPAM Administration:						
W100 Administration/Service Delivery	$634,522	$992,296	$1,338,390	$1,166,887	$174,591	17.6%
Total Administration	**634,522**	**992,296**	**1,338,390**	**1,166,887**	**174,591**	**17.6%**
RPAM Blocked Accounts:						
C785 Locked: Alderney Landing	178,217	0	0	0	0	0.0%
D955 Locked: Administration Com. Fac	894,333	0	0	0	0	0.0%
D990 Booking & Rental Ser	551,616	0	0	0	0	0.0%
D995 Locked: Shubie Campground	6,051	0	0	0	0	0.0%
D996 Locked: Crichton Commun. Ctr	16,780	0	0	0	0	0.0%
R775 Locked: Woodside Ferry Term.	(350)	0	0	0	0	0.0%
R836 Locked: Playgrounds	(80)	0	0	0	0	0.0%
R840 Locked: Parks	(66)	0	0	0	0	0.0%
R850 Locked: Public Gardens	429,543	0	0	0	0	0.0%
R862 Parks West 2	760,650	0	0	0	0	0.0%
R863 Parks West 3	622,598	0	0	0	0	0.0%
R864 Parks West 4	685,462	0	0	0	0	0.0%
R865 Locked: Greenhouse/Nursery	377,578	0	0	0	0	0.0%
R870 Locked: Main Depot	150,700	0	0	0	0	0.0%
R872 Locked:Parks East 2	1,402,589	0	0	0	0	0.0%
R874 Locked:Parks East 4	665,745	0	0	0	0	0.0%
R875 Locked:Parks East 5	803,790	0	0	0	0	0.0%
Total RPAM Blocked Accounts:	**7,545,155**	**0**	**0**	**0**	**0**	**0.0%**
Operations Administration:						
D997 Clearing/Parks/Sports	104,030	0	38,885	0	0	0.0%
W120 Operations Admin	0	83,600	84,514	133,600	50,000	59.8%
W210 CLASS Interface Revenues	(537,711)	0	0	0	(0)	-100.0%
W220 Clearing-Facilities	(499,849)	0	(885)	0	0	0.0%
W299 Clearing-General	(40,709)	0	0	0	0	0.0%
W959 Clearing - Capital	0	0	(3,171)	0	0	0.0%
Total Operations Administration:	**(974,239)**	**83,600**	**119,342**	**133,600**	**50,000**	**59.8%**
Contract Support						
W130 Contract Support Admin	0	3,059,342	3,303,068	3,227,921	168,579	5.5%
W139 ContrSupp R&M-fromCptl	0	0	0	155,650	155,650	0.0%
Total Contract Support	**0**	**3,059,342**	**3,303,068**	**3,383,571**	**324,229**	**10.6%**
Facilities						
W160 Facilities Admin	0	539,500	475,482	452,314	(87,186)	-16.2%
W169 Facilities R&M-fromCptl	0	0	0	81,150	81,150	0.0%
W200 Facility Operations	13,477,390	9,707,453	11,179,349	9,865,836	158,383	1.6%
Total Facilities	**13,477,390**	**10,246,953**	**11,654,832**	**10,399,300**	**(53,803)**	**1.5%**
Parks and Open Spaces						
R831 Parks/Open - Admin	639,841	295,726	427,134	229,978	(65,748)	-22.2%
R845 Parks Urban Forestry	729,015	702,404	438,681	769,340	66,936	9.5%
R851 Parks/Horticulture	602,549	1,534,674	1,382,110	1,401,758	(132,916)	-8.7%
R855 Parks Cemeteries	618,256	524,168	510,038	628,217	104,049	19.9%
R860 Parks/Open-West	886,338	843,119	642,383	817,859	(25,260)	-3.0%
W188 Locked: Opps Support/Special E	0	15,000	14,808	0	(15,000)	-100.0%
Total Parks and Open Spaces	**3,476,000**	**3,915,091**	**3,415,153**	**3,847,152**	**(124,939)**	**-1.7%**

Real Property & Asset Management
Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Sportsfields & Playgrounds						
W180 Playgrounds East	0	890,142	818,348	853,623	(36,519)	-4.1%
W181 Sports/Play - Admin	0	516,989	366,565	313,000	(203,989)	-39.5%
W182 Sportsfields East	0	1,073,494	1,255,753	1,194,899	121,405	11.3%
W184 Playgrounds West	0	762,619	519,100	752,736	(9,883)	-1.3%
W186 Sportsfields West	0	1,038,941	904,032	1,041,895	2,954	0.3%
W187 All-weather Sportsfields	0	0	0	65,200	65,200	0.0%
W189 Sports/Play R&M-fromCptl	0	0	0	269,000	269,000	0.0%
Total Sportsfields & Playgrounds	**0**	**4,282,185**	**3,863,797**	**4,490,353**	**(105,332)**	**4.9%**
Fleet Transit						
R933 Transit Bus Repairs	28,130	(97,600)	42,137	57,000	154,600	-158.4%
R934 Transit Fleet Operations	(1,023)	7,000	2,896	0	(7,000)	-100.0%
R935 Bus Rebuild Program	0	0	0	490,799	490,799	0.0%
R955 Ferry Services - R & M	(13,710)	0	0	0	0	0.0%
R960 Access-A-Bus R & M	69	0	1,972	(0)	(0)	0.0%
R961 Community Transit R & M	91,835	0	729	0	0	0.0%
Fleet Transit	**105,300**	**(90,600)**	**47,733**	**547,799**	**638,399**	**-704.6%**
Fleet Admin						
R912 Fleet Admin	0	156,300	164,914	255,638	99,338	63.6%
Fleet Admin	**0**	**156,300**	**164,914**	**255,638**	**100,138**	**63.6%**
Fleet General						
R970 General Fleet R & M	(74,596)	347	247,491	146,500	146,153	42119.0%
Fleet General	**(74,596)**	**347**	**247,491**	**146,500**	**146,153**	**42119.0%**
Fleet Emergency						
R981 Fire Fleet R&M	0	100,000	114,289	0	(100,000)	-100.0%
Fleet Emergency	**0**	**100,000**	**114,289**	**0**	**(100,000)**	**-100.0%**
Planning						
W943 Planning Admin	0	582,887	667,746	629,664	46,777	8.0%
Planning	**0**	**582,887**	**667,746**	**629,664**	**47,377**	**8.0%**
Capital Management						
W953 Capital Admin	0	682,985	714,353	734,106	51,121	7.5%
W955 Corporate Accommodations	0	0	0	97,000	97,000	0.0%
Capital Management	**0**	**682,985**	**714,353**	**831,106**	**149,221**	**21.7%**
Real Estate						
W400 Acquisitions & Disposals	959,941	516,380	501,207	546,485	30,105	5.8%
W500 Business Parks	309,494	190,400	230,058	209,400	19,000	10.0%
W600 Real Estate - Admin	0	223,600	192,295	197,274	(26,326)	-11.8%
Real Estate	**1,269,436**	**930,380**	**923,560**	**953,159**	**22,779**	**2.4%**
Total	**$25,458,970**	**$24,941,766**	**$26,574,669**	**$26,784,729**	**$1,842,963**	**7.4%**

Real Property & Asset Management
Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
RPAM Administration:						
W100 Administration/Service Delivery	$0	$0	($3,956)	$0	$0	0.0%
Total Administration	**0**	**0**	**(3,956)**	**0**	**174,591**	**0.0%**
RPAM Blocked Accounts:						
D955 Locked: Administration Com. Fac	$100	$0	$0	$0	$0	0.0%
D990 Booking & Rental Ser	(264,562)	0	0	0	0	0.0%
D995 Locked: Shubie Campground	(15,569)	0	0	0	0	0.0%
D996 Locked: Crichton Commun. Ctr	(16,780)	0	0	0	0	0.0%
R862 Parks West 2	31	0	0	0	0	0.0%
R863 Parks West 3	213	0	0	0	0	0.0%
R864 Parks West 4	31	0	0	0	0	0.0%
R865 Locked: Greenhouse/Nursery	(802)	0	0	0	0	0.0%
R872 Locked:Parks East 2	31	0	0	0	0	0.0%
R874 Locked:Parks East 4	(19)	0	0	0	0	0.0%
R875 Locked:Parks East 5	(1,682)	0	0	0	0	0.0%
Total RPAM Blocked Accounts:	**(299,007)**	**0**	**0**	**0**	**0**	**0.0%**
Operations Administration:						
D997 Clearing/Parks/Sports	0	0	(3,567)	0	0	
W210 CLASS Interface Revenues	(258,760)	0	0	0	0	0.0%
W220 Clearing-Facilities	(16,599)	0	1,131	0	0	0.0%
Total Operations Administration	**(275,358)**	**0**	**(2,436)**	**0**	**0**	**0.0%**
Facilities:						
W200 Facility Operations	(1,917,121)	(1,803,000)	(2,236,347)	(2,191,000)	(388,000)	21.5%
Total Facilities	**(1,917,121)**	**(1,803,000)**	**(2,236,347)**	**(2,191,000)**	**(388,000)**	**21.5%**
Parks and Open Spaces:						
R831 Parks/Open - Admin	(928)	0	0	0	0	0.0%
R845 Parks Urban Forestry	346	0	0	0	0	0.0%
R851 Parks/Horticulture	(2,665)	0	(3,428)	0	0	0.0%
R855 Parks Cemeteries	(209,312)	(296,000)	(208,876)	(180,000)	116,000	-39.2%
R860 Parks/Open-West	(13,501)	0	(318)	0	0	0.0%
Total Parks and Open Spaces	**(226,061)**	**(296,000)**	**(212,622)**	**(180,000)**	**116,000**	**-39.2%**
Sportsfields & Playgrounds:						
W181 Sports/Play - Admin	0	(342,887)	(299,123)	(92,800)	250,087	-72.9%
W182 Sportsfields East	0	0	0	(117,500)	(117,500)	0.0%
W186 Sportsfields West	0	0	0	(61,500)	(61,500)	0.0%
W187 All-weather Sportsfields	0	0	0	(95,000)	(95,000)	0.0%
Total Sportsfields & Playgrounds	**0**	**(342,887)**	**(299,123)**	**(366,800)**	**(23,913)**	**7.0%**
Fleet Transit						
R933 Transit Bus Repairs	(1,542)	0	(6,916)	0	0	0.0%
R955 Ferry Services - R & M	370	0	(12,907)	0	0	0.0%
Total Fleet Transit	**(1,172)**	**0**	**(19,823)**	**0**	**0**	**0.0%**
Fleet General						
R970 General Fleet R & M	(13,905)	0	(13,468)	0	0	0.0%
Total Fleet General	**(13,905)**	**0**	**(13,468)**	**0**	**0**	**0.0%**
Fleet Emergency						
R981 Fire Fleet R&M	0	0	(1,547)	0	0	0.0%
Total Fleet Emergency	**0**	**0**	**(1,547)**	**0**	**0**	**0.0%**
Planning						
W943 Planning Admin	0	0	(30,000)	0	0	0.0%
Total Planning	**0**	**0**	**(30,000)**	**0**	**0**	**0.0%**
Capital Management						
W953 Capital Admin	0	0	(277)	0	0	
Total Capital Management	**0**	**0**	**(277)**	**0**	**0**	**0.0%**
Real Estate:						
W400 Acquisitions & Disposals	(490,673)	(350,000)	(374,203)	(375,000)	(25,000)	7.1%
W500 Business Parks	(237,734)	(300,000)	(986,007)	(450,000)	(150,000)	50.0%
Total Real Estate	**(728,407)**	**(650,000)**	**(1,360,210)**	**(825,000)**	**(175,000)**	**26.9%**
Total	**($3,461,031)**	**($3,091,887)**	**($4,179,808)**	**($3,562,800)**	**($470,913)**	**15.2%**

Real Property & Asset Management

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
RPAM Administration:						
W100 Administration/Service Delivery	$634,522	$992,296	$1,334,435	1,166,887	$174,591	17.6%
Total Administration	**634,522**	**992,296**	**1,334,435**	**1,166,887**	**174,591**	**17.6%**
RPAM Blocked Accounts:						
C785 Locked: Alderney Landing	178,217	0	0	0	0	-
D955 Locked: Administration Com. Fac	894,433	0	0	0	0	-
D990 Booking & Rental Ser	287,054	0	0	0	0	-
D995 Locked: Shubie Campground	(9,518)	0	0	0	0	-
R775 Locked: Woodside Ferry Term.	(350)	0	0	0	0	-
R836 Locked: Playgrounds	(80)	0	0	0	0	-
R840 Locked: Parks	(66)	0	0	0	0	-
R850 Locked: Public Gardens	429,543	0	0	0	0	-
R862 Parks West 2	760,681	0	0	0	0	-
R863 Parks West 3	622,811	0	0	0	0	-
R864 Parks West 4	685,494	0	0	0	0	-
R865 Locked: Greenhouse/Nursery	376,776	0	0	0	0	-
R870 Locked: Main Depot	150,700	0	0	0	0	-
R872 Locked:Parks East 2	1,402,620	0	0	0	0	-
R874 Locked:Parks East 4	665,727	0	0	0	0	-
R875 Locked:Parks East 5	802,108	0	0	0	0	-
Total RPAM Blocked Accounts:	**7,246,149**	**0**	**0**	**0**	**0**	**-**
Operations Administration:						
D997 Clearing/Parks/Sports	104,030	0	35,318	0	0	-
W120 Operations Admin	0	83,600	84,514	133,600	50,000	59.8%
W210 CLASS Interface Revenues	(796,471)	0	0	0	(0)	-100.0%
W220 Clearing-Facilities	(516,448)	0	245	0	0	-
W299 Clearing-General	(40,709)	0	0	0	0	-
W959 Clearing - Capital	0	0	(3,171)	0	0	-
Total Operations Administration:	**(1,249,597)**	**83,600**	**116,906**	**133,600**	**50,000**	**59.8%**
Contract Support						
W130 Contract Support Admin	0	3,059,342	3,303,068	3,227,921	168,579	5.5%
W139 ContrSupp R&M-fromCptl	0	0	0	155,650	155,650	-
Total Contract Support	**0**	**3,059,342**	**3,303,068**	**3,383,571**	**324,229**	**10.6%**
Facilities						
W160 Facilities Admin	0	539,500	475,482	452,314	(87,186)	-16.2%
W169 Facilities R&M-fromCptl	0	0	0	81,150	81,150	-
W200 Facility Operations	11,560,269	7,904,453	8,943,002	7,674,836	(229,617)	-2.9%
Total Facilities	**11,560,269**	**8,443,953**	**9,418,485**	**8,208,300**	**(235,653)**	**-2.8%**
Parks and Open Spaces						
R831 Parks/Open - Admin	638,913	295,726	427,134	229,978	(65,748)	-22.2%
R845 Parks Urban Forestry	729,361	702,404	438,681	769,340	66,936	9.5%
R851 Parks/Horticulture	599,884	1,534,674	1,378,681	1,401,758	(132,916)	-8.7%
R855 Parks Cemeteries	408,943	228,168	301,163	448,217	220,049	96.4%
R860 Parks/Open-West	872,837	843,119	642,065	817,859	(25,260)	-3.0%
W188 Locked: Opps Support/Special E	0	15,000	14,808	0	(15,000)	-100.0%
Total Parks and Open Spaces	**3,249,939**	**3,619,091**	**3,202,532**	**3,667,152**	**48,061**	**1.3%**

Real Property & Asset Management

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Sportsfields & Playgrounds						
W180 Playgrounds East	0	890,142	818,348	853,623	(36,519)	-4.1%
W181 Sports/Play - Admin	0	174,102	67,442	220,200	46,098	26.5%
W182 Sportsfields East	0	1,073,494	1,255,753	1,077,399	3,905	0.4%
W184 Playgrounds West	0	762,619	519,100	752,736	(9,883)	-1.3%
W186 Sportsfields West	0	1,038,941	904,032	980,395	(58,546)	-5.6%
W187 All-weather Sportsfields	0	0	0	(29,800)	(29,800)	-
W189 Sports/Play R&M-fromCptl	0	0	0	269,000	269,000	-
Total Sportsfields & Playgrounds	**0**	**3,939,298**	**3,564,675**	**4,123,553**	**184,255**	**4.7%**
Fleet Transit						
R933 Transit Bus Repairs	26,587	(97,600)	35,220	57,000	154,600	-158.4%
R934 Transit Fleet Operations	(1,023)	7,000	2,896	0	(7,000)	-100.0%
R935 Bus Rebuild Program	0	0	0	490,799	490,799	-
R955 Ferry Services - R & M	(13,340)	0	(12,907)	0	0	-
R960 Access-A-Bus R & M	69	0	1,972	(0)	(0)	-
R961 Community Transit R & M	91,835	0	729	0	0	-
Fleet Transit	**104,129**	**(90,600)**	**27,910**	**547,799**	**638,399**	**-704.6%**
Fleet Admin						
R912 Fleet Admin	0	156,300	164,914	255,638	99,338	63.6%
Fleet Admin	**0**	**156,300**	**164,914**	**255,638**	**99,338**	**63.6%**
Fleet General						
R970 General Fleet R & M	(88,502)	347	234,023	146,500	146,153	42119.0%
Fleet General	**(88,502)**	**347**	**234,023**	**146,500**	**146,153**	**42119.0%**
Fleet Emergency						
R981 Fire Fleet R&M	0	100,000	112,742	0	(100,000)	-100.0%
Fleet Emergency	**0**	**100,000**	**112,742**	**0**	**(100,000)**	**-100.0%**
Planning						
W943 Planning Admin	0	582,887	637,746	629,664	46,777	8.0%
Planning	**0**	**582,887**	**637,746**	**629,664**	**46,777**	**8.0%**
Capital Management						
W953 Capital Admin	0	682,985	714,076	734,106	51,121	7.5%
W955 Corporate Accommodations	0	0	0	97,000	97,000	-
Capital Management	**0**	**682,985**	**714,076**	**831,106**	**148,121**	**21.7%**
Real Estate						
W400 Acquisitions & Disposals	469,269	166,380	127,004	171,485	5,105	3.1%
W500 Business Parks	71,760	(109,600)	(755,949)	(240,600)	(131,000)	119.5%
W600 Real Estate - Admin	0	223,600	192,295	197,274	(26,326)	-11.8%
Real Estate	**541,029**	**280,380**	**(436,650)**	**128,159**	**(152,221)**	**-54.3%**
Total	**$21,997,939**	**$21,849,879**	**$22,394,862**	**23,221,929**	**$1,372,050**	**6.3%**

Real Property & Asset Management
Summary by Expenditure & Revenue Type

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$16,332,375	$20,139,296	$19,596,756	$21,510,965	$1,371,669	6.8%
Office Costs	304,958	289,633	383,947	329,340	39,707	13.7%
Professional Fees	1,125	10,500	5,373	12,998	2,498	23.8%
Legal & Consulting Fees	40,441	110,000	46,340	119,020	9,020	8.2%
External Services	2,023,772	2,670,774	4,637,881	2,178,649	(492,125)	-18.4%
Uniforms & Clothing	142,393	110,400	122,503	120,450	10,050	9.1%
Salt	18,884	0	(1,465)	0	0	0.0%
Supplies & Materials	660,950	954,484	1,040,341	1,106,489	152,005	15.9%
Utilities	398,435	3,205,900	3,455,766	3,047,283	(158,617)	-4.9%
Building Costs	172,238	734,730	805,297	1,893,906	1,159,176	157.8%
Equipment & Communications	398,452	888,605	942,923	911,762	23,157	2.6%
Vehicle Expense	10,915,154	11,538,780	12,058,195	10,400,146	(1,138,634)	-9.9%
Travel	79,154	79,100	76,401	80,458	1,358	1.7%
Training & Education	57,949	87,346	76,122	127,555	40,209	46.0%
Facilities Rental	4,997,418	5,229,000	5,111,667	5,286,015	57,015	1.1%
Advertising & Promotion	163,554	169,300	210,221	107,345	(61,955)	-36.6%
Other Goods & Services	569,529	443,600	397,216	509,565	65,965	14.9%
Interdepartmental	(12,134,398)	(21,991,582)	(23,044,215)	(21,037,017)	954,565	-4.3%
Transfer Outside Agencies	333,500	236,900	551,083	359,000	122,100	51.5%
Insurance Costs	0	0	0	0	0	0.0%
Grants & Tax Concessions	9,669	145,000	126,578	145,000	0	0.0%
Transfer to/from Reserves	0	(110,000)	(40,000)	(424,200)	(314,200)	285.6%
Other Fiscal	102	0	15,739	0	0	0.0%
Total	**$25,485,655**	**$24,941,766**	**$26,574,669**	**$26,784,729**	**$1,842,963**	**7.4%**
Revenues						
Rental & Leasing	($1,991,227)	($1,803,000)	($1,922,923)	($2,191,000)	($388,000)	21.5%
Recreational Revenue	(52,513)	0	89	0	0	0.0%
Sales Revenue	(857,859)	(946,000)	(1,583,723)	(905,000)	41,000	-4.3%
Other Revenue	(559,431)	(342,887)	(673,250)	(366,800)	(23,913)	7.0%
Interdepartmental Revenue	(26,685)	0	0	(100,000)	(100,000)	0.0%
Total	**($3,487,716)**	**($3,091,887)**	**($4,179,808)**	**($3,562,800)**	**($470,913)**	15.2%
Net Cost	**$21,997,939**	**$21,849,879**	**$22,394,861**	**$23,221,929**	**$1,372,050**	6.3%

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

		Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Real Property & Asset Management					
CB300556	Facilities Upgrade-General 2004/05	0	359,000	391,000	391,000
CB300552	HRM Admin Buildings-Upgrades 2004/05	0	92,000	116,000	116,000
CB200375	Facilities Ops Consolidation-Cowie Hill	300,000	291,000	0	0
CEC00686	Athletic Field/Park Equipment	27,000	27,000	240,000	24,000
CQ300634	Burnside Phase I 1-2-3-4-5 Development	0	6,000,000	5,500,000	3,800,000
CQ300635	Aerotech Repositioning & Development	0	150,000	0	0
CQ300636	Bayers Lake Infill & Ragged Lake Developm	0	1,100,000	0	0
CQ300637	Park & Open Space Renewal & Improvemen	0	50,000	0	50,000
CQ300638	Park Signs Renewal & Maintenance	0	75,000	0	50,000
CQ300639	Development Consulting	0	50,000	0	0
CQ300640	Intersection/Traffic Improve'ts Burnside	0	50,000	250,000	0
Provided to Other Business Units:					
CB200516	Integrated Dispatch/Telecomm. Project	3,050,000	2,328,000	186,000	0
CB300627	New Penhorn Fire Station	0	0	1,067,000	1,067,000
CBR00748	200 Illsley Ave-Air Quality Improvements	1,425,000	146,000	97,000	49,000
CBR00750	200 Illsley Ave-Safety Upgrades	440,000	97,000	194,000	194,000
CB100077	Transit Facilities Upgrades	400,000	165,400	194,000	194,000
CB300553	HRM Depots Upgrades 2004/05	0	113,200	146,000	146,000
CB100080	Fire Services-Station Upgrades	328,000	139,200	233,000	233,000
CB100091	Mainland Commons Recreation Facility	500,000	200,000	6,500,000	0
CB300551	Various Rec Facilities-Upgrades 2004/05	0	326,900	340,000	340,000
CB300554	Arena Upgrades 2004/05	0	61,500	125,000	125,000
CB200452	HRM Heritage Building Upgrades	100,000	146,000	146,000	194,000
CB200240	Management Agreement Community Centre:	250,000	214,000	194,000	194,000
CB100066	Regional Library-Facility Upgrades	182,000	330,000	194,000	194,000
CB300555	Major Facilities Upgrade 2004/05	0	925,000	970,000	970,000
CB300621	Safety Upgrades	0	73,000	73,000	73,000
CB200471	Repair Garage-Fire Services	0	834,000	0	0
CB200453	East Dartmouth Recreation Facility	0	100,000	1,000,000	0
CBF00444	Station Replacement	5,875,000	340,000	0	0
CVD00413	Fleet Replacement program	3,026,000	3,257,000	3,233,000	3,233,000
CVD00429	Access-A-Bus Vehicle	100,000	97,000	0	0
CVD00430	Access-A-Bus Replacement	400,000	388,000	388,000	388,000
CVD00433	Service Vehicle Replacement	220,000	97,000	97,000	97,000
CVD00431	Midlife Bus Rebuild	0	0	655,000	655,000
CVD00434	Conventional Transit Bus Expansion	3,080,000	0	2,561,000	2,561,000
CV300567	Conventional Transit Bus Replacement ($4.2	2,125,000	6,135,000	5,345,000	6,198,000
CVD00436	Bi-annual Ferry Refit	150,000	243,000	175,000	175,000
CVJ00223	Apparatus Replacement	5,055,000	2,512,000	3,410,000	3,410,000
CVJ00224	Utility Vehicle Replacement	527,000	171,000	213,000	213,000
CVK00416	Police Vehicles (Marked)	710,000	689,000	689,000	689,000
CVK00417	Police Vehicles (Unmarked)	247,000	822,000	531,000	531,000
CP300559	Playground Upgrades&Replacements 2004/(	0	319,000	319,000	329,000
CPC00683	Sports Field Upgrades	887,000	352,000	116,000	194,000
CPC00304	Ball Field Upgrades	619,927	146,000	146,000	194,000
CPC00467	Regional Trails Development	1,521,926	841,000	291,000	388,000
CP300560	Park Upgrades 2004/05	0	291,000	170,000	194,000
CPC00684	Sports Courts Upgrades	100,000	205,000	49,000	49,000
CPS00040	Point Pleasant Park Upgrades	150,000	97,000	97,000	97,000
CPR00330	Cemetery Upgrades	220,000	35,000	35,000	35,000
CPR00316	HRM Wide Tree Planting	435,000	121,000	73,000	73,000
CPR00325	Walkways-HRM Wide Program	350,000	147,000	49,000	49,000
CPS00041	Lawn Bowling Facilities	35,000	121,000	0	0
CPC00814	Mainland Commons-Halifax	700,000	485,000	49,000	49,000
CPC00682	Skateboarding Facilities	260,000	19,000	73,000	73,000
CPC00677	New Playground Development	347,000	292,000	97,000	97,000
CPC00676	New Park Developments	479,127	137,000	0	0
CPG00581	Dartmouth Artificial Sportsfield	2,500,000	600,000	0	0
CPC00810	Outdoor/Spray Pools and Fountains	109,685	0	39,000	0
CPC00675	Track and Field Upgrades	284,939	0	218,000	0
Total		**37,516,604**	**33,402,200**	**37,274,000**	**28,375,000**

SHARED SERVICES
MISSION STATEMENT

Who?

to the public, HRM Business Units, Authorities, Boards and Commissions

Why?

so that services can be enhanced and integrated, resources can be shared and economies of scale achieved.

What?

In the areas of
Citizen Access - "providing seamless access to services & information using a variety of integrated channels"
Knowledge Management - "collecting, storing and managing business& geographic data as a decision support tool"
IT, Marketing & Print Services, Payroll & other Business Unit Support Services - "providing services & systems in support of HRM's business & corporate priorities"

To create an internal structure that provides administrative, operational and client support services

Description of Program/Service

Shared Services is organized in three divisions which emphasize the areas of service delivery to citizen and business units in support of HRM's strategic outcome of Excellence in Customer Service. Based on the most recent organizational structure effective January 1, 2003, the broad range of services provided by Shared Services includes:

Client Services Division

- Integrated Dispatch/ Corporate Call Centre
- Customer Service Centres
- E-Commerce & Web Services
- Pay/Costing Services
- Marketing, Design & Print Services

Data/Business Information Management Services

- Corporate Records Management
- Corporate Library
- Civic Addressing Project/Program
- Corporate Data Strategies
- Geographic Information Systems Services (GISS)

Information Technology Services

- Business Solutions (programming & technical support)
- Customer Care & PC Support Services
- Network & Systems

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Quality **Customer Service**	A1. ①Call Centres: Agent monitoring for quality and client satisfaction regarding: Wait times, customer care, accuracy ②Customer Service Centres: Measuring wait time, professionalism, helpfulness, knowledgeable, service satisfaction and hours of operation.	A1. ①Call Centres - Average score 14.5 out of 17 in instances of quality monitoring. ②Customer Service Centres - Survey Results ❑Random sampling of 400 clients. 97.8% of the respondents rated the 6 quality indicators between good to excellent. Poor/Fair Good V-Good Excellent Wait Time 2% 2% 31% 65% Professionalism 2% 2% 32% 64% Helpfulness 3% 2% 31% 64% knowledge 2% 2% 31% 65% Overall Satisfaction 2.2% 2.8% 28% 67% Hours of Operation 2% 10% 32% 56%
	A2. Compliance with Service Agreements (SLA) (2003/04 Call Centre)	A2. ❑Finance SLA completed and signed. Program in place to measure and report on compliance in next quarter. ❑Waste Resources and Transit SLA in progress.
	A3. Information Technology - Access to current technology.	A3. ❑98% uptime for network, servers and corporate applications. ❑63% of calls for IT Services closed within one day, 82% within 5 days. ❑Constant refresh of desktop technology to stay current.

STRATEGIC OUTCOMES	INDICATORS	RESULTS
Savings are achieved while maintaining quality standards	B1. Examples of significant savings achieved	B1. ❑ Increased capacity in HRM Printing Centre from 100 copies per minute to 170 copies per minute.
	B2. Cost of providing service internally versus private sector providers (2003/04 Marketing, Design and Print Services)	B2. ❑Cost per copy on laser printer is $0.04 per copy and copy on Printing Centre high speed copier is $0.007 per copy. Laser printer speed is 45 copies per minute and Printing Centre high speed copiers is 150 copies per minute. **Example:** 100 page document copied in Printing Centre costs $1.40 each; printed in business unit on laser printer costs $4.70; copied in business unit on b&w photocopier costs $3.88; copied by outside printer costs $17.
	B3. Target Revenue vs Actual Revenue	B3. ❑**MDS** (Marketing, Design & Print Services) projected revenue is $60,000. As of February 2004, we have earned $127,000. (For Printing Centre most $70,000 is cost recovery. For marketing and design work $38,000 is revenue.) Total projects 1,838 (individual components now consolidated under 1 project number and does not include business cards.)
	B4. Information Technology - Maximize economies of scale.	B4. ❑Consolidation of services for a central point of contact for technology and telephony problem resolution. ❑Total cost of ownership with technology decreasing with standardized desktop, software and equipment. ❑Most calls closed at Tier 1 (HelpDesk) - 21% increase over previous year a result of standardization and remote control most cost effective source for resolution.

STRATEGIC OUTCOMES	INDICATORS	RESULTS
HRM service delivery is **supported** & sustained because **business units** focus on their core functions	C1. Case study demonstrating support of core functions. (Available upon request) C2. Information Technology - Technically trained workforce, by providing internal and external technology training. C3. Case study supporting the purchase of variable data printing equipment for HRM Printing Centre. (Available upon request)	C1. ❑ See case study integrating the efforts of call centres, customer service centres, GIS, marketing, and web for the pesticides bylaw. C2. ❑350 training seats taken internally. ❑100 training seats taken externally. ❑280 training seats for SAP/HR. C3. Printing Centre staff now printing Payroll notices, T4's, tax bills, dog licenses, parking enforcement letters that were previously done in business units (Finance, HR) using laser printers and manual processes.

KEY INITIATIVES	STATUS
A technology plan is developed for all aspects of citizen access according to the needs and priorities expressed by HRM citizens	➢on-going
A capital asset program is developed for the print centre	➢Variable Data Computerized Micropress installed - February '03. ➢Printing tax bills, election notices, and pay notices for HRM ➢Equipment condition inventory completed ➢Replacement strategy proposed.
A capital asset program developed for future software & hardware requirements to support the integrated city initiatives of HRM	➢initial evaluation completed - Nov '03 ➢Submissions for '04-'05 capital budget
Improve quality of Corporate and GIS data sets by analyzing, prioritizing and resourcing to deal with data gaps including continuing the corrections program for the civic address project.	**DATA & KNOWLEDGE MGT.** ➢ "Preparation of Corporate Data Management Plan" - to be 'fast-tracked" as part of the early phase of Integrated City Project ➢Data file clean up in GIS system has commenced along with updating/revisions to data dictionary. ➢Civic Address corrections program proceeding as per 03/04 Business Plan. ➢Participate with PWT to discuss data gaps related to sewer data and other infrastructure data.
Deploy Civic Address database to external partners, i.e. Province of Nova Scotia, Canada Post, Stats Canada, etc.	**DATA & KNOWLEDGE MGT.** ➢Reconciliation with Canada Post and Provincial data bases continues along with deployment. ➢Data sharing processes are labour intensive at present - investigating "smarter" methods of data sharing (i.e. web services).

KEY INITIATIVES	STATUS
Establish and document data maintenance procedures.	**DATA & KNOWLEDGE MGT.** ➢Completed for Civic Address database, ongoing revisions to documentation to ensure currency. ➢Data maintenance practises/ procedures will form part of Data Management plan under the Integrated City.
Develop a custodianship model for long term maintenance of HRM property data sets.	**DATA & KNOWLEDGE MGT.** ➢Commenced part of DM plan.
Continue to support and promote integration of data through the implementation of LIS Phase II and the development of the LIS Knowledge Base.	**CALL CENTRE** ➢Support role in developing Corporate Knowledge base in Hansen **DATA & KNOWLEDGE MGT.** ➢Review of outstanding data needs and issues related to Phase I is required. Division Manager of Data Knowledge Mgt. to meet with LIS Project Manager ➢Work commenced on scoping development of LIS knowledge base - winter'04 ➢Knowledge Base Development subsequently cancelled
Consolidation and establishment of a centralized HRM records storage facility.	**DATA & KNOWLEDGE MGT.** ➢Move completed October 31st, 2003.
Develop a corporate-wide depository policy for the Corporate library.	**DATA & KNOWLEDGE MGT.** ➢ Policy will be drafted prior to end of 03/04.

KEY INITIATIVES	STATUS
Educate business units on Administrative Order #31 and the importance and necessity of a corporate wide information management program.	**DATA & KNOWLEDGE MGT.** ➢Committee has been established. Committee to commence work winter '04.
Coordinate appropriate respond to audit comments to ensure adequate security procedures user access to and within SAP and for removal of user access to Enterprise systems (SAP and LIS)	**IT Services** ➢In progress
Continue to develop Service Level Agreements (SLA) with Business Unit clients and evaluate the existing ones.	**CALL CENTRE** ➢ SLA's in progress with Community Projects, Finance, Transit, Solid Waste **WEB SERVICES** ➢ E-Commerce and Web Services negotiating SLA for upload to web server with Procurement and HR. **MARKETING** ➢SLA's being developed with major users of our services. ➢"User Friendly" processes developed for accessing our services. **PAYROLL** ➢SLA negotiated with Cole Harbour Place for payroll services. ➢Work with HR to develop common agreement with other Business Units. **IT SERVICES** ➢SLA negotiated with Real Property & Clerk's Office for Audio Visual services for Council Chambers.

KEY INITIATIVES	STATUS
Partnership developed with Province to further integrate the HRM and Province of Nova Scotia website to enable the public to easily navigate in both sites and access information on services seamlessly. Further explore the potential sharing of technology and processes, as has been done with the Search Engine.	**WEB SERVICES** ➢ Working with Province to establish common look and feel of web site. ➢Integrating the HRM online parking ticket payment system with the provincial court ticket payment system. ➢Integrating undated search engine into re-designed site. ➢On line and automatic voice phone Recreation registration will go live March 04. **DATA & KNOWLEDGE MGT.** ➢On-going dialogue with Service Nova Scotia & Municipal Affairs regarding GeoNova Portal initiative and integration with other portal projects.
Restructure of the HRM Website to improve navigation and establish content management processes. * Note: This initiative is contingent on resolving the requirements for a more robust platform for the HRM internet site and staffing resources.	**WEB SERVICES** ➢Acquired appropriate server technology to support web upgrades- November '03 ➢ Partial re-design of web site commenced. Completion spring '04 ➢Integrating undated search engine into re-designed site. ➢On line survey capabilities will be delivered 04/05.
Develop Terms of Reference for Client Advisory Groups and implement recommendations.	**CALL CENTRE** ➢ Terms of Reference and roles/responsibilities of Client Advisory Group being redefined - spring '04 to be complete. **IT SERVICES** ➢IT Support Service Level Agreement is in progress detailing services, time to resolution and escalation procedures.

KEY INITIATIVES	STATUS
One Stop - client centered support for Systems and PC users.	**IT SERVICES** ➢All support activity now directed through the help desk.
Address Grade of Service Issues at the Corporate Call Centre.	**CALL CENTRE** ➢Significant improvement in meeting Grade of Service ➢Staff complement hired & trained ➢Developed Agent Internal Communication Protocol and procedures
Work with the By-law rationalization project to identify and appropriately transfer accountability for citizen information and access to HRM's Customer Service Centres and Corporate Call Centres	**CALL CENTRE** ➢ Develop processes between By-Law Enforcement and Call Centre through Hansen Project Phase II, Code Enforcement **CSC** ➢On-going
Restructure marketing, design and communications services to better meet the needs of all Business Units in HRM and major Corporate initiatives.	**MARKETING** ➢Hired Project Managers. ➢Assigned Business Units to Project Managers. ➢Develop awareness piece on Marketing & Design Services ➢SLA for marketing services for Harbour Solutions project & Regional Planning in place
Ensure best use and maximum integration between LIS and SAP Business Solutions systems .	➢In progress, "proof on concept" completed
Roll out LIS Customer Service Module to all remaining Business Unit's in HRM.	**CALL CENTRE** ➢ Support role in identifying BU's and prioritization of roll out in relation to Phase II of Hansen project (Code Enforcement)

KEY INITIATIVES	STATUS
Migrate the non emergency Dispatch Service to one integrated system.	**CALL CENTRE** ➢Move to Turner Drive completed October 31, 2003
Continue to improve GIS functionality in LIS.	**DATA & KNOWLEDGE MGT.** ➢On-going improvements have been made to GIS map viewer link to Hansen.
Increase capacity and quality of service in Printing Centres and introduce workflow management software through acquisition of Print on Demand system.	**MARKETING** ➢New copying equipment and Variable Data Computer Micropress installed.. ➢Providing variable data printing for taxes, pay notices & election notices
Determine and implement, where feasible, opportunities for further integration of structures and services in Call Centres, Dispatch, Customer Service Centres and Web services.	**CALL CENTRE** ➢ Cross training of Dispatch and Call Centre Agents to commence winter '04 ➢Customer Access Strategy to be completed in '04-'05
Install Hansen Dynamic Portal to provide on line service requests initiation and look up and some functionality in permit applications and notification.	**Hansen LIS project** ➢being evaluated for LIS phase II -budget to be considered in Capital project for '04-'05
Determine and implement the best corporate solutions for data mining and reporting for HRM's data mining and reporting requirements.	**IT SERVICES** ➢Crystal Reports in production, Crystal for SAP training conducted. **DATA & KNOWLEDGE MGT.** ➢Further dialogue required through Integrated City Project

KEY INITIATIVES	STATUS
Marketing Support to Corporate Initiatives	➢Project Management, printing, distribution provided for Employee Survey and reports. ➢Communication management provided for Harbour Solutions. ➢Variable data printing done in house to provide more flexibility and future cost savings. ➢Design and copyrighting provided for Annual Report. ➢Communication support provided to EMO. ➢Printing services to the corporation.
Support SAP/HR project - work with Project Team to implement system config for future enhancements and business process changes to fully optimize system.	**DIRECTOR** Project co-sponsor' ➢Successful implementation of SAP/HR Dec '03 **PAYROLL** ➢Support Staff providing feedback to Project Team on config issues with Phase I. ➢SAP/HR successfully implemented Dec '03 **IT** Technical support in areas of Authorizations, ABAP reports, Functional expertise & systems and networks

KEY INITIATIVES	STATUS
Support Hansen LIS project	**DIRECTOR** Project co-sponsor ➢Successful implementation of LIS phase 1 '03 ➢Negotiation for scope of LIS phase II to be completed early '04 ➢Capital plan submitted for LIS phase II in capital budget of'04-'05 **IT** ➢Project management being provided for scoping of phase II **Data & Knowledge Mgt** ➢Participate with PWT to discuss data gaps related to sewer data and other infrastructure data.
Support Integrated City Project	**IT Services** ➢Manager, Business Solutions seconded as Integrated City project manager
Support implementation of web based recreation registration	**Web Services** ➢Ensured appropriate business case developed prior to implementation ➢Provide project management for implementation '03-04 ➢Go-live date March '04 **IT Services** ➢Install, test & maintain technical infrastructure called for in project plan - completed Dec. '03

Issue #1

Quality of the Work Environment

In January 2003, Shared Services assumed responsibility for Information Services and Resource Management Business functions. This re structuring provided an excellent opportunity to ensure the strategic outcomes of Shared Services, are supported with the appropriate technical expertise and positions Shared Services to lead the corporation as the centre for Knowledge Management and Business Solutions in support of Corporate Outcomes. Shared Services has successfully combined these business functions over the last year and in this business cycle will continue to define and refine as staff and resources are focused on the shared mission.

The 2003 Employee Survey showed an improvement in how the staff of Shared Services feel about opportunities for training and development, the quality of management, organizational leadership and level of commitment to HRM. There has also been some improvement in how employees feel about the quality of communications and how the employer rewards and recognizes their efforts. Shared Services is committed to continuing to improve the results in these areas.

HRM has made significant investment in recruiting and training skilled IT technical staff. Appropriate cross training and retention strategics have to be in place to ensure HRM's investment is protected. In addition, the rapidly changing technology requires an annual review of the skill inventory and a constant re-investment in training. New employees to HRM often see the Call Centre a "training ground" or "first step" into the organization. To effectively operate the HRM Call Centre and Dispatch Service, it requires skilled employees with a broad knowledge of HRM's business and technologies. Shared Services continues to have difficulty retaining trained Call Centre staff as their training and expertise makes them very competitive for other mor attractive positions in the organization. The current Collective Agreement has made steps in recognizing the importance of HRM's Call Centre employees, however, a more comprehensive recruitment training and retention strategy is required.

Goal 2003/2006

To ensure that the quality of the work environment and management structure of Shared Services supports high functioning work teams that are appropriately staffed, trained and equipped to provide a high level of employee satisfaction and customer service.

Objectives 2004/2005 (Year 2)

1. Real Property and Asset Management to complete alternations on 3rd floor Duke to adequately house Director's office/IT and Web services.
2. Implement a targeted recruitment/retention program for Call Centre employees.
3. Conduct skills evaluation of IT staff and implement programs to resolve skills gaps in light of emerging technology.
4. Continue to refine Communications and Rewards & Recognition Action plans and evaluate their effectiveness.
5. Continue to promote a workplace that is free of harassment, violence and demonstrates a commitment to diversity.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery - Customers satisfied with the level of service received from HRM

Analysis of Proposed changes

Service Levels
Improved skills development will keep IT staff current and able to respond to changing technology demands.
Directors office, administration and web services currently housed on 4th floor Duke tower (which will be sub-leased). This move is being initiated by RPAM it should have no impact on Shared Services budget.

Finance/Budget
$25,000 - upgrade part time IT help desk to full time position
Training will be provided under current training budget.

Processes
Director's office, administration & Web services should be located close to IT services on the 3rd floor Duke tower for effective communication and management.

FTE:
0.5 increase

Performance Measures

1. Move is completed.
2. Percentage of attraction and retention of appropriate candidates.
3. IT staff have the appropriate skills to support applications and resolve business issues for clients.
4. Improved Survey results and improved customer satisfaction.
5. Number of incidents reported and resolved. Programs and strategies introduced in support of diversity.

Issue #2

Planning for and securing appropriate capital & operating resources.

The capital investment in HRM Print Centre and IT infrastructure and applications has not kept pace with demand for service, the increase in business applications and the changing technology and business processes.

In the past two years there has been a significant growth in the number of systems and applications added to the existing IT infrastructure. There has not been sufficient capital resources to expand the server capacity to host these applications. Implementation of high volume systems such as SAP/HR has resulted in significant slow down in systems and long waits for critical reports. Valuable server capacity and staff time is also lost to electronic junk mail. Investments are required to increase server capacity and the systems' capabilities to filter spam and junk email.

There is a requirement to replace operating systems on over 500 workstations to bring them up to current industry standard. New PC's arrive with the Windows XP operating system. However, over 500 PC's are still operating on Windows '95 - which is no longer supported by Microsoft and is incompatible with a number of HRM's key systems. Without capital funding there is no capacity to upgrade operating systems - except through lease turn over. In addition the next iteration of HANS*e*N requires a Microsoft .Net architecture to run and, to date HRM has not had the capacity to invest in this technology.

Business equipment must be up to date and at an acceptable standard. If capital funding for purchase of new servers and upgrades or increased operating funding- for server and technology leases and earlier lease renewals- is not made available the organization is at considerable risk in these areas.

Goal 2003/2006

Ensure that the operating and capital resources are available to deliver services efficiently, improve customer service, support the business functions of HRM and control operational costs to Business Unit clients .

Objectives 2004/2005 (Year 2)

1. Life cycle planning undertaken.
2. Three year web services strategy developed emphasizing integrated services & citizen self serve opportunities.
3. Technology governance framework established for decision making on long term technology investments (working with Integrated City project).
4. Reduce total cost of operating (TCO) through server and application consolidation (2004/05 capital budget submission).
5. Improve the server performance by increasing capacity, consolidating and upgrading equipment through a capital investment (2004/2005 capital budget submission)
6. Implement the recommendations of the Wide Area Network Risk Assessment (WAN)
7. Acquire and install AntiSpam Software
8. Prepare a 3 year capital investment plan- linked to the Integrated City IT infrastructure plan- to a acquire the appropriate systems and infrastructure to support the changes required for emerging technology

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Governance - HRM has sound fiscal management practices
Excellence in Service Delivery- Customers are satisfied with the level of service & Citizens feel the services received are worth the taxes paid

Analysis of Proposed changes

Service levels:
Improved efficiency

Financial/Budget:
TCO initiatives & life cycle planning initiatives will moderate the peaks and valleys of capital funding request.

Processes:
New technology governance structure

FTE:
No change

Performance Measures

1. Life Cycle Plans are completed.
2. Strategy is completed and presented to Integrated City Technical and Steering Committee.
3. Organization is aware of the requirements and capital and operating requests reflect requirements.
4. Efficiencies are achieved, server performance and application access is improved.
5. System run speed acceptable for core HRM business functions
6. Risk factors of WAN operations within acceptable tolerance
7. AntiSpam software acquire, installed and system "Spam" to users significantly reduced.
8. Three (3) year capital investment plan- linked to Integrated City IT architecture plan- prepared and ready for submission to the 2005/2006 capital budget process.

Issue #3

Information and Data Management

Effective management of business data and information will create efficiencies, improve customer service and create a culture of privacy for HRM. With a few exceptions, there is a lack of data integrity and access creating risks to public safety, impacts on revenue opportunities, lessens productivity and wastes resources.

Goal 2003/2006

Enhance the information and data management systems to support decision making and Corporate and Business Unit priorities and ensuring a high level of integration.
And
To improve the completeness, accuracy, currency and availability of data to support decision making and Business Unit activities.

Objectives 2004/2005 (Year 2)

1. Resource files management of records and roll out of Admin. Order #31.
2. Deliver the Corporate Data architecture and management plans.
3. Continue implementation of Data Sharing agreement with province and other partners.
4. Completed year 2 of civic address corrections plan.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Governance - Citizens believe HRM works with other levels of government to improve responsiveness
Excellence in Service Delivery- Citizens feel the services received are worth the taxes paid
Safe Communities - Timely & appropriate emergency response

Analysis of Proposed changes

Service Levels- may slow down or end some "silo" data initiatives in the interest of integration and data sharing

Financial/Budget: Capital funding provided

Processes:
Data architecture & management plans will result in new processes for data management

FTE: 1 FTE reassigned to support objective

Performance Measures

1. Administrative Order 31 is rolled out across the organization.
2. Plan is reviewed and supported by Integrated City Technical and Steering Committees.
3. Operational details of Memorandum of Understanding with Province completed. Partnership agreement in place with Nova Scotia Power Corporation.
4. Year 2 of corrections activity and community boundaries completed for Eastern Shore/Musquodoboit Valley.

Issue #4

Quality Customer Service

Shared services provides a broad range of service to internal and external clients. The Business Unit has been a leader and continues to be committed to the development and management of service level agreements with all major clients to ensure the integrity, security, quality and value of our services.

Goal 2003/2006

To provide quality customer service that meets the needs of internal and external clients.

Objectives 2004/2005 (Year 2)

1. Establish and utilize an IT project management centre of excellence.
2. Provide regular reporting to clients on SLA objectives.
3. Reevaluate and adjust(as necessary) support levels required between costing & pay entry systems given the new SAP/HR system.
4. Advance Tier 1 support for PWT dispatch requirements to improve end-to-end customer responsive.
5. Complete implementation of the recommendations of the IT Threat Risk Assessment.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery- Citizens feel the services received are worth the taxes paid
Safe Communities - Timely & appropriate emergency response

Analysis of Proposed changes

Service Levels
no change unless Service Level Agreements are revised.

Financial/Budget:

Processes:
Work with PWT & Code Enforcement initiatives will result in new processes in HANSeN

Performance Measure

1. Project Management standards are developed and delivered. Clients are satisfied with the quality of Project Management services.
2. Key Service Level Agreements are completed and regular reviews are held with clients.
3. An appropriate level of support is provided to SAP/HR system.
4. New processes are developed and implemented to provide end to end customer service on service requests.
5. IT risks are mitigated.

Issue #5

Best Use of Technology

The Shared Services structure was implemented to provide opportunities to maximize integration and service delivery improvements to business units and citizens of HRM through the best use of technology and process change and to provide leadership to the corporation in these areas.

Goal 2003/2006

Maximize the opportunities for integration and service improvements through the use of technology and process change.

Objectives 2004/2005 (Year 2)

1. Deliver Corporate Technology Architecture Plan.
2. Develop or select and roll out corporate dashboard and other business reporting tools.
3. Complete implementation of ArcGIS to improve integration (i.e. mapping & spatial display of data) with HRM enterprise systems (LIS,CAD,SAP)
4. Deliver Integrated Citizen Access Strategy for Call Centre, Web Services & Customer Service Centres.
5. Net new IT applications to be delivered based on a Production Request processes and with single sign on.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery- Citizens feel the services received are worth the taxes paid
Safe Communities - Timely & appropriate emergency response

Analysis of Proposed changes

Service Levels- dependent on resource allocation

Financial/Budget: dependent on capital project funding

Processes:
New evaluation process for applications development approval

FTEs: No change

Performance Measures

1. Plan is delivered and recommended to Steering Committee.
2. Dashboard and business reporting tools are delivered.
3. Implementation of Arc GIS is completed and available to Business Units.
4. Integrated Citizen Access Strategy is developed and approved by SMT.
5. Production Request Processes are in place and understood and accepted by clients. Single sign on implemented.

Issue #6

Support for Corporate Priorities

Goal 2003/2006

To provide an appropriate level of support for Corporate Projects and EMT Priorities.

In addition to supporting the day-to-day business and priorities identified by other Business Units Shared Services will either take the lead or be a major contributor to a number of Corporate priorities in 2004/2005.

Shared Services is positioned to be one of the key business units to support the strategic directions and initiatives of the vision of the integrated city project and will be working closely with the Integrated City project in the area of technology and citizen service initiatives.

In order to support these priorities and stay within the budget envelope Shared Services has developed a work plan that will allow for this re-ordering of priorities and work assignments based on the stated corporate objectives for 2004/2005.

Marketing, Design & Print Services will be involved in providing services to:
Regional Planning, Harbour Solutions, Civic Election 2004, HRM's annual report, Juan Recovery (parks)

Call Centre, Dispatch & Customer Service Centres will be involved providing service to:
LIS phase 2 (to be defined), By-law rationalization, non-emergency dispatch/TMR and e-commerce initiatives.

GIS/Data Management will be involved in providing services to:
Integrated city, Regional Planning, CAD/RMS, Civic Election 2004, Provincial Portal Initiative,

GEO-NOVA portal initiative& other projects that draw on geographic data, Juan claim recovery.

Web Services will be involved in providing services to:
Recreation On-Line Registration project, Provincial Portal Initiative, Web site redesign, and Civic Election 2004.

IT will be involved in the following Corporate projects:
Integrated City - strategic and technical support

- Computer Assisted Dispatch/Records Management
- Integrated Dispatch Telecommunication Centre
- SAP Human Resource Management
- Infrastructure Management Systems
- LIS Cod Enforcement
- LIS Dynamic Portal Self Service
- Corporate Dashboard
- Single Client Revenue Solution
- Development of Enterprise Architecture Plan

Civic Election 2004 - technical support

As well as, technical support for new Business Unit initiatives.

- Transit Scheduling
- Fare Collection system (Transit)
- Go-Time enhancement
- Improvements to current Enterprise Systems

and, current applications upgrades and support - Class, SAP , HANSeN, Richter as well as the technical infrastructure supporting applications and network& infrastructure support for e-commerce initiatives.

Links to HRM Corporate Scorecard Outcomes

Excellence in Governance - Citizens are satisfied that HRM's vision and priorities have been implemented

Excellence in Service Delivery- Customers are satisfied with the level of service & Citizens feel the services received are worth the taxes paid

Analysis of Proposed changes

Service levels: Business units who rely on Shared Services will experience competition for services and all their priorities may not be able to be addressed in 2003/2004 as resources are shifted to

respond to Corporate priorities.

There will be less support for new projects - especially those not clearly outlined in the 2004/2005 business plans.

Financial/Budget:
Funding for support services should be identified with corporate/capital projects.

Processes:
New technology governance structure through the Integrated City

FTE:
No change

Performance Measure

An appropriate level of support for Corporate Projects and EMT Priorities has been provided.

Shared Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Office of Director Shared Services:						
A610 Director of Shared Services	$170,680	$387,398	$308,350	$370,058	($17,340)	-4.5%
A630 Shared Services Co-ordination	74,042	0	603	0	0	0.0%
Office of Director Shared Services	**244,722**	**387,398**	**308,953**	**370,058**	**(17,340)**	**-4.5%**
Data Knowledge Management::						
A642 Data/Knowledge Management	0	101,850	79,554	109,168	7,318	7.2%
Total Data Knowledge Management	**0**	**101,850**	**79,554**	**109,168**	**7,318**	**7.2%**
Information Resource Management						
A122 Information Resource Manageme	237,871	258,121	251,228	298,215	40,094	15.5%
A123 Corporate Library	0	0	0	0	0	0.0%
Total Information Resource Managen	**237,871**	**258,121**	**251,228**	**298,215**	**40,094**	**15.5%**
Geographic Information Services:						
A635 GIS	419,030	417,900	388,403	447,049	29,149	7.0%
Total Geographic Information Servic	**419,030**	**417,900**	**388,403**	**447,049**	**29,149**	**7.0%**
Data Sources:						
C330 Civic Addressing	294,866	336,700	305,551	349,023	12,323	3.7%
Total Data Sources	**294,866**	**336,700**	**305,551**	**349,023**	**12,323**	**3.7%**
Information Technology:						
A410 Administration - IT	2,209,162	1,929,118	2,289,571	2,100,906	171,788	8.9%
Total Information Technology	**2,209,162**	**1,929,118**	**2,289,571**	**2,100,906**	**171,788**	**8.9%**
Technology Intrastructure:						
A440 Technology Intrastructure	2,514,971	2,686,418	2,596,920	2,670,766	(15,652)	-0.6%
A444 Systems & Networks	25,033	0	1,899	0	0	0.0%
Total Technology Intrastructure	**2,540,004**	**2,686,418**	**2,598,820**	**2,670,766**	**(15,652)**	**-0.6%**
Customer Care:						
A420 Customer Care	400,245	492,917	469,748	1,148,649	655,732	133.0%
A441 Helpdesk	279,454	310,643	280,363	0	(310,643)	-100.0%
A442 PC Support	188,092	279,390	264,783	0	(279,390)	-100.0%
Total Customer Care	**867,791**	**1,082,950**	**1,014,894**	**1,148,649**	**65,699**	**6.1%**
Business Solutions:						
A430 Business Solutions	1,501,438	1,833,984	1,608,895	1,733,890	(100,094)	-5.5%
Total Business Solutions	**1,501,438**	**1,833,984**	**1,608,895**	**1,733,890**	**(100,094)**	**-5.5%**
Project Management:						
A435 Project Management	0	139,950	125,514	167,236	27,286	19.5%
A436 CAD/RMS	0	404,000	147,845	800,870	396,870	98.2%
A437 Land Information System (Operat	0	0	0	94,000	94,000	0.0%
Total Project Management	**0**	**543,950**	**273,359**	**1,062,106**	**518,156**	**95.3%**
Client Services:						
A461 Client Services	0	194,550	61,633	197,400	2,850	1.5%
Total Client Services	**0**	**194,550**	**61,633**	**197,400**	**2,850**	**1.5%**

Shared Services

Summary of Gross Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Marketing, Design, Print Services:						
A124 Office Services - Print Shop	853,350	705,700	934,673	875,546	169,846	24.1%
A620 Mrkt & Promotions	803,221	723,850	771,070	799,728	75,878	10.5%
A621 Mrkt & Promotions - Harbour Sol	0	0	0	143,510	143,510	0.0%
Total Marketing, Design, Print Servic	**1,656,570**	**1,429,550**	**1,705,743**	**1,818,784**	**389,234**	**27.2%**
Customer Service Centres:						
A661 Admin. & Storefont	66,068	80,600	57,951	108,603	28,003	34.7%
A663 Alderney Gate	84,227	86,410	84,861	89,932	3,522	4.1%
A664 West End Mall	81,931	92,600	85,209	91,576	(1,024)	-1.1%
A665 Scotia Square	149,756	154,800	145,450	157,867	3,067	2.0%
A666 Cole Harbour Place	79,616	87,200	85,686	94,802	7,602	8.7%
A667 Acadia Centre	77,608	87,500	89,251	91,056	3,556	4.1%
A668 Musquodoboit Harbour	2,156	2,700	1,910	0	(2,700)	-100.0%
Total Customer Service Centres	**541,363**	**591,810**	**550,318**	**633,836**	**42,026**	**7.1%**
Dispatch Services/Call Centre						
A671 Dispatch Services	0	329,545	312,594	316,962	(12,583)	-3.8%
A625 Corporate Call Centre	905,201	1,033,000	1,016,936	1,070,933	37,933	3.7%
Total Dispatch Services/Call Centre	**905,201**	**1,362,545**	**1,329,530**	**1,387,895**	**25,350**	**1.9%**
Pay/Costing Systems:						
A615 Payroll & Admin Serv	1,162,369	788,491	804,005	823,657	35,166	4.5%
Total Pay/Costing Systems	**1,162,369**	**788,491**	**804,005**	**823,657**	**35,166**	**4.5%**
E-Access & Services						
A681 E-Access & Services	0	210,275	210,988	225,130	14,855	7.1%
Total E-Access & Services	**0**	**210,275**	**210,988**	**225,130**	**14,855**	**7.1%**
Total	**$12,580,386**	**$14,155,610**	**$13,781,445**	**$15,376,532**	**$1,220,922**	**8.6%**

Shared Services

Summary of Revenues by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Office of Director Shared Services						
A610 Director of Shared Services	($100)	$0	($1,553)	$0	$0	0.0%
Total Office of Director Shared Servic	**(100)**	**0**	**(1,553)**	**0**	**0**	**0.0%**
Information Resource Management:						
A122 Information Resource Manageme	(568)	0	(643)	0	0	0.0%
Total Information Resource Managen	**(568)**	**0**	**(643)**	**0**	**0**	**0.0%**
Geographic Information Services						
A635 GIS	(16,653)	(11,900)	(6,902)	(11,900)	0	0.0%
Total Geographic Information Servic	**(16,653)**	**(11,900)**	**(6,902)**	**(11,900)**	**0**	**0.0%**
Data Sources						
C330 Civic Addressing	(1,300)	0	(300)	0	0	0.0%
Total Data Sources	**(1,300)**	**0**	**(300)**	**0**	**0**	**0.0%**
Information Technology:						
A410 Administration - IT	(13,950)	0	(1,227)	0	0	0.0%
Information Technology	**(13,950)**	**0**	**(1,227)**	**0**	**0**	**0.0%**
Technology Intrastructure:						
A440 Technology Intrastructure	(79,772)	(8,400)	(8,400)	(8,400)	0	0.0%
Total Technology Intrastructure	**(79,772)**	**(8,400)**	**(8,400)**	**(8,400)**	**0**	**0.0%**
Business Solutions:						
A430 Business Solutions	(5,650)	0	0	0	0	0.0%
Total Business Solutions	**(5,650)**	**0**	**0**	**0**	**0**	**0.0%**
Project Management:						
A435 Project Management	0	0	(37,698)	0	0	0.0%
Total Project Management	**0**	**0**	**(37,698)**	**0**	**0**	**0.0%**
Marketing, Design, Print Services:						
A124 Office Services - Print Shop	(145,987)	(8,000)	(177,325)	(50,000)	(42,000)	525.0%
A620 Mrkt & Promotions	(103,491)	(53,900)	(162,161)	(131,250)	(77,350)	143.5%
A621 Mrkt & Promotions - Harbour Sol	0	0	0	(143,510)	(143,510)	0.0%
Total Marketing, Design, Print Servic	**(249,478)**	**(61,900)**	**(339,486)**	**(324,760)**	**(262,860)**	**424.7%**
Customer Service Centres:						
A661 Admin. & Storefont	(162,794)	(164,000)	(114,342)	(166,000)	(2,000)	1.2%
A665 Scotia Square	0	0	(21)	0	0	0.0%
Total Customer Service Centres	**(162,794)**	**(164,000)**	**(114,363)**	**(166,000)**	**(2,000)**	**1.2%**
Dispatch Services/Call Centre						
A625 Corporate Call Centre	0	0	(3,008)	0	0	0.0%
Total Dispatch Services	**0**	**0**	**(3,008)**	**0**	**0**	**0.0%**
Pay/Costing Systems:						
A615 Payroll & Admin Serv	(194,458)	(195,600)	(192,385)	(7,800)	187,800	-96.0%
Total Pay/Costing Systems	**(194,458)**	**(195,600)**	**(192,385)**	**(7,800)**	**187,800**	**-96.0%**
Total	**($724,722)**	**($441,800)**	**($705,965)**	**($518,860)**	**($77,060)**	**17.4%**

Shared Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Office of Director Shared Services:						
A610 Director of Shared Services	$170,580	$387,398	$306,797	$370,058	($17,340)	-4.5%
A630 Shared Services Co-ordination	74,042	0	603	0	0	-
Office of Director Shared Services	**244,622**	**387,398**	**307,400**	**370,058**	**(17,340)**	**-4.5%**
Data Knowledge Management::						
A642 Data/Knowledge Management	0	101,850	79,554	109,168	7,318	7.2%
Total Data Knowledge Management	**0**	**101,850**	**79,554**	**109,168**	**7,318**	**7.2%**
Information Resource Management						
A122 Information Resource Manageme	237,303	258,121	250,584	298,215	40,094	15.5%
A123 Corporate Library	0	0	0	0	0	-
Total Information Resource Managen	**237,303**	**258,121**	**250,584**	**298,215**	**40,094**	**15.5%**
Geographic Information Services:						
A635 GIS	402,377	406,000	381,501	435,149	29,149	7.2%
Total Geographic Information Servic	**402,377**	**406,000**	**381,501**	**435,149**	**29,149**	**7.2%**
Data Sources:						
C330 Civic Addressing	293,566	336,700	305,251	349,023	12,323	3.7%
Total Data Sources	**293,566**	**336,700**	**305,251**	**349,023**	**12,323**	**3.7%**
Information Technology:						
A410 Administration - IT	2,195,212	1,929,118	2,288,344	2,100,906	171,788	8.9%
Total Information Technology	**2,195,212**	**1,929,118**	**2,288,344**	**2,100,906**	**171,788**	**8.9%**
Technology Intrastructure:						
A440 Technology Intrastructure	2,435,199	2,678,018	2,588,520	2,662,366	(15,652)	-0.6%
A444 Systems & Networks	25,033	0	1,899	0	0	-
Total Technology Intrastructure	**2,460,232**	**2,678,018**	**2,590,420**	**2,662,366**	**(15,652)**	**-0.6%**
Customer Care:						
A420 Customer Care	400,245	492,917	469,748	1,148,649	655,732	133.0%
A441 Helpdesk	279,454	310,643	280,363	0	(310,643)	-100.0%
A442 PC Support	188,092	279,390	264,783	0	(279,390)	-100.0%
Total Customer Care	**867,791**	**1,082,950**	**1,014,894**	**1,148,649**	**65,699**	**6.1%**
Business Solutions:						
A430 Business Solutions	1,495,788	1,833,984	1,608,895	1,733,890	(100,094)	-5.5%
Total Business Solutions	**1,495,788**	**1,833,984**	**1,608,895**	**1,733,890**	**(100,094)**	**-5.5%**
Project Management:						
A435 Project Management	0	139,950	87,816	167,236	27,286	19.5%
A436 CAD/RMS	0	404,000	147,845	800,870	396,870	98.2%
A437 Land Information System (Operat	0	0	0	94,000	94,000	-
Total Project Management	**0**	**543,950**	**235,661**	**1,062,106**	**518,156**	**95.3%**
Client Services:						
A461 Client Services	0	194,550	61,633	197,400	2,850	1.5%
Total Client Services	**0**	**194,550**	**61,633**	**197,400**	**2,850**	**1.5%**

Shared Services

Summary of Net Expenditures by Business Unit Division

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Marketing, Design, Print Services:						
A124 Office Services - Print Shop	707,362	697,700	757,348	825,546	127,846	18.3%
A620 Mrkt & Promotions	699,730	669,950	608,909	668,478	(1,472)	-0.2%
A621 Mrkt & Promotions - Harbour Sol	0	0	0	0	0	-
Total Marketing, Design, Print Servic	**1,407,092**	**1,367,650**	**1,366,257**	**1,494,024**	**126,374**	**9.2%**
Customer Service Centres:						
A661 Admin. & Storefont	(96,727)	(83,400)	(56,391)	(57,397)	26,003	-31.2%
A663 Alderney Gate	84,227	86,410	84,861	89,932	3,522	4.1%
A664 West End Mall	81,931	92,600	85,209	91,576	(1,024)	-1.1%
A665 Scotia Square	149,756	154,800	145,429	157,867	3,067	2.0%
A666 Cole Harbour Place	79,616	87,200	85,686	94,802	7,602	8.7%
A667 Acadia Centre	77,608	87,500	89,251	91,056	3,556	4.1%
A668 Musquodoboit Harbour	2,156	2,700	1,910	0	(2,700)	-100.0%
Total Customer Service Centres	**378,569**	**427,810**	**435,956**	**467,836**	**40,026**	**9.4%**
Dispatch Services/Call Centre						
A671 Dispatch Services	0	329,545	312,594	316,962	(12,583)	-3.8%
A625 Corporate Call Centre	905,201	1,033,000	1,013,928	1,070,933	37,933	3.7%
Total Dispatch Services/Call Centre	**905,201**	**1,362,545**	**1,326,522**	**1,387,895**	**25,350**	**1.9%**
Pay/Costing Systems:						
A615 Payroll & Admin Serv	967,911	592,891	611,620	815,857	222,966	37.6%
Total Pay/Costing Systems	**967,911**	**592,891**	**611,620**	**815,857**	**222,966**	**37.6%**
E-Access & Services						
A681 E-Access & Services	0	210,275	210,988	225,130	14,855	7.1%
Total E-Access & Services	**0**	**210,275**	**210,988**	**225,130**	**14,855**	**7.1%**
Total	**$11,855,664**	**$13,713,810**	**$13,075,480**	**$14,857,672**	**$1,143,862**	**8.3%**

Shared Services

Summary by Expense & Revenue Types

	2002-2003 Actual	2003-2004 Budget	2003-2004 Actual	2004-2005 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$7,140,085	$8,260,814	$7,687,600	$8,892,273	$631,459	7.6%
Office Costs	1,876,172	2,012,774	2,054,031	2,139,671	126,897	6.3%
Professional Fees	0	4,715	0	4,574	(141)	-3.0%
Legal & Consulting Fees	162,169	236,000	156,180	222,130	(13,870)	-5.9%
External Services	238,882	180,000	184,571	168,295	(11,705)	-6.5%
Uniforms & Clothing	0	900	384	1,100	200	22.2%
Supplies & Materials	123,126	73,600	132,617	121,865	48,265	65.6%
Building Costs	1,342	0	606	0	0	0.0%
Equipment & Communications	2,709,764	3,002,378	3,159,071	3,166,093	163,715	5.5%
Vehicle Expense	0	0	0	0	0	0.0%
Travel	54,945	56,850	59,071	71,996	15,146	26.6%
Training & Education	191,992	228,106	120,380	198,613	(29,493)	-12.9%
Facilities Rental	0	0	0	125,270	125,270	0.0%
Advertising & Promotion	14,262	9,900	19,863	12,513	2,613	26.4%
Other Goods & Services	58,141	89,573	77,775	226,139	136,566	152.5%
Interdepartmental	9,504	0	14,865	0	0	0.0%
Transfer to/from Reserves	0	0	113,879	26,000	26,000	0.0%
Other Fiscal	0	0	550	0	0	0.0%
Total	**$12,580,386**	**$14,155,610**	**$13,781,445**	**$15,376,532**	**$1,220,922**	**8.6%**
Revenues						
Licenses & Permits	($63,233)	($56,900)	($60,407)	($66,900)	(10,000)	17.6%
Rental & Leasing	0	0	(11,720)	(6,000)	(6,000)	0.0%
Sales Revenue	(111,878)	(121,800)	(58,225)	(100,000)	21,800	-17.9%
Waste Water Levies	(175,299)	(175,300)	(175,301)	0	175,300	-100.0%
Environmental Protection Levies	(12,500)	(12,500)	(12,500)	0	12,500	-100.0%
Other Revenue	(361,812)	(75,300)	(387,812)	(345,960)	(270,660)	359.4%
Total	**($724,722)**	**($441,800)**	**($705,965)**	**($518,860)**	**($77,060)**	**17.4%**
Net Cost	**$11,855,664**	**$13,713,810**	**$13,075,480**	**$14,857,672**	**$1,143,862**	**8.3%**

Halifax Regional Municipality
Approved 2004-05 Capital Budget
Includes 2005-06 & 2006-07 Plan

	Past Budgets	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Shared Services				
CID00630 Server Consolidation/Life Cycle Extnsior	0	524,000	281,000	281,000
CIO00108 Land Information System (LIS)	2,297,000	0	0	0
Provided to Other Business Units:				
CIY00019 Civic Addressing	1,141,600	340,000	340,000	0
Total	**3,438,600**	**864,000**	**621,000**	**281,000**

CENTENNIAL ARENA COMMISSION

OPERATING BUDGET - APRIL 1, 2004- MARCH 31, 2005

	Budget 2003-2004	Budget 2004-2005
Revenue		
Advertising	3,000	3,000
Building Rent	4,000	4,000
Ice Rental - Other	185,000	200,000
Ice Rental - Figure Skating	60,000	60,000
Ice Rental - Minor Hockey	133,000	135,000
Ice Rental - Public Skate	13,000	16,000
Ice Rental - Senior Skate	4,000	5,000
Interest Income	2,000	2,000
Management Fees	100	100
Total Operating Revenue	**$404,100**	**$425,100**
Expenses		
Advertising	$1,000	$1,000
Building Repairs	9,000	12,000
Electricity	90,000	90,000
Fuels	25,000	25,000
Hired Equipment & Truck Rental	8,000	8,000
Ice Plant Supplies	2,000	2,000
Miscellaneous	4,000	5,000
Outside Contractors	9,000	9,000
Repair & Maintenance- Zamboni	6,000	8,000
Repair & Maintenance- Electrical	2,000	2,000
Repair & Maintenance - Ice Plant	12,000	12,000
Salaries & Benefits	220,000	235,000
Telephone	3,000	3,000
Uniforms & Sanitary Supplies	4,000	4,000
Water	9,000	9,000
Total Operating Expenses	**$404,000**	**$425,000**
Operating Income (Loss)	**$100**	**$100**

COLE HARBOUR PLACE

OPERATING BUDGET - APRIL 1, 2004- MARCH 31, 2005

	Budget 2003-2004	Budget 2004-2005
Revenue		
Arena		
Ice Rentals	$642,000	$675,000
Soccer Rental	10,000	0
Public Skate	23,000	24,000
Trade Shows, Group Assemblies & Security	18,000	14,500
Administration		
Lifestyle & Preventive Medicine Centre	61,000	63,000
Multipurpose Room & Settle Room	180,000	115,000
HRM & Community Services Lease	306,000	331,828
Advertising & Miscellaneous	43,160	59,500
Other		
Aramark Commission	44,000	44,000
Athletics	1,206,000	1,205,000
Aquatics	494,000	510,000
Total Operating Revenue	**$3,027,160**	**$3,041,828**
Expenses		
Salaries	$1,500,096	$1,499,700
Benefits	152,847	146,411
Advertising	45,000	80,000
Training	12,500	10,500
Supplies, Clothing & Stationery	148,800	140,000
Contract Services & Other Equipment	176,500	191,000
Small Tools & Maintenance Equipment	26,250	18,450
Repairs & Maintenance - Vehicle	12,000	18,000
Repairs & Maintenance - Building	70,000	55,000
Repairs & Maintenance - Grounds	75,000	75,000
Water	50,000	45,000
Fuel	115,000	100,000
Electricity	315,000	300,000
Travel	8,300	9,800
Chemicals	22,000	22,000
Office & Other	91,954	88,300
Total Operating Expenses	**$2,821,247**	**$2,799,161**
Revenue less Expenses	**$205,913**	**$242,667**
Depreciation of Leaseholds		62,473
Equipment Replacement	84,413	54,194
Payment for Expansion	121,500	126,000
Operating Income (Loss)	**$0**	**$0**

DARTMOUTH SPORTSPLEX

OPERATING BUDGET - APRIL 1, 2004- MARCH 31, 2005

	Budget 2003-2004	Budget 2004-2005
Revenue		
Arena	$558,000	$544,000
Common Room	596,000	363,000
Aquatic	536,500	524,000
Athletics	1,408,500	1,372,000
Total Operating Revenue	**$3,099,000**	**$2,803,000**
Expenses		
Salaries	$1,571,000	$1,582,000
Benefits	219,000	203,000
Advertising	75,000	79,000
Training & Conferences	36,000	27,500
Supplies, Clothing & Stationery	17,000	16,000
Contract Services & Other Equipment	91,500	94,500
Small Tools & Maintenance Equipment	86,800	66,500
Repairs & Maintenance - Vehicle	9,000	9,000
Repairs & Maintenance - Building	75,000	75,000
Janitorial	25,000	25,000
Water	53,000	45,000
Fuel	130,000	135,000
Electricity	270,000	275,000
Travel	1,000	1,000
Chemicals	11,000	15,000
Office & Other	73,700	72,500
Summer Shutdown	25,000	26,000
Municipal Taxes	5,000	6,000
Total Operating Expenses	**$2,774,000**	**$2,753,000**
Revenue less Expenses	**325,000**	**50,000**
Surplus Beginning of Year		(48,481)
Transfer to Capital Reserves	325,000	105,000
Operating Income (Loss)	**$0**	**($6,519)**

HALIFAX FORUM COMMUNITY ASSOCIATION

OPERATING BUDGET - APRIL 1, 2004- MARCH 31, 2005

	Budget 2003-2004	Budget 2004-2005
Revenue		
Advertising	$35,000	$35,000
Ice Rental	660,000	693,000
Lot Building	318,000	360,000
Canteen	240,700	240,700
Bar	78,000	100,000
Skate Sharpener	3,500	3,500
Social Nights	2,170,000	1,589,350
Total Operating Revenue	**$3,505,200**	**$3,021,550**
Expenses		
Salaries & Benefits	$875,794	$919,552
Advertising	60,000	60,000
Business/Promotional	20,000	20,000
Building Repairs and Maintenance	80,000	80,000
Electricity	210,668	228,000
Fuels	85,242	85,242
Equipment Ice Maintenance	40,000	60,000
Professional Fee	8,000	5,000
Miscellaneous - Canteen	37,570	40,000
Cost of Goods	177,480	186,280
Bingo Prizes	1,388,800	923,350
Security	8,000	2,500
Non Routine Items	150,000	119,676
Telephone	16,000	15,000
Sanitary Supplies	20,000	20,000
Refuse Collection	17,000	20,000
Reserve Life Cycle	72,446	0
Reserve Equipment	24,000	24,000
Office/Uniforms/Miscellaneous	33,250	32,000
Water	30,500	30,500
Total Operating Expenses	**$3,354,750**	**$2,871,100**
Revenue Less Expenses	**$150,450**	**$150,450**
Debt Payment - Building	150,450	150,450
Operating Income (Loss)	**$0**	**$0**

SACKVILLE SPORTS STADIUM

OPERATING BUDGET - APRIL 1, 2004- MARCH 31, 2005

DRAFT

	Budget 2003-2004	Budget 2004-2005
Revenue		
Memberships		
Arena	424,331	538,435
Aquatics	673,374	776,468
Commercial	171,235	190,900
Curling	135,000	97,608
Fitness & Leisure	1,052,000	1,060,856
Stadium Overall	86,720	83,060
HRM Subsidy	200,000	200,000
Total Operating Revenue	**$2,742,660**	**$2,947,327**
Expenses		
Salaries	$1,142,700	$1,170,184
Benefits	150,000	137,068
Utilities	430,500	426,293
Maintenance	103,536	129,648
Pool Chemicals	13,500	13,500
Cleaning Contract	159,479	159,480
Snow/Garbage Removal & Grounds	45,000	39,595
Pool & Fitness Supplies	64,778	73,555
Membership Expenses & Advertising	35,500	52,906
Office, Computer & Other	90,340	99,821
Other Operating Expenses, Interest	216,596	253,088
Capital Reserve	40,000	40,000
Total Operating Expenses	**$2,491,929**	**$2,595,138**
Revenue less Expenses	**250,731**	**352,189**
Payment for Expansion *	0	380,000
Operating Income (Loss)	**$250,731**	**($27,811)**

* Payment deferred in 2003/04 and partial deferral in 2004/05

CENTENNIAL ARENA COMMISSION

OPERATING BUDGET - APRIL 1, 2004- MARCH 31, 2005

	Budget 2003-2004	Budget 2004-2005
Revenue		
Advertising	3,000	3,000
Building Rent	4,000	4,000
Ice Rental - Other	185,000	200,000
Ice Rental - Figure Skating	60,000	60,000
Ice Rental - Minor Hockey	133,000	135,000
Ice Rental - Public Skate	13,000	16,000
Ice Rental - Senior Skate	4,000	5,000
Interest Income	2,000	2,000
Management Fees	100	100
Total Operating Revenue	**$404,100**	**$425,100**
Expenses		
Advertising	$1,000	$1,000
Building Repairs	9,000	12,000
Electricity	90,000	90,000
Fuels	25,000	25,000
Hired Equipment & Truck Rental	8,000	8,000
Ice Plant Supplies	2,000	2,000
Miscellaneous	4,000	5,000
Outside Contractors	9,000	9,000
Repair & Maintenance- Zamboni	6,000	8,000
Repair & Maintenance- Electrical	2,000	2,000
Repair & Maintenance - Ice Plant	12,000	12,000
Salaries & Benefits	220,000	235,000
Telephone	3,000	3,000
Uniforms & Sanitary Supplies	4,000	4,000
Water	9,000	9,000
Total Operating Expenses	**$404,000**	**$425,000**
Operating Income (Loss)	**$100**	**$100**

Reserves

Purpose of Reserves

Reserves are utilized to improve the process of visionary planning for HRM's future needs. In general, Reserve Funds are intended to serve three purposes:

1. They allow for a smoothing of expenditures that might otherwise require an extreme single year outlay (ie. equipment expenditures and snow-removal expenditures).

2. They allow for long term planning of major capital expenditures such as the opening and closing of land-fill cells, and the Harbour Solutions Project.

3. They assist with cash flow management and can reduce the issuance of debt, acting as "savings" for future needs.

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. This differs from the Operating Budget (General Fund) which, in accordance with the Municipal Government Act, must budget for a year-end net balance of zero.

Strategies for Reserves

The Reserves Policy approved by Regional Council on December 1, 1998 implemented the following strategies:

1. Reserve funding is incorporated into a financial plan as an integral part of the Operating and Capital Budgets.

2. Each reserve has it's purpose clearly defined in a Business Case plan. The Business Case must also include the source and application of funds, the expected time line and any appropriate maximum amount, and projected annual contributions, withdrawals, and balances.

3. Reserves are centrally administered so as to ensure consideration for the whole organization.

Other aspects of the Policy include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

Funding of Reserves

The Reserves are funded through the Halifax Regional Municipalities general tax rate with the

exception of the Environmental Control Reserve and the Wastewater/Stormwater Management Reserve. These two reserves are funded through the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Equipment and Operating Reserves

These reserves are established following the very general guidelines outlined in the Municipal Accounting and Reporting Manual, Section 3241 as issued by the Province of Nova Scotia. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

General Fleet (Q204): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Public Works and Transportation Services, Parks and Recreation Services and Metro Transit Vehicles.

Police Vehicles (Q205): To provide for replacement of Police Service vehicles with a useful life of less than 10 years.

Fire Vehicles (Q206): To provide for replacement of Fire & Emergency Service utility vehicles (cars, vans, and light trucks), and firefighting equipment as they reach the end of their useful life. Also, to provide partial financing for the replacement of firefighting apparatus (heavy firefighting trucks).

Radio System Loan (Q209): This loan to finance the radio system is being paid off through payments from the Operations Stabilization Reserve (Q308). The last payment to bring the loan balance to 0 will occur in 2004-2005.

CLASS System Loan (Q210): This loan to finance the CLASS system is being paid off through payments from the Operations Stabilization Reserve (Q308). The last payment to bring the loan balance to 0 will occur in 2004-2005.

Library Automation Loan (Q211): This loan to finance the library automation system is being paid off through payments from the Operations Stabilization Reserve (Q308). The last payment to bring the loan balance to 0 will occur in 2004-2005.

Fuel System (Q213): This reserve will be used to finance replacement of the Municipality's aging fuel tanks. The reserve will be funded from a fuel surcharge added to the cost of fuel charged back to HRM business units.

Environmental Control (Q105): This reserve provides operating and capital funding for the Municipality's sewage treatment plants, a domestic water plant, a sludge transport unit and a biosolids stabilization lagoon, as well as, various interceptor sewers, pumping stations and associated forcemains. The reserve is funding through the Environmental Protection Charge

collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Wastewater/Stormwater Management (Q106): In compliance with By-Law S-100 Respecting Sewer Charges, this reserve provides for the annual costs of maintaining the wastewater and stormwater collection system. The reserve is funded from the Wastewater/Stormwater Management Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Sludge Tipping Fees (Q117): This reserve is used to maintain and clean out the Aerotech Lagoon. The reserve is funded from sludge tipping fees paid by septic tank cleaning businesses which use the Lagoon.

Self Insurance (Q306): This reserve is used to pay the deductibles on insurance claims submitted on behalf of the Municipality.

Operations Stabilization (Q308): Many regular operating expenditures fluctuate from year to year based on demand for the service. Occasionally, an unusual fluctuation occurs which is significantly greater than the normal expenditure pattern and which cannot reasonably be covered within available funding. This reserve can be used to smooth significant fluctuations in expenditures which cannot be anticipated and are beyond the control of the organization.

Snow & Ice Control (Q309): This reserve provides funding for costs associated with snow and ice control which are beyond that provided for in the annual operating budget. Given the unpredictability of winter weather, it is prudent to plan for the contingency that any one winter may place an onerous burden on the resources of the Municipality.

Service Improvement (Q310): This reserve will be used to provide loans for business redesign projects that improve the Municipality's business processes and for which seed capital is required. Eligible projects must demonstrate anticipated down stream benefits that will result from reworking processes and activities. Net cost savings from projects will be used to repay the reserve in the form of loan payments (principal and interest).

Cemetery Maintenance (Q311): This reserve provides funds for perpetual care maintenance for cemeteries not already provided for in existing Cemetery Trust Accounts. The reserve is funded from the sale of cemetery lots.

Heritage, Culture & Tourism (Q312): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations.

Municipal Elections (Q313): Funds from this reserve are allocated for the purpose of

conducting special and regular elections pursuant to legislation. In addition, the election reserve will provide for a small amount of funding ($2,000 - $3,000 annually) for the purpose of updating the election database (civic addresses and street ranges within polls/districts), ensuring critical information is current and in place for special, and in particular, regular elections.

Emergency Measures Organization (EMO) Cost Recovery (Q314): This reserve provides funding to offset the costs associated with responding to large-scale emergencies. Because such emergencies are unpredictable and very expensive, business units do not normally provide funding for them within their operating budgets.

Special Events (Q315): This reserve provides funding to attract and host exceptional Tourism, Culture, & Heritage events, that typically are national or international in caliber and occur on an infrequent basis, where the Municipality provides a leading and/or hosting role.

DNA Costs (HRP and RCMP) (Q316): This reserve provides funding to pay for the costs of conducting DNA evidentiary analysis for the Halifax Regional Police and the RCMP. The costs are associated with a prescribed User fee determined by the National Police Service Forensic Laboratory.

Titanic Reserve (Q317): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is largely funded from donations.

On-Job Injury Police Reserve: This reserve would be used to supplement the salary or assist with employee expenses incurred as the result of Police officers being injured on the job, as provided by Article 44 of the 2003 MAPP collective agreement.

Capital Reserves

The Municipal Government Act addresses these types of reserves in Sections 99 and 100. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

Sale of Capital Assets (Q101): Real property sold by the Municipality must be placed in a Capital Reserve as required by Section 99 of the Municipal Government Act (MGA). Under the MGA, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. It is Council's intention that the reserve be primarily used for the acquisition of land, buildings and similar fixed assets.

Business/Industrial Parks Expansion (Q121): The Municipal Government Act Section 99 requires that any sales of land be deposited into a Capital Reserve fund. This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business

and industrial parks.

Capital Surplus (Q103): This reserve is for any purpose identified in Section 99 of the MGA under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt.

Sewer Redevelopment (Q104): To fund upgrading and installation of trunk sewer systems within existing developed areas in accordance with By-Law S-100, Respecting Sewer Charges. The reserve can be used for emergency repair and restoration such as when a sewer collapses as a consequence of structural deterioration.

Parkland Development (Q107): This reserve is required for the development of new parkland in new residential developments. The reserve is funded from fees charged to real estate developers based on a percentage of the sale price of building lots.

Sackville Landfill Closure (Q119): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. The Sackville Landfill closed in the 1996-1997 fiscal year and is required to be fully funded for closure and post closure costs within 10 years of closure. The reserve will provide for ongoing operating costs to monitor the site for an additional 10 years until 2017.

Otter Lake Landfill Closure (Q120): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Otter Lake Landfill site and monitor it thereafter for environmental impact. It is currently estimated that Otter Lake will accept waste for approximately 25 years.

Water Treatment Plants Infrastructure (Q122): This reserve provides for replacements, upgrades and expansions of the existing wastewater treatment plants within the context of By-Law S-100, Respecting Sewer Charges. The reserve is funded from the Environmental Protection Charge collected on water bills on behalf of the Municipality by the Halifax Regional Water Commission.

Waste Resources (Q123): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program.

Upper Sackville Turf (Q124): This reserve provides funding to offset the costs of maintaining, upgrading, and eventual replacement of the artificial turf at Weir Field in Upper Sackville. The reserve may also be used for upgrading and replacement of ancillary structures associated with the field such as lighting, bleachers, and the parking lot. The reserve is funded from three-quarters (3/4) of all user fees generated from the artificial turf facilities.

Metro Park Parkade (Q125): This reserve is used to maintain and upgrade this property

owned by the Municipality. The reserve is funded from a percentage of the parking fees collected.

Strategic Growth Reserve (Q126): The purpose of this reserve is to enable the municipality to respond to challenges posed to our service and infrastructure capability caused by population growth, rapid urban and suburban development expansion, changing demographics and rapid technological advancement. The reserve is meant to allow the municipality to take advantage of opportunities that may arise outside the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies.

Rural Fire Reserve: This reserve will be used to fund light vehicles (rescue, utility and tactical support), address health and safety and assist in ensuring rural fire buildings comply to code in order to meet operational requirements. These safety issues may also include emergency power and accessibility in the event stations were needed as 'emergency shelters'. This reserve was established April 1, 2003 coincident with the implementation of the Municipality's new tax structure which switched funding of rural fire departments from local area rates to the general tax fund. Because of small assessment bases, the area rates often did not provide enough revenue to properly maintain the assets of the rural fire departments.

Ferry Replacement Reserve: This reserve will be used to fund the mid-life refit of the ferries, which will extend their useful life from 20 to 40 years, and the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about $8 - $12 million each) and occurs infrequently, the funding of a reserve will allow the cost to be spread out and absorbed over many years.

New Capital Replacement Reserve: As part of it's Long Term Capital strategy, HRM is proposing a capital replacement reserve for a variety of capital assets that have no such reserve. These include a number of technology and other systems. The business case for this reserve is under development.

Sustainable Community Reserve: The purpose of this reserve is to fund environmentally friendly projects, including those which reduce the environmental impacts of municipal operations and community activities. Funding for the reserve will come from interest savings on loans from the Federation of Canadian Municipalities's Green Municipal Investment Fund, corporate contributions, public partnerships, and savings produced from reduced reliance on fossil fuels.

Kingswood Water (Q108): This reserve is used to maintain and upgrade the water system in the Kingswood residential subdivision.

Windsor Junction Water (Q110): This reserve is used to pay back a loan made to finance the construction of this water system in Windsor Junction. The reserve is funded from charges received from residents when they hook up to the system.

construction of this water system in Windsor Junction. The reserve is funded from charges received from residents when they hook up to the system.

5594-96 Morris St (Q112): This reserve is used to maintain and upgrade this property owned by the Municipality.

Rockingham Community Centre (Q113): This reserve is used to maintain and upgrade this property owned by the Municipality.

Captain William Spry (Q115): This reserve is used to maintain and upgrade this property owned by the Municipality.

Richmond School (Q116): To provide for major repairs and renovations to this building in accordance with the terms of the lease.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2004 based on the 2003-2004 Operating and Capital Budget.

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUND PROJECTION
TO MARCH 31, 2005

	Actual Balance March 31/04	Contributions	Interest	Withdrawals	Projected Balance March 31/05
Equipment Reserves	1,373,000	1,257,000	61,000	(295,000)	2,396,000
Operating Reserves *	8,202,000	1,554,000	257,000	(3,373,000)	6,640,000
Capital Reserves	41,229,000	23,625,000	1,439,000	(24,418,000)	41,875,000
Sub-total	**50,804,000**	**26,436,000**	**1,757,000**	**(28,086,000)**	**50,911,000**
Pollution Control Reserves	23,805,000	37,160,000	1,296,000	(57,440,000)	4,821,000
	$74,609,000	**$63,596,000**	**$3,053,000**	**($85,526,000)**	**$55,732,000**

* excluding Pollution Control Reserves

HALIFAX REGIONAL MUNICIPALITY
EQUIPMENT & OPERATING RESERVE FUNDS PROJECTION
to March 31, 2005

	Actual Available March 31/04	*2004/05 Projected Contributions*	*2004/05 Projected Interest*	*2004/05 Capital Budget Withdrawals*	*2004/05 Operating Budget Withdrawals*	*2004/05 Other Withdrawals*	*Cancelled Appropr.*	*Projected Available Balance March 31/05*
Equipment Reserves								
Q204 General Fleet	575,000	420,000	23,000					1,018,000
Q205 Police Vehicles	929,000	70,000	27,000					1,026,000
Q206 Fire Vehicles	250,000	340,000	10,000	(295,000)				305,000
Q209 Radio System Loan	(187,000)	187,000						
Q210 CLASS System Loan	(13,000)	13,000						
Q211 Library Automation Loan	(204,000)	204,000						
Q213 Fuel System	23,000	23,000	1,000					47,000
Total Equipment Reserves	**1,373,000**	**1,257,000**	**61,000**	**(295,000)**				**2,396,000**
Operating Reserves								
Q105 Environmental Control	22,823,000	24,016,000	1,296,000	(38,496,000)	(5,449,000)	(1,000,000)		3,190,000
Q106 Wastewater/Stormwater Management	982,000	13,144,000			(12,495,000)			1,631,000
	23,805,000	37,160,000	1,296,000	(38,496,000)	(17,944,000)	(1,000,000)		4,821,000
Q117 Sludge Tipping Fees	255,000	663,000	8,000			(600,000)		326,000
Q306 Self Insurance	817,000		49,000					866,000
Q308 Operations Stabilization	1,971,000		49,000		(404,000)			1,616,000
Q309 Snow & Ice Control	2,558,000		74,000					2,632,000
Q310 Service Improvement	1,430,000	107,000	33,000		(1,086,000)			484,000
Q311 Cemetery Maintenance	69,000	27,000	2,000					98,000
Q312 Heritage & Cultural Tourism	(107,000)	142,000	4,000	(374,000)			345,000	10,000
Q313 Municipal Elections	403,000		6,000		(366,000)			43,000
Q314 EMO Cost Recovery	237,000	25,000	7,000					269,000
Q315 Special Events	237,000	590,000	20,000			(785,000)		62,000
Q316 DNA Costs (HRP and RCMP)	329,000		5,000		(103,000)			231,000
Q317 Titanic Reserve	3,000							3,000
Total Operating Reserves	**32,007,000**	**38,714,000**	**1,553,000**	**(38,870,000)**	**(19,903,000)**	**(2,385,000)**	**345,000**	**11,461,000**
Total Equipment & Operating Reserves	**33,380,000**	**39,971,000**	**1,614,000**	**(39,165,000)**	**(19,903,000)**	**(2,385,000)**	**345,000**	**13,857,000**

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS PROJECTION
To March 31, 2005

Capital Reserves		*Actual March 31/04*	*2004/05 Projected Contributions*	*2004/05 Projected Interest*	*2004/05 Capital Budget Withdrawals*	*2004/05 Operating Budget Withdrawals*	*2004/05 Other Withdrawals*	*Cancelled Appropr.*	*Projected Balance March 31/05*
Q101	Sale of Capital Assets	404,000	2,803,000	140,000	(2,406,000)				941,000
Q121	Business/Industrial Parks Expansion	7,365,000	2,600,000	139,000	(7,725,000)		(1,078,000)		1,301,000
Q103*	Capital Surplus	1,865,000	204,000	18,000	(2,133,000)				(46,000)
Q104	Sewer Redevelopment	3,627,000	1,609,000	167,000	(2,965,000)				2,438,000
Q107	Parkland Development	983,000	250,000	29,000	(740,000)				522,000
Q119	Sackville Landfill Closure	6,670,000	702,000	176,000		(1,201,000)			6,347,000
Q120	Otter Lake Landfill Closure	2,224,000	1,950,000	52,000	(3,783,000)				443,000
Q122	Water Treatment Plants Infrastructure	1,053,000	1,000,000	66,000	(1,116,000)				1,003,000
Q123	Waste Resources	5,696,000	6,000,000	226,000	(1,271,000)				10,651,000
Q124	Upper Sackville Turf	84,000	25,000	3,000					112,000
Q125	Metro Park Parkade	455,000	223,000	16,000					694,000
Q126	Strategic Growth Reserve	8,167,000	4,000,000	304,000					12,471,000
Q128	Rural Fire Reserve	508,000	250,000	15,000					773,000
Q129	Ferry Replacement Reserve	1,000,000	1,000,000	43,000					2,043,000
Q130	New Capital Replacement Reserve	1,000,000	1,000,000	43,000					2,043,000
Q108	Kingswood Water	3,000							3,000
Q110	Windsor Junction Water	41,000	2,000	1,000					44,000
Q112	5594-96 Morris St	40,000	7,000	1,000					48,000
Q113	Rockingham Community Centre	11,000							11,000
Q115	Captain William Spry	17,000							17,000
Q116	Richmond School	16,000							16,000
	Subtotal Other	128,000	9,000	2,000					139,000
	Total Capital Reserves	**41,229,000**	**23,625,000**	**1,439,000**	**(22,139,000)**	**(1,201,000)**	**(1,078,000)**		**41,875,000**
	TOTAL RESERVES	**$74,609,000**	**$63,596,000**	**$3,053,000**	**($61,304,000)**	**($21,104,000)**	**($3,463,000)**	**$345,000**	**$55,732,000**

* Due to additional funding required for the Mandatory Education Costs, this Reserve is projected to have a negative balance at year-end. Financial Services will monitor the balance during the year in order to avoid a negative balance at year-end.

Halifax Regional Municipality
Approved 2004-05 Budget by Category

Category	2004-05 Gross Budget	2004-05 Operating Increase
Buildings	9,020,200	294,000
Community & Property Development	2,829,000	0
Councillor's Funds	920,000	0
Equipment - Heavy	2,751,000	(82,400)
Equipment - Light	3,646,000	0
Fleet	22,970,000	0
Industrial Parks	7,725,000	0
Information Technology	1,934,000	1,192,450
Parks & Playgrounds	4,577,000	50,000
Roads & Streets	13,889,000	0
Sewers	55,955,000	0
Sidewalks, Curbs & Gutters	2,848,000	0
Solid Waste	3,919,000	54,000
Traffic Improvements	6,379,000	10,500
Totals	**139,362,200**	**2,018,550**

Summary of Gross Budget:	**139,362,200**
Funding Sources:	
Cost Sharing:	(17,201,000)
Reserves	(59,171,000)
Local Improvement Charges	(2,035,000)
Capital Cost Infrastructure	(500,000)
Infrastructure	(1,000,000)
Capital from Operating	(19,440,200)
Capital Surplus	(2,133,000)
Capital Reserve Pool	(909,000)
Deferred Projects	(1,450,000)
New Debt Approved	**35,523,000**

59455

Prior Years Approved Debt	**297,254,000**
Current Debt Repayment	(39,653,900)
New Debt Approved	35,523,000
HST Savings on WIP capital	(3,947,000)
Reduction In Debt	**(8,077,900)**
Apprvd. Debt, as of March 31/05	**$289,176,100**

Halifax Regional Municipality
Approved 2004-05 Budget by Business Unit

Business Unit	2004-05 Gross Budget	2004-05 Operating Increase
CAO & General Government	4,115,000	211,200
Environmental Management Services	61,594,000	54,000
Financial Services	777,000	248,000
Fire & Emergency Services	3,788,000	0
Halifax Regional Library	49,000	0
Human Resources	97,000	276,100
Planning & Development Services	292,000	0
Public Works & Transportation	33,846,000	(75,900)
Real Property Services	33,402,200	296,000
Recreation, Culture & Heritage	538,000	0
Regional Police Services	0	415,150
Shared Services	864,000	94,000
Total	**139,362,200**	**2,018,550**

Summary of Gross Budget:	**139,362,200**
Funding Sources:	
Cost Sharing:	(17,201,000)
Reserves	(59,171,000)
Local Improvement Charges	(2,035,000)
Capital Cost Infrastructure	(500,000)
Infrastructure	(1,000,000)
Capital from Operating	(19,440,200)
Capital Surplus	(2,133,000)
Capital Reserve Pool	(909,000)
Deferred Projects	(1,450,000)
New Debt Approved	**35,523,000**
Prior Years Approved Debt	**297,254,000**
Current Debt Repayment	(39,653,900)
New Debt Approved	35,523,000
HST Savings on WIP capital	(3,947,000)
Reduction In Debt	**(8,077,900)**
Apprvd. Debt, as of March 31/05	**$289,176,100**

Halifax Regional Municipality
Approved 2005-06 Plan by Category

Category	2005-06 Gross Plan	Operating Increase
Buildings	18,342,000	309,000
Community & Property Development	8,554,000	90,000
Councillor's Funds	920,000	0
Equipment - Heavy	5,696,000	(191,800)
Equipment - Light	1,169,000	23,000
Fleet	18,961,000	1,153,000
Industrial Parks	5,750,000	0
Information Technology	3,382,000	2,481,300
Parks & Playgrounds	2,260,000	166,000
Roads & Streets	12,742,000	0
Sewers	121,167,000	65,000
Sidewalks, Curbs & Gutters	2,929,000	0
Solid Waste	11,980,000	54,000
Traffic Improvements	7,372,000	17,500
Totals	**221,224,000**	**4,667,000**

Summary of Gross Budget:	**221,224,000**
Funding Sources:	
Cost Sharing:	(23,472,000)
Reserves	(126,280,000)
Local Improvement Charges	(1,310,000)
Capital Cost Infrastructure	(2,350,000)
Infrastructure	(4,300,000)
Net Capital	**63,512,000**

Halifax Regional Municipality
Approved 2005-06 Plan by Business Unit

Business Unit	2005-06 Gross Plan	Operating Increase
CAO & General Government	10,329,000	306,200
Environmental Management Services	136,694,000	119,000
Financial Services	291,000	298,000
Fire & Emergency Services	1,533,000	23,000
Halifax Regional Library	49,000	0
Human Resources	485,000	483,500
Planning & Development Services	0	0
Public Works & Transportation	32,309,000	967,700
Real Property Services	37,058,000	422,000
Recreation, Culture & Heritage	405,000	0
Regional Police Services	1,450,000	1,513,600
Shared Services	621,000	34,000
Total	**221,224,000**	**4,667,000**

Summary of Gross Budget:	**221,224,000**
Funding Sources:	
Cost Sharing:	(23,472,000)
Reserves	(126,280,000)
Local Improvement Charges	(1,310,000)
Capital Cost Infrastructure	(2,350,000)
Infrastructure	(4,300,000)
Net Capital	**63,512,000**

Halifax Regional Municipality
Approved 2006-07 Plan by Category

Category	2006-07 Gross Plan	Operating Increase
Buildings	10,995,000	304,000
Community & Property Development	8,521,000	107,000
Councillor's Funds	920,000	0
Equipment - Heavy	2,484,000	(301,200)
Equipment - Light	112,000	23,000
Fleet	18,150,000	171,221
Industrial Parks	3,900,000	0
Information Technology	573,000	1,106,400
Parks & Playgrounds	2,211,000	170,000
Roads & Streets	12,839,000	0
Sewers	78,913,000	105,000
Sidewalks, Curbs & Gutters	2,929,000	0
Solid Waste	146,000	54,000
Traffic Improvements	2,523,000	23,000
Totals	**145,216,000**	**2,262,421**

Summary of Gross Budget:	**145,216,000**
Funding Sources:	
Cost Sharing:	(3,928,000)
Reserves	(80,744,000)
Local Improvement Charges	(1,310,000)
Capital Cost Infrastructure	0
Infrastructure	0
Net Capital	**59,234,000**

Halifax Regional Municipality
Approved 2006-07 Plan by Business Unit

Business Unit	2006-07 Gross Plan	Operating Increase
CAO & General Government	10,037,000	327,200
Environmental Management Services	80,199,000	159,000
Financial Services	0	98,000
Fire & Emergency Services	466,000	23,000
Halifax Regional Library	49,000	0
Human Resources	0	0
Planning & Development Services	0	0
Public Works & Transportation	25,427,000	(123,979)
Real Property Services	28,385,000	417,000
Recreation, Culture & Heritage	372,000	0
Regional Police Services	0	699,200
Shared Services	281,000	163,000
Total	**145,216,000**	**2,262,421**

Summary of Gross Budget:	**145,216,000**
Funding Sources:	
Cost Sharing:	**(3,928,000)**
Reserves	(80,744,000)
Local Improvement Charges	(1,310,000)
Capital Cost Infrastructure	0
Infrastructure	0
Net Capital	**59,234,000**

Halifax Regional Municipality

Approved 2004 - 2005 Capital Budget

(Includes 2005-06 & 2006-07 Plan)

Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Buildings			
Real Property & Asset Management			
CBR00748 200 Illsley Ave-Air Quality Improvements	146,000	97,000	49,000
CBR00750 200 Illsley Ave-Safety Upgrades	97,000	194,000	194,000
CB300556 Facilities Upgrade-General 2004/05	359,000	391,000	391,000
CB100077 Transit Facilities Upgrades	165,400	194,000	194,000
CB300552 HRM Admin Buildings-Upgrades 2004/05	92,000	116,000	116,000
CB300553 HRM Depots Upgrades 2004/05	113,200	146,000	146,000
CB200375 Facilities Ops Consolidation-Cowie Hill	291,000	0	0
CB100080 Fire Services-Station Upgrades	139,200	233,000	233,000
CB100091 Mainland Commons Recreation Facility	200,000	6,500,000	0
CB300551 Various Rec Facilities-Upgrades 2004/05	326,900	340,000	340,000
CB300554 Arena Upgrades 2004/05	61,500	125,000	125,000
CB200452 HRM Heritage Building Upgrades	146,000	146,000	194,000
CB200240 Management Agreement Community Centres-Upgrades	214,000	194,000	194,000
CB100066 Regional Library-Facility Upgrades	330,000	194,000	194,000
CB300555 Major Facilities Upgrade 2004/05	925,000	970,000	970,000
CB300621 Safety Upgrades	73,000	73,000	73,000
CB200471 Repair Garage-Fire Services	834,000	0	0
CB200453 East Dartmouth Recreation Facility	100,000	1,000,000	0
CBF00444 Station Replacement	340,000	0	0
CB200516 Integrated Dispatch/Telecomm. Project	2,328,000	186,000	0
CB300627 New Penhorn Fire Station	0	1,067,000	1,067,000
Total	**7,281,200**	**12,166,000**	**4,480,000**
Public Works & Transportation			
CB200425 Park & Ride Improvement & Expansion	243,000	0	0
CB200427 Satellite Garage Facility	631,000	5,335,000	5,335,000
CB200428 Transit Terminal Upgrade & Expansion	239,000	243,000	485,000
CBT00432 Bus Stop Accessibility	97,000	97,000	146,000
CBT00437 Bus Shelters-Replacement	29,000	29,000	58,000
CBT00438 New Bus Shelters	58,000	58,000	58,000
CBU00237 Snow & Ice - Salt/Sand Storage	0	243,000	262,000
Total	**1,297,000**	**6,005,000**	**6,344,000**
Financial Services			
CBM00423 Seaview Prk-PCB Site-Decmmissn'g/restor.	243,000	0	0
Total	**243,000**	**0**	**0**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Recreation, Culture & Heritage			
CBG00300 Bicentennial Theatre	29,000	10,000	10,000
CBG00306 Evergreen House & Quaker House	24,000	19,000	19,000
CBG00505 Civic Collection Management	73,000	73,000	73,000
CBG00641 Bengal Lancers Stable	24,000	10,000	10,000
CBG00301 Halifax City Hall	0	10,000	10,000
Total	**150,000**	**122,000**	**122,000**
Library Services			
CBW00481 Facilities Review & Plan Implementations	49,000	49,000	49,000
Total	**49,000**	**49,000**	**49,000**
Total Buildings	**9,020,200**	**18,342,000**	**10,995,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Community & Property Development			
Planning & Development			
CDC00111 Oversized Streets	194,000	0	0
CDS00101 Capital Cost Contributions Area Studies	49,000	0	0
CDS00397 Suburban Commercial Streetscapes	49,000	0	0
Total	**292,000**	**0**	**0**
Recreation, Culture & Heritage			
CDG00302 Community Signs	24,000	49,000	49,000
CDG00305 Deadman's Island	5,000	0	0
CDG00311 Scott Manor House	15,000	24,000	10,000
CDG00487 Public Art - New Commissions	24,000	49,000	49,000
CDG00509 Heritage Incentive Program	150,000	49,000	49,000
CDG00511 Cultural Asset Inventory	24,000	49,000	49,000
CPG00484 Black Heritage Trail	15,000	29,000	10,000
CDG00303 Culture Exhibit	0	24,000	24,000
Total	**257,000**	**273,000**	**240,000**
CAO & Governance			
CDG00271 Cap. Dist. Downtown Streetscape Project	364,000	388,000	388,000
CDG00332 Cap. Dist. Wayfinding Implementation	78,000	68,000	68,000
CDG00490 Cap. Dist. Implementation of Urban Design Project	485,000	485,000	485,000
CDG00493 Cap. Dist.Canal Greenway Study Implementation	49,000	49,000	49,000
CDG00494 Cap. Dist. Halifax Waterfront - WDCL Partnership	87,000	97,000	97,000
CDG00499 Cap. Dist. Buried Wire Implementation	194,000	194,000	194,000
CDG00520 Cap. Dist. Real Property Opportunities	97,000	0	0
CDE00105 Regional Planning	926,000	0	0
Transportation Infrastructure		7,000,000	7,000,000
Total	**2,280,000**	**8,281,000**	**8,281,000**
Total Community & Property Development	**2,829,000**	**8,554,000**	**8,521,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Councillor's Funds			
CAO & Governance			
CCV00176 District 1	40,000	40,000	40,000
CCV00177 District 2	40,000	40,000	40,000
CCV00178 District 3	40,000	40,000	40,000
CCV00079 District 4	40,000	40,000	40,000
CCV00180 District 5	40,000	40,000	40,000
CCV00181 District 6	40,000	40,000	40,000
CCV00182 District 7	40,000	40,000	40,000
CCV00183 District 8	40,000	40,000	40,000
CCV00184 District 9	40,000	40,000	40,000
CCV00185 District 10	40,000	40,000	40,000
CCV00186 District 11	40,000	40,000	40,000
CCV00187 District 12	40,000	40,000	40,000
CCV00188 District 13	40,000	40,000	40,000
CCV00189 District 14	40,000	40,000	40,000
CCV00190 District 15	40,000	40,000	40,000
CCV00191 District 16	40,000	40,000	40,000
CCV00192 District 17	40,000	40,000	40,000
CCV00193 District 18	40,000	40,000	40,000
CCV00194 District 19	40,000	40,000	40,000
CCV00195 District 20	40,000	40,000	40,000
CCV00196 District 21	40,000	40,000	40,000
CCV00197 District 22	40,000	40,000	40,000
CCV00198 District 23	40,000	40,000	40,000
Total	**920,000**	**920,000**	**920,000**
Total Councillor's Funds	**920,000**	**920,000**	**920,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Equipment - Heavy			
Environmental Management Services			
CHI00576 Otter Lake Equipment Replacement	1,470,000	3,304,000	1,140,000
CHI00577 Refuse Trailers - Rural Depots	0	243,000	0
Total	**1,470,000**	**3,547,000**	**1,140,000**
Fire & Emergency Services			
CHJ00525 Fire Water Supply ($100k for core, $200k for rural)	291,000	388,000	388,000
Total	**291,000**	**388,000**	**388,000**
Public Works & Transportation			
CHD00060 Farebox Replacement	912,000	1,664,000	878,000
CHU00587 Brine Mixing Plants for Salt Pre-Wetting	78,000	97,000	78,000
Total	**990,000**	**1,761,000**	**956,000**
Equipment - Heavy Total	**2,751,000**	**5,696,000**	**2,484,000**
Equipment - Light			
Financial Services			
CHM00633 Fuel System Replacement/Repairs	49,000	0	0
Total	**49,000**	**0**	**0**
Fire & Emergency Services			
CEF00702 Opticom Signalization System	78,000	78,000	78,000
CEJ00517 Fire SCBA Upgrade/Replacdement	97,000	0	0
CEJ00632 Fire Station Alerting System	24,000	679,000	0
CHA00160 Trunked Mobile Radio System (TMR)	3,298,000	388,000	0
Total	**3,497,000**	**1,145,000**	**78,000**
Recreation, Culture & Heritage			
CEC00457 Program & Aquatic Equipment	73,000	0	0
Total	**73,000**	**0**	**0**
Real Property & Asset Management			
CEC00686 Athletic Field/Park Equipment	27,000	24,000	34,000
Total	**27,000**	**24,000**	**34,000**
Equipment - Light Total	**3,646,000**	**1,169,000**	**112,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Fleet			
Real Property & Asset Management			
CVD00413 Fleet Replacement program	3,257,000	3,233,000	3,233,000
CVD00429 Access-A-Bus Vehicle	97,000	0	0
CVD00430 Access-A-Bus Replacement	388,000	388,000	388,000
CVD00433 Service Vehicle Replacement	97,000	97,000	97,000
CVD00431 Midlife Bus Rebuild	0	655,000	655,000
CVD00434 Conventional Transit Bus Expansion	0	2,561,000	2,561,000
CV300567 Conventional Transit Bus Replacement ($4.2M pre-apprvd)	6,135,000	5,345,000	6,198,000
CVD00436 Bi-annual Ferry Refit	243,000	175,000	175,000
CVJ00223 Apparatus Replacement	2,512,000	3,410,000	3,410,000
CVJ00224 Utility Vehicle Replacement	171,000	213,000	213,000
CVK00416 Police Vehicles (Marked)	689,000	689,000	689,000
CVK00417 Police Vehicles (Unmarked)	822,000	531,000	531,000
Total	**14,411,000**	**17,297,000**	**18,150,000**
Public Works & Transportation			
CB300628 Bus Rapid Transit Showcase	8,559,000	1,664,000	0
Total	**8,559,000**	**1,664,000**	**0**
Fleet Total	**22,970,000**	**18,961,000**	**18,150,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Industrial Parks			
Real Property & Asset Management			
CQ300634 Burnside Phase I 1-2-3-4-5 Development	6,000,000	5,500,000	3,800,000
CQ300635 Aerotech Repositioning & Development	150,000	0	0
CQ300636 Bayers Lake Infill & Ragged Lake Development	1,100,000	0	0
CQ300637 Park & Open Space Renewal & Improvements	50,000	0	50,000
CQ300638 Park Signs Renewal & Maintenance	75,000	0	50,000
CQ300639 Development Consulting	50,000	0	0
CQ300640 Intersection/Traffic Improve'ts Burnside	50,000	250,000	0
Total	**7,475,000**	**5,750,000**	**3,900,000**
Environmental Management Services			
CQ200521 AeroTech Park Water Distribution Line Extension	250,000	0	0
Total	**250,000**		**0**
Industrial Parks Total	**7,725,000**	**5,750,000**	**3,900,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Information Technology			
CAO & Governance			
CID00631 Integrated City - Asset Management	243,000	243,000	243,000
CIV00533 Integrated City - Enterprise Archit. & Dashboard	148,000	243,000	
Total	**391,000**	**486,000**	**243,000**
Financial Services			
CIM00566 Revenue Tools Replacements	485,000	291,000	0
Total	**485,000**	**291,000**	**0**
Human Resources			
CIN00200 SAP HR	97,000	485,000	0
Total	**97,000**	**485,000**	**0**
Shared Services			
CID00630 Server Consolidation/Life Cycle Extnsion	524,000	281,000	281,000
CIY00019 Civic Addressing	340,000	340,000	0
CIO00108 Land Information System (LIS)	0	0	0
Total	**864,000**	**621,000**	**281,000**
Police Services			
CIP00763 Computer Aided Dispatch (CAD) - Partial Deferral*	0	1,200,000	0
CIK00289 CPIC Interfaces - Hardware & Software - Partial Deferral*	0	250,000	0
Total	**0**	**1,450,000**	**0**
Public Works & Transportation			
CIU00586 Remote Weather Information System (RWIS)	73,000	49,000	49,000
CIU00629 GoTime AVL Replacement (Study 1st year)	24,000	0	0
Total	**97,000**	**49,000**	**49,000**
Information Technology Total	**1,934,000**	**3,382,000**	**573,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Parks & Playgrounds			
CAO & Governance			
CPG00488 Cap. Dist. Woodside Ferry Terminal Trail	49,000	49,000	0
CPG00492 Cap. Dist. Public Gardens Management Plan	194,000	204,000	204,000
CPG00495 Cap. Dist. Halifax Waterfront Design Implementation	19,000	78,000	78,000
CPG00496 Cap. Dist. Dartmouth Waterfront Park Upgrades	49,000	49,000	49,000
CPG00497 Cap. Dist.Dartmouth Common Management Plan	0	49,000	49,000
Total	**311,000**	**429,000**	**380,000**
Recreation, Culture & Heritage			
CPG00485 Memorial Bells - Fort Needham	34,000	0	0
CPG00486 Lock One - Shubenacadie Canal	24,000	10,000	10,000
Total	**58,000**	**10,000**	**10,000**
Real Property & Asset Management			
CP300559 Playground Upgrades&Replacements 2004/05	319,000	319,000	329,000
CPC00683 Sports Field Upgrades	352,000	116,000	194,000
CPC00304 Ball Field Upgrades	146,000	146,000	194,000
CPC00467 Regional Trails Development	841,000	291,000	388,000
CP300560 Park Upgrades 2004/05	291,000	170,000	194,000
CPC00684 Sports Courts Upgrades	205,000	49,000	49,000
CPS00040 Point Pleasant Park Upgrades	97,000	97,000	97,000
CPR00330 Cemetery Upgrades	35,000	35,000	35,000
CPR00316 HRM Wide Tree Planting	121,000	73,000	73,000
CPR00325 Walkways-HRM Wide Program	147,000	49,000	49,000
CPS00041 Lawn Bowling Facilities	121,000	0	0
CPC00814 Mainland Commons-Halifax	485,000	49,000	49,000
CPC00682 Skateboarding Facilities	19,000	73,000	73,000
CPC00677 New Playground Development	292,000	97,000	97,000
CPC00676 New Park Developments	137,000	0	0
CPG00581 Dartmouth Artificial Sportsfield	600,000	0	0
CPC00810 Outdoor/Spray Pools and Fountains	0	39,000	0
CPC00675 Track and Field Upgrades	0	218,000	0
Total	**4,208,000**	**1,821,000**	**1,821,000**
Parks & Playgrounds Total	**4,577,000**	**2,260,000**	**2,211,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Roads & Streets			
Public Works & Transportation			
CXU00562 New Paving of Subdivision Str. Inside core (pre-apprvd)	748,000	486,000	486,000
CXU00585 New Paving Subdivision St's outside core	582,000	582,000	582,000
CYU00563 Paving Renewal 2004/05 ($2.3 M pre-apprvd)	4,502,000	3,783,000	3,783,000
CZU00564 Main Artery Patching-Various Loc 2004/05	728,000	728,000	728,000
CZU00565 Resurfacing Various Loc 2004/05 ($2.8M pre-apprvd)	6,650,000	6,542,000	6,542,000
CRU00584 Other Related Road Works	679,000	621,000	621,000
CRT00426 Transit Road Priorities	0	0	97,000
Total	**13,889,000**	**12,742,000**	**12,839,000**
Roads & Streets Total	**13,889,000**	**12,742,000**	**12,839,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Sewers			
Environmental Management Services			
CSE00386 Harbour Solutions Project	45,542,000	103,707,000	49,520,000
CGU00503 Twin Cities Pumping Station & Forcemains	1,358,000	0	0
CSE00399 Diffusers Ratio Upgrade	1,358,000	1,067,000	0
CGI00607 Aerotech Central Biosolid Facility Goffs	970,000	2,425,000	0
CGU00574 Salter St, Halifax - Outfall Replacement (Pre-apprvd)	776,000	0	0
CSU00138 Aerotech Sewage Treatment Plant-Upgrade	776,000	728,000	0
CSU00120 Morris Lake Pumping Stn-Standby Power (Pre-apprvd)	485,000	0	0
CGU00579 Crescent Ave PS, Halifax (Pre-apprvd)	485,000	0	0
CSE00389 Source Control Program - P2	485,000	485,000	485,000
CGU00575 Uplands Park - Sanitary & Storm Sewers (Pre-apprvd)	359,000	349,000	0
CGI00610 Bedford Sackville Trunk Sewer	291,000	291,000	291,000
CGU00461 Sewer Laterals Replacements(Paving Proj.)	253,000	87,000	412,000
CSR00503 Infiltration/Inflow Reduction	243,000	243,000	243,000
CGI00603 Mobile Emergency Standby Generators	194,000	0	0
CGI00615 Ellenvale Run - Drainage Improvements	194,000	0	0
CSU00110 Wastewater Treatment Plants-Upgrades	194,000	243,000	194,000
CGI00617 Street Drainage Systems-Various Location	170,000	218,000	243,000
CGU00569 Herring Cove Rd(617) Culvert Replacement (pre-apprvd)	146,000	0	0
CGI00614 Eastern Passage WPCP Expansion	146,000	776,000	8,730,000
CGR00371 Upgrading Pumping Stations	146,000	2,910,000	3,395,000
CGI00612 Cross Culvert Replacements	121,000	0	0
CGU00581 Dartmouth Rd @ Brentwood- Storm Drainage (Pre-apprv)	116,000	0	0
CGU00457 Shubenacadie Canal-Lock I Rehabilitation	116,000	0	0
CGU00568 Fenerty Rd/Springfield Lake Rd Drainage (pre-apprvd)	97,000	0	0
CGU00570 Leeds Street - Sewer Replacement ($55k pre-apprvd)	73,000	0	0
CGU00580 Crichton Ave - Combined Sewer Replacemen (Pre-apprvd)	63,000	0	0
CGR00788 Studies & Investigations(Var.Locations)	49,000	0	0
CGU00578 Coleridge Ct - Ditch & Drainage ROW (Pre-apprvd)	49,000	0	0
CGU00573 Riverwood Dr PS, Lakeside/Timberlea (Pre-apprvd)	49,000	0	0
CGI00597 Second Lake Park - Erosion Protection	49,000	0	0
CGU00576 Whimsical Lake PS, Halifax (Pre-apprvd)	49,000	0	0
CGU00466 Portobello Rd-Drainage & Retaining Wall	49,000	0	0
CGI00592 Wet Weather Flow Study -Humber Park PS's	49,000	0	0
CGU00572 Plymouth Rd PS, Dartmouth (Pre-apprvd)	49,000	0	0
CGU00583 Main St PS, Dartmouth (Pre-apprvd.)	49,000	582,000	0
CGU00577 Akerley & Windmill PS, Dartmouth (Pre-apprvd)	49,000	737,000	0
CGU00582 Balcome Dr PS, Halifax (Pre-apprvd.)	29,000	0	0
CGU00571 O'Dell Dr PS, Dartmouth (Pre-apprvd)	29,000	0	0
CSE00900 Underground Services	250,000		
CGI00591 Windmill Road PS, Dartmouth	0	49,000	631,000
CGI00619 Springvale Avenue - Sewer Replacement	0	49,000	0
CGI00611 Bissett Lake PS, Dartmouth	0	49,000	97,000
CSU00327 Wellinton STP/Frame Subdivision STP	0	49,000	553,000
CGI00593 Valleyford Holding Tank, Dartmouth	0	49,000	834,000
CGI00599 Quigley's Corner PS, Eastern Passage	0	49,000	970,000
CSR00784 Bayer's Lake Industrial Park Forcemain	0	49,000	1,392,000

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
CSR00803 Roach's Pond-Forcemain	0	49,000	2,134,000
CGU00502 Wet Weather Flow Studies	0	97,000	0
CSU00316 Belmont Ave-STP Elimination	0	97,000	1,649,000
CGI00616 Fairfield Holding Tank, Halifax	0	146,000	0
CGI00605 Johnson Road PS, North Preston	0	194,000	0
CGI00596 Lakeside #1 PS, Lakeside/Timberlea	0	349,000	834,000
CSU00116 Fairview Overpass-Combined Swr Cleaning	0	485,000	291,000
CSU00117 Freshwater Brook Sewer-Inspection	0	485,000	485,000
CSE00500 Combined Sewer Overflow Prevention	0	4,074,000	4,850,000
CGI00618 Auto Port PS, Eastern Passage	0	0	49,000
CGI00595 Lyle St, Dartmouth - Upgrade Storm Sewer	0	0	243,000
CSU00317 BLT STP Odour Control System	0	0	388,000
Total	**55,955,000**	**121,167,000**	**78,913,000**
Sewers Total	**55,955,000**	**121,167,000**	**78,913,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Sidewalks, Curbs & Gutters			
CAO & Governance			
CRG00491 Cap. Dist. Brick Sidewalk Replacement	213,000	213,000	213,000
Total	**213,000**	**213,000**	**213,000**
Public Works & Transportation			
CJU00557 New Sidewalks 2004/05 ($705k pre-apprvd)	1,261,000	1,552,000	1,552,000
CKU00558 Sidewalk Renewals 2004/05 ($644k pre-apprvd)	1,374,000	1,164,000	1,164,000
Total	**2,635,000**	**2,716,000**	**2,716,000**
Sidewalks, Curbs & Gutters Total	**2,848,000**	**2,929,000**	**2,929,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Solid Waste			
Environmental Management Services			
CWI00578 Additional Green Carts for New Residents	136,000	146,000	146,000
CWI00622 Cell 2 Cover and Gas System	3,783,000	0	0
CWI00446 Otter Lake Cell 4	0	11,834,000	0
Total	**3,919,000**	**11,980,000**	**146,000**
Solid Waste Total	**3,919,000**	**11,980,000**	**146,000**

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Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan
Traffic Improvements			
Public Works & Transportation			
CTU00422 Traffic Signal Compliance Program	291,000	291,000	291,000
CTU00419 Traffic Signal Rehabilitation	194,000	194,000	194,000
CTU00421 Highway 111/MicMac Interchange	1,795,000	0	0
CTU00561 Traffic Signal Installation 2004/05	551,000	407,000	582,000
CTR00420 RA5 Replacement (7)	49,000	0	0
CTR00905 Intersection Improvement Program	276,000	611,000	650,000
CTR00908 Transportation Demand Management Program	87,000	116,000	116,000
CTU00420 Bikeway Master Plan Implementation	87,000	116,000	116,000
CTR00423 Traffic Calming (Consultant Support & Ha	49,000	97,000	97,000
CTR00529 Various Traffic Related Studies	107,000	136,000	136,000
CTR00906 Pedestrian Safety & Access Program	49,000	49,000	49,000
CTR00530 Traffic Signal Control Sys Integration	49,000	97,000	97,000
CTU00337 Controller Cabinet Replacement	49,000	146,000	146,000
CTU00530 Hwy 111/Portland St. Interchange	1,940,000	4,850,000	0
CTR00904 Destination Signage Program	49,000	49,000	49,000
CTU00418 Highway 111 Pedestrian Overpass	0	213,000	0
CTR00417 Young/Windsor/Bayers Intersection Imprv	757,000	0	0
Total	**6,379,000**	**7,372,000**	**2,523,000**
Traffic Improvements Total	**6,379,000**	**7,372,000**	**2,523,000**
Total Approved Capital Budget	**139,362,200**	**221,224,000**	**145,216,000**
Funding Sources:			
Cost Sharing:	(17,201,000)	(23,472,000)	(3,928,000)
Reserves	(59,171,000)	(126,280,000)	(80,744,000)
Local Improvement Charges	(2,035,000)	(1,310,000)	(1,310,000)
Capital Cost Infrastructure	(500,000)	(2,350,000)	0
Infrastructure	(1,000,000)	(4,300,000)	0
Capital from Operating	(19,440,200)	(31,271,000)	(26,087,000)
Capital Surplus	(2,133,000)		
Capital Reserve Pool	(909,000)		
Deferred Projects	(1,450,000)		
New Debt Approved	**35,523,000**	**32,241,000**	**33,147,000**
Prior Years Approved Debt	**297,254,000**	**289,176,100**	**281,115,854**
Current Debt Repayment	(39,653,900)	(40,301,246)	(41,433,609)
New Debt Approved	35,523,000	32,241,000	33,147,000
HST Savings on WIP capital	(3,947,000)		
Reduction In Debt	**(8,077,900)**	**(8,060,246)**	**(8,286,609)**
Apprvd. Debt, as of March 31/05	**$289,176,100**	**$281,115,854**	**$272,829,245**

Halifax Regional Municipality

Approved 2004 - 2005 Capital Budget

(Includes 2005-06 & 2006-07 Plan)

Project Number & Description	2004-2005 Gross Budget	2005-2006 Gross Plan	2006-2007 Gross Plan

Capital Project Adjustments

As part of the 2004-2005 Capital Budget, the following Capital Projects are being adjusted:

CWR00405 (Implementatation of Closure Plan) will be closed to Crespool.

CWR00525 (Infrastructure Removal - Sackville Landfill) will be closed and the funds returned to the Sackville Landfill Reserve.

CIN00200 (SAP HR Project) will be reduced by $385,000 and the funds placed in Crespool.

* CIP00763 Computer Aided Dispatch (CAD) - $1.25 million will be deferred until 2005-2006

* CIK00289 CPIC Interfaces - Hardware & Software - $200,000 will be deferred until 2005-2006

CB200382 (Energy Performance Upgrade Contract) will be closed.

Halifax Regional Municipality

Operating Costs for New Capital

Supplementary Book Page	Project Number & Description	2004-05 Operating Increase	2005-06 Operating Increase	2006-07 Operating Increase
	Buildings			
	Real Property & Asset Management			
A17	CB100091 Mainland Commons Recreation Facility	10,000	5,000	
A33	CB200471 Repair Garage-Fire Services	125,000	115,000	115,000
A39	CB200516 Integrated Dispatch/Telecomm. Project	161,000	191,000	191,000
	Total	**296,000**	**311,000**	**306,000**
	Financial Services			
A57	CBM00423 Seaview Prk-PCB Site-Decmmissn'g/restor.	(2,000)	(2,000)	(2,000)
	Total	**(2,000)**	**(2,000)**	**(2,000)**
	Community & Property Development			
	CAO & Governance			
B23	CDG00271 Cap. Dist. Downtown Streetscape Project		24,000	24,000
B25	CDG00332 Cap. Dist. Wayfinding Implementation		15,000	15,000
B27	CDG00490 Cap. Dist. Implementation of Urban Design Project		35,000	40,000
B29	CDG00493 Cap. Dist.Canal Greenway Study Implementation		8,000	20,000
B31	CDG00494 Cap. Dist. Halifax Waterfront - WDCL Partnership		8,000	8,000
	Total	**0**	**90,000**	**107,000**
	Equipment - Heavy			
	Public Works & Transportation			
C9	CHU00587 Brine Mixing Plants for Salt Pre-Wetting	(82,400)	(191,800)	(301,200)
	Total	**(82,400)**	**(191,800)**	**(301,200)**
	Equipment - Light			
	Fire & Emergency Services			
D9	CHA00160 Trunked Mobile Radio System (TMR)		23,000	23,000
	Total	**0**	**23,000**	**23,000**
	Fleet			
	Public Works & Transportation			
E25	CB300628 Bus Rapid Transit Showcase		1,153,000	171,221
	Total	**0**	**1,153,000**	**171,221**
	Information Technology			
	CAO & Governance			
G3	CIV00533 Integrated City - Enterprise Archit. & Dashboard	161,200	161,200	161,200

Halifax Regional Municipality

Operating Costs for New Capital

Supplementary Book Page	Project Number & Description	2004-05 Operating Increase	2005-06 Operating Increase	2006-07 Operating Increase
	Buildings			
	Total	**161,200**	**161,200**	**161,200**
	Financial Services			
G5	CIM00566 Revenue Tools Replacements	250,000	300,000	100,000
	Total	**250,000**	**300,000**	**100,000**
	Human Resources			
G7	CIN00200 SAP HR	276,100	483,500	
	Total	**276,100**	**483,500**	**0**
	Shared Services			
G11	CIY00019 Civic Addressing			129,000
G13	CIO00108 Land Information System (LIS)	94,000	34,000	34,000
	Total	**94,000**	**34,000**	**163,000**
	Police Services			
G15	CIP00763 Computer Aided Dispatch (CAD) - Partial Deferral	415,150	756,800	699,200
-	CIK00289 CPIC Interfaces - Hardware & Software - Partial	0	756,800	0
	Total	**415,150**	**1,513,600**	**699,200**
	Public Works & Transportation			
G17	CIU00586 Remote Weather Information System (RWIS)	(4,000)	(11,000)	(17,000)
	Total	**(4,000)**	**(11,000)**	**(17,000)**
	Parks & Playgrounds			
	CAO & Governance			
H1	CPG00488 Cap. Dist. Woodside Ferry Terminal Trail		5,000	9,000
H3	CPG00492 Cap. Dist. Public Gardens Management Plan	45,000	45,000	45,000
H7	CPG00496 Cap. Dist. Dartmouth Waterfront Park Upgrades	5,000	5,000	5,000
	Total	**50,000**	**55,000**	**59,000**
	Real Property & Asset Management			
H21	CPC00467 Regional Trails Development		20,000	20,000
H41	CPC00677 New Playground Development		9,000	9,000
H43	CPC00676 New Park Developments		15,000	15,000
H45	CPG00581 Dartmouth Artificial Sportsfield		67,000	67,000

Halifax Regional Municipality

Operating Costs for New Capital

Supplementary Book Page	Project Number & Description	2004-05 Operating Increase	2005-06 Operating Increase	2006-07 Operating Increase
	Buildings			
	Total	**0**	**111,000**	**111,000**
	Sewers			
	Environmental Management Services			
J11	CSU00138 Aerotech Sewage Treatment Plant-Upgrade		65,000	65,000
J85	CSU00327 Wellinton STP/Frame Subdivision STP			20,000
J115	CSU00317 BLT STP Odour Control System			20,000
	Total	**0**	**65,000**	**105,000**
	Solid Waste			
	Environmental Management Services			
L1	CWI00578 Additional Green Carts for New Residents	54,000	54,000	54,000
	Total	**54,000**	**54,000**	**54,000**
	Traffic Improvements			
	Public Works & Transportation			
M7	CTU00561 Traffic Signal Installation 2004/05	3,500	10,500	14,000
M9	CTR00420 RA5 Replacement (7)	2,000	2,000	2,000
M15	CTU00420 Bikeway Master Plan Implementation	3,000	3,000	3,000
M29	CTR00904 Destination Signage Program	2,000	2,000	2,000
M31	CTU00418 Highway 111 Pedestrian Overpass			2,000
	Total	**10,500**	**17,500**	**23,000**
	Infrastructure Operating Costs	500,000	500,000	500,000
		500,000	**500,000**	**500,000**
	Total	**2,018,550**	**4,667,000**	**2,262,421**

Canada / Nova Scotia Infrastructure Program

Projects Approved For Funding

Requested Projects	Total Cost	Federal/ Provincial Share
Little Salmon River Water	1,900,000	1,266,666
Maplewood Water, Phase I	450,000	300,000
Beaverbank Water - Phase IV, A	657,000	438,000
Miller Lake Water	200,000	133,333
Beaverbank Sewer Services - Phase IV AB&C	6,000,000	4,000,000
Sanitary Sewer Upgrade - MacIntosh Run	1,000,000	666,666
Beaverbank Road Trunk Sewer Upgrade	750,000	500,000
Beaver Bank Water - Phase IV, BC	2,043,000	1,362,000
Beaver Bank Sewer Services - Phase IV D&E	2,700,000	1,800,000
Beaver Bank Water Services - Phase IV D&E	2,400,000	1,600,000
Beaver Bank Water Reservoir	2,500,000	1,666,666
North Preston Recreation Centre	2,972,000	1,981,333
Herring Cove Water & Sewer *	3,106,200	2,070,800
Artificial Outdoor Soccer Facility *	3,500,000	1,600,000
Mainland Commons Recreation Facility (Phase I) *	8,000,000	2,000,000
Moser River Fire Station *	625,000	417,000
Prince's Lodge Water & Sewer *	1,620,000	1,080,000
Maplewood Water Phase 2 *	615,000	410,000
Totals	**$41,038,200**	**$23,292,465**

Projects Pending Approval For Funding

Requested Projects	Total Cost	Federal/ Provincial Share
Highway 111/Woodside Connector *	7,000,000	2,500,000
Totals	**$7,000,000**	**$2,500,000**

* These 7 projects were approved by Regional Council on March 9, 2004 to be recommended to the CNSIP for funding. This completes the allocation of funding available to HRM under the Program.

GLOSSARY

Accural Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Amalgamation Costs	The costs directly associated with the amalgamation of the former municipal units which now comprise HRM. These costs are being amortized over 10 years.
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only.
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the Municipality as provided by the Province of Nova Scotia
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Business Occupancy	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Occupancy Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.

Business Occupancy Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Commission	Capital Commissions are a vehicle through which governments promote and enhance the unique historical and cultural character of Capital Regions. They are usually established as an arm's-length agency and generally report to an executive-director, an appointed board of Directors and are ultimately responsible to a provincial Minister and Cabinet.
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years "in principle".
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least $50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses Downtown Halifax, Downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as "pay-as-you-go" Capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.

Cash Basis	Accounting for expenses and revenues as the funds are actually disbursed or received.
CCC	(see Capital Cost Contribution)
Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per $100 of assessed value. It is a multiple of the Residential General Tax Rate.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Corporate Scorecard	A tool which facilitates translating the vision and goals of the organization into a system of performance measurements that effectively focuses the entire organization. The goals are based on an examination of the outcomes desired by the organization's customers.
Corporate Scorecard Steering Committee (CSSC)	A Committee which oversees the development and implementation of the Themes outcomes and performance measures developed through the Corporate Scorecard. The Committee consists of the Chief Administrative Officer, the Deputy Chief Administrative Officer, the four Chairs of the Corporate Scorecard Theme Teams, the Director of Financial Services, and the Director of Human Resources.
Corporate Scorecard Theme Teams	There are four Theme Teams, one for each of the main themes developed under the Corporate Scorecard. Consisting of Directors, each theme team is responsible for developing goals, objectives and performance measures within their assigned themes. The Chair of each theme team is also a member of the Corporate Scorecard Steering Committee.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.
Council	(see Regional Council)
CPI	(see Consumer Price Index)

Credit Rating	For HRM as provided annually by the Standard and Poors rating agency.
Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title. It is based on 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds it's operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.
Director	Most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per $100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
EMT	(see Executive Management Team)
Executive Management Team	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officer.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Year	Runs from April 1 to March 31

Fiscal Services	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per $100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Gross Expenditures	Total expenditures before reducing for off-setting revenue
GST	Goods and Services Tax. The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Infrastructure Program	The Canada - Nova Scotia Infrastructure Program
LIC	(see Local Improvement Charge)
Local Improvement Charge (LIC)	Local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
Long Term Capital Plan	The 3 year Capital Plan which includes all project costs and funding sources. The first year is approved by Council as the Capital Budget. The second and third years are approved by Council *in principal*.
Long Term Capital Planning Committee	A committee of staff with representation from all business units which have capital requirements. The Committee's Terms of Reference are: (1) To identify HRM's Long Term Capital Requirements over a minimum of the next 10 years including capital assets which need to be replaced, major capital spikes, capital needs and wants. (2) To identify available capital funding sources and alternatives, what the "capacity gap" is, and how to narrow the capacity gap. (3) To develop a strategy and a process for prioritizing and approving capital projects.
Machinery & Equipment Assessment	The assessed value of machinery and equipment used for the purpose of carrying on a business can be levied a tax. This tax was phased-out after 2003-04.

Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. Provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by Provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
MFC	(see Municipal Finance Corporation)
MISER	(see Model for Integrating Service and Expenditure Rationalization)
Model for Integrating Service and Expenditure Rationalization	Computer model which forecasts the long term financial results and position of HRM by estimating future revenues and expenditures by means of a series of economic and demographic assumptions, cost drivers, and service drivers, and incorporating assumptions regarding tax rates, demographics, inflation, GDP and other economic and fiscal factors.
Multi-Year Financial Strategy	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes Principles of Financial Management, a Reserve Policy, a Capital Spending Policy, a Capital Debt Policy, and a Business Planning process.
Municipal Finance Corporation	Agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and relending the funds for these purposes.
MYFS	(see Multi-Year Financial Strategy)
Net	Total expenditures less off-setting revenues
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial **Utility and Review Board Act**. It reports to the Legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police

	matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial *Police Act* and HRM Bylaws.
Principal	Portion of loan repayments which directly pays down the total amount owing.
Program and Service Review Committee	A Council Committee consisting of 8 members of Regional Council which reviews and provides direction to staff regarding the programs and services of the Municipality.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Tax	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per $100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP	Royal Canadian Mounted Police, a Federal policing agency.
RDP	Real Domestic Product is the Gross Domestic Product adjusted for inflation.
Regional Council	The governing and legislative body for the Municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23 Districts. Regional Council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per $100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the Municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations	

	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses, individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.
Standard and Poors	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education funding, which is provided by HRM to the Halifax Regional School Board, provides funding for programs and special services which are outside the core curriculum. The Municipal Government Act requires separate area rates for Supplementary Education, one for each of the former City of Halifax, and former City of Dartmouth. HRM does have the discretion to decrease it each year by up to 10%.
Surplus	A the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Temporary Debt	Financing provided through the MFC Short-Term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue.
Theme Plan	Plans developed by the Theme Teams for each of the four Corporate Scorecard themes. It includes goals, objectives and performance measures.
Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transition Expenditures	Expenditures incurred in order to amalgamate the City of Halifax, City of Dartmouth, Town of Bedford, County of Halifax, and the Metropolitan Authority into the Halifax Regional Municipality. These costs were amortized over 10 years.
TTY	Also known as a TDD (Telecommunications Device for the Deaf). The TTY consists of a keyboard, a display screen, and a modem. The letters that the TTY user types into the machine are turned into electrical signals that can travel over regular telephone lines. When the signals reach their destination (in this case another TTY) they are converted back into letters which appear on a display screen.
Uniform Assessment	The total of the taxable property assessment plus the value of grants the

	Municipality receives from special property tax arrangements.
Urban General Tax Rate	The general tax rate applicable to all taxable properties within the urban zone of HRM.
Variance	The difference between the amount budgeted for a cost centre or account, and the amount actually posted and/or committed.
Vendors	Business which sell their goods and services to HRM.
WTI	West Texas Intermediate. This is an index used to determine the market price per barrel of crude oil.