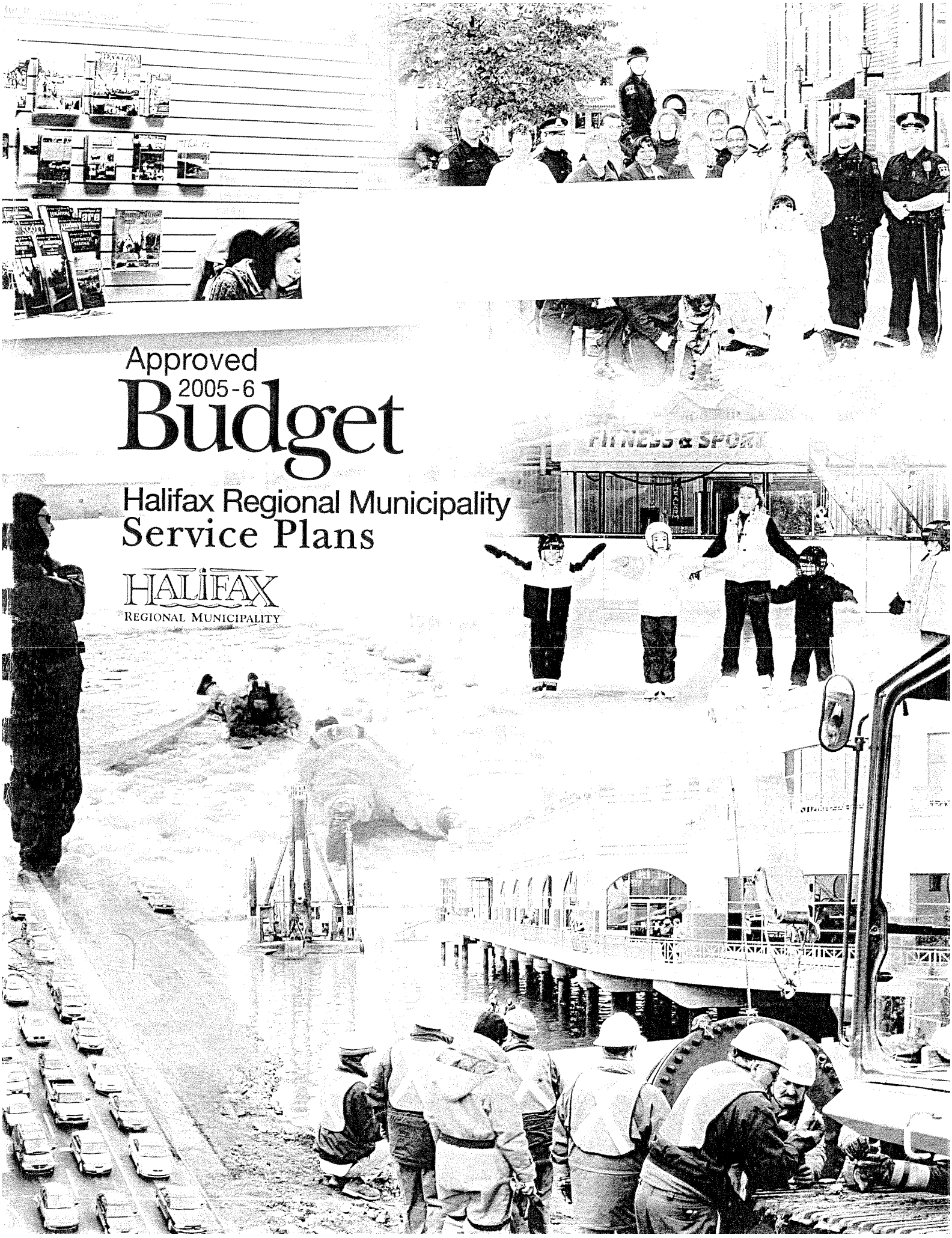


Approved
2005-6
Budget
Halifax Regional Municipality
Service Plans

HALIFAX
REGIONAL MUNICIPALITY

Table of Contents

Resolution *A1*
Schedule of General & Area Tax Rates *A4*
Tax Structure Map *A8*
What Services Does Each Area Pay For? Residential Taxpayers *A9*

Introduction *A10*
HRM Map *A13*
Organizational Chart *A14*

Overview of Budgets *A15*
Budget Summary *A15*
Key Assumptions and Results *A16*
The Business Planning and Budgeting Process *A17*
2005-2006 Business Planning and Budgeting Calendar *A19*
The Basis of Budgeting and Accounting *A20*
Significant Budgetary Issues and Trends *A21*
The Capital Budget and Long Term Capital Plan *A22*
Significant Capital Increases *A23*
Hurricane Juan *A24*
HRM Tax Structure *A25*
Federal-Provincial - Municipal Fiscal Relations *A26*
Assessments and Taxation *A27*
Debt Charges and Debt *A31*
Summary by Gross Expenditures & Revenues *A33*
Summary by Net Expenditures *A34*
Summary by Expense & Revenue Types (Expenditures) *A35*
Summary by Expense & Revenue Types (Revenues) *A36*
Summary of Non-Departmental Revenues *A37*
Summary of Non-Departmental Revenues: Definitions *A39*

Corporate Scorecard *A40*
Strategic Initiatives *A56*
Integrated City *A56*
By-Law Integration Project *A60*
Capital District *A62*
Computer Aided Dispatch/Records Management System *A64*
Civic Address Phase III *A65*
Community Response *A67*
Integrated Dispatch Telecommunications Centre *A69*
Land Information System *A71*
Asset Management *A73*
Regional Planning *A75*
Revenue Tools Replacement *A77*
SAP HR (Human Resources Module) *A79*
Integrated Web Portal *A81*
Corporate Records / Document Management System *A83*

AVL, Go-Time & Non-emergency Voice Radio *A85*

Strategic Transit Study *A86*
Fire Station Alerting *A87*

Business Plans:

CAO & General Government Business Plan *1*
Summary by Gross Expenditures *29*
Summary by Revenues *30*
Summary by Net Expenditures *31*
Summary by Expense & Revenue Types *32*
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 ..... *33*

Environmental Management Services Business Plan *34*
Summary by Gross Expenditures *57*
Summary by Revenues *59*
Summary by Net Expenditures *61*
Summary by Expense & Revenue Types *63*
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 ..... *64*

Financial Services Business Plan *66*
Summary by Gross Expenditures *83*
Summary by Revenues *84*
Summary by Net Expenditures *85*
Summary by Expense & Revenue Types *86*
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 ..... *87*

Fire and Emergency Services Business Plan *88*
Summary by Gross Expenditures *104*
Summary by Revenues *106*
Summary by Net Expenditures *108*
Summary by Expense & Revenue Types *110*
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 ..... *111*

Fiscal Services Business Plan *112*
Summary by Gross Expenditures *118*
Summary by Revenues *119*
Summary by Net Expenditures *120*
Summary by Expense & Revenue Types *121*
Halifax Regional School Board Business Plan *122*

Halifax Regional Library Business Plan *142*
Summary by Gross Expenditures *169*
Summary by Revenues *170*
Summary by Net Expenditures *171*
Summary by Expense & Revenue Types *172*
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 ..... *173*

Human Resources Services Business Plan 174
Summary by Gross Expenditures 202
Summary by Revenues 202
Summary by Net Expenditures 202
Summary by Expense & Revenue Types 203
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 204

Integrated Emergency Services 205
Summary by Gross Expenditures 217
Summary by Revenues 217
Summary by Net Expenditures 218
Summary by Expense & Revenue Types 219

Legal Services Business Plan 220
Summary by Gross Expenditures 231
Summary by Revenues 231
Summary by Net Expenditures 231
Summary by Expense & Revenue Types 232

Planning & Development Services Business Plan 233
Summary by Gross Expenditures 251
Summary by Revenues 251
Summary by Net Expenditures 252
Summary by Expense & Revenue Types 253

Real Property and Asset Mangagement Business Plan 254
Summary by Gross Expenditures 282
Summary by Revenues 284
Summary by Net Expenditures 285
Summary by Expense & Revenue Types 287
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 288

Recreation, Tourism and Culture Business Plan 290
Summary by Gross Expenditures 311
Summary by Revenues 314
Summary by Net Expenditures 317
Summary by Expense & Revenue Types 320
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 321

Regional Police Services & RCMP Business Plan 323
Summary by Gross Expenditures 343
Summary by Revenues 345
Summary by Net Expenditures 346
Summary by Expense & Revenue Types 348
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 349
RCMP Summary by Gross Expenditures 350
RCMP Summary by Revenues 350
RCMP Summary by Net Expenditures 350
RCMP Summary by Expense & Revenue Types 350

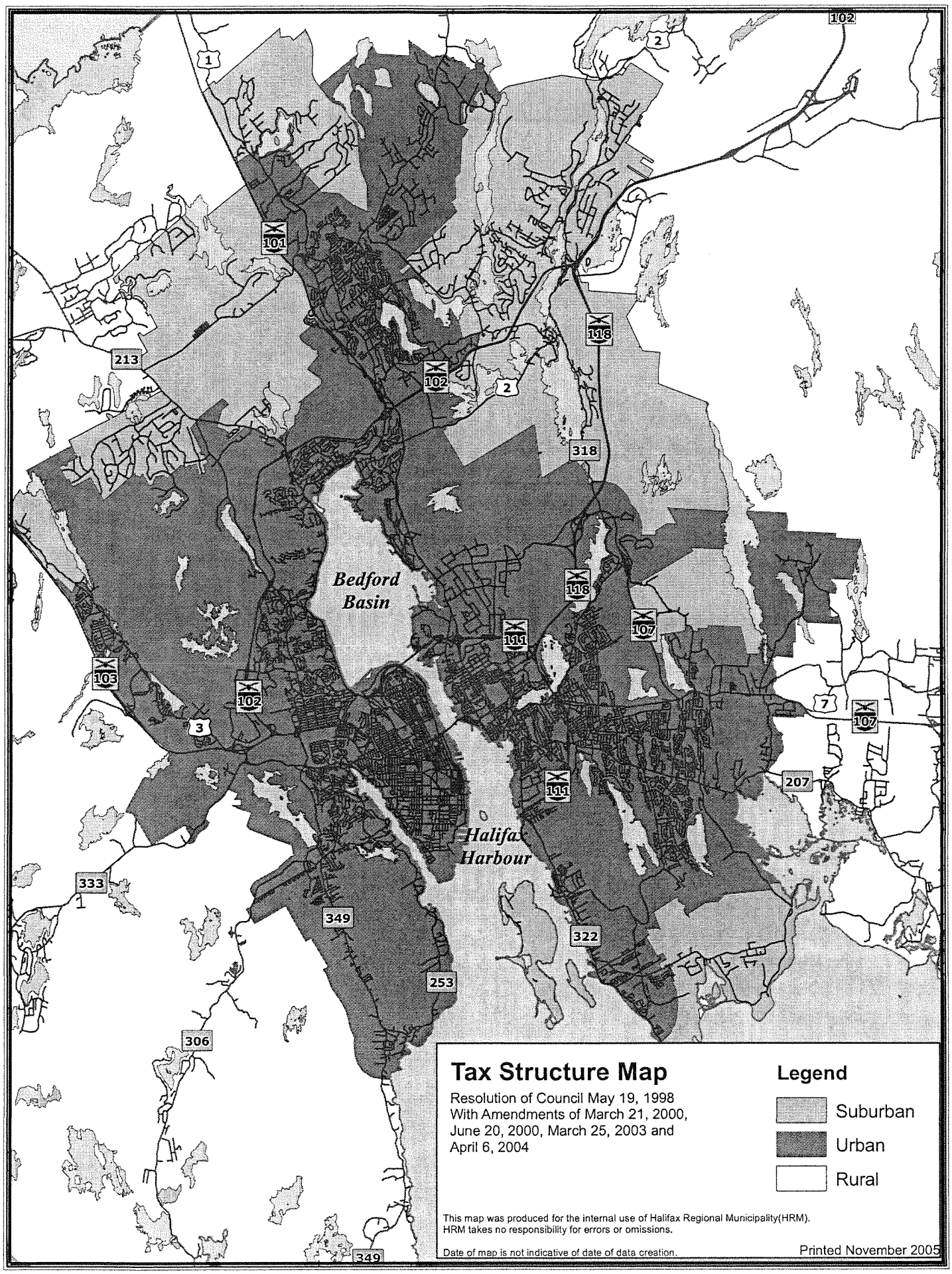
Shared Services Business Plan 352
Summary by Gross Expenditures 378
Summary by Revenues 380
Summary by Net Expenditures 381
Summary by Expense & Revenue Types 383
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 384

Transportation and Public Works Business Plan 385
Summary by Gross Expenditures 406
Summary by Revenues 408
Summary by Net Expenditures 410
Summary by Expense & Revenue Types 412
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 413

Reserve Budget 414
Purpose of Reserves 414
Strategies for Reserves 414
Funding of Reserves 414
Equipment and Operating Reserves 415
Capital Reserves 417
Summary of Reserves Funds Projections to March 31, 2006 421
Equipment and Operating Reserves: Projections to March 31, 2006 422
Capital Reserves: Projections to March 31, 2006 423

Capital Projects 424
Approved 2005-06 Capital Budget by Category 424
Approved 2005-06 Capital Budget by Business Unit 425
Approved 2006-07 Capital Plan by Category 426
Approved 2006-07 Capital Plan by Business Unit 427
Approved 2007-08 Capital Plan by Category 428
Approved 2007-08 Capital Plan by Business Unit 429
Approved Capital Projects for 2005-06, 2006-07 and 2007-08 430
Operating Costs for New Capital 446
Canada/Nova Scotia Infrastructure Program: Projects Approved for For Funding 447

Glossary 448


Bedford Basin
Halifax Harbour
Tax Structure Map
Resolution of Council May 19, 1998
With Amendments of March 21, 2000,
June 20, 2000, March 25, 2003 and
April 6, 2004
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.
Date of map is not indicative of date of data creation.
Printed November 2005

WHAT SERVICES DOES EACH AREA PAY FOR?

Based upon Approved Tax Structure and 2005-2006 Approved Budget

Residential Property Tax - Excludes local Area Rates and Local Improvement Charges

	Rural Areas	Suburban	Urban Core	Dartmouth	Halifax
Final Tax Rate	**$1.210**	**$1.216**	**$1.365**	**$1.407**	**$1.409**
HRM General and Area Tax Rates					
Education - Supplementary and Area Rates	0.034	0.034	0.034	0.076	0.094
Sidewalk Plowing*	-	-	0.016	0.016	-
Hydrants (if within 1,200 feet of a Hydrant)	-	-	0.032	0.032	0.032
Transit	-	-	0.071	0.071	0.071
Sidewalks, Leaf and Litter Pickup, etc....	-	-	0.030	0.030	0.030
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	0.013	0.013	0.013	0.013	0.013
- Sportsfields and Playgrounds	0.014	0.014	0.014	0.014	0.014
- Other	0.001	0.001	0.001	0.001	0.001
Solid Waste:					
- Waste Resources	0.081	0.081	0.081	0.081	0.081
- Former Sackville Landfill	0.004	0.004	0.004	0.004	0.004
Public Works and Transportation:					
- Engineering Services	0.020	0.020	0.020	0.020	0.020
- 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	0.031	0.031	0.031	0.031	0.031
- Other	0.000	0.000	0.000	0.000	0.000
Planning and Development	0.016	0.016	0.016	0.016	0.016
Library	0.043	0.043	0.043	0.043	0.043
Regional Police	0.191	0.191	0.191	0.191	0.191
Fire Services:					
- Fire Fighting	0.124	0.124	0.124	0.124	0.124
- Administration, Training and Prevention	0.015	0.015	0.015	0.015	0.015
Tourism, Culture & Heritage	0.011	0.011	0.011	0.011	0.011
Fiscal Services:					
- Mandatory Education	0.265	0.265	0.265	0.265	0.265
- Other Mandatory Provincial Contributions	0.047	0.047	0.047	0.047	0.047
- Debt Charges	0.124	0.124	0.124	0.124	0.124
- Capital from Operating/Reserves	0.146	0.146	0.146	0.146	0.146
- Deficit/(Surplus)	0.000	0.000	0.000	0.000	0.000
- Other Fiscal Charges	0.065	0.065	0.065	0.065	0.065
General Government, Facilities, Other	0.201	0.201	0.201	0.201	0.201
Water Service (Based on HRWC Bill, not property tax)	0.000	0.000	0.000	0.000	0.000
Other Revenues	-0.273	-0.273	-0.273	-0.273	-0.273

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 1.6 cents to certain areas

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

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 377,932 (2003 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

HRM Statistics

HRM RDP: $11.1 Billion
Inflation (Municipal): 4.4%
Inflation (CPI): 1.8%
Population: 377,932
Population growth: 0.7 %
Household growth: 1.2%
Taxable Assessment: $23.5 Billion
Average Residential Assessment: $153,147

sector, and only 14% in the goods sector. Total employment in 2003 was about 194,000. The public sector is the largest employer with over 16,900 people working for the three levels of government (Federal, Provincial and Municipal). Personal income per capita in 2003 averaged $31,821 compared to the national average of $29,341. The total value of building permits in 2004 was about $568 million, an increase of 19.0% over 2003. Almost 3.0 million passengers came through the Halifax International Airport in 2003.

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:

- 1,550 kilometers of streets maintained
- 760 kilometers of sidewalks
- 825 park properties
- 481 playgrounds, 206 ballfields, 120 sports fields, and 11 arenas
- 192 transit buses, 17 Access-A-Buses 3 Community Transit Buses, and 3 ferries carrying 14.9 million passengers annually
- 119,000 households served with curbside organic waste collection
- 12 business and industrial parks housing 1,600 + companies
- 14 branch libraries lending 4.3 million items annually
- 3,669 building permits issued in 2001
- 2,000 + emergency and non-emergency calls handled by the 911 Centre each day
- 61 Fire Stations of which 43 are in the rural area
- 41 front line fire trucks in the urban area, and 111 emergency fire vehicles in the rural area
- 137 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 updated three-year Capital Plan with the 2005-2006 Capital Budget as Year 1. Years 2 and 3 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

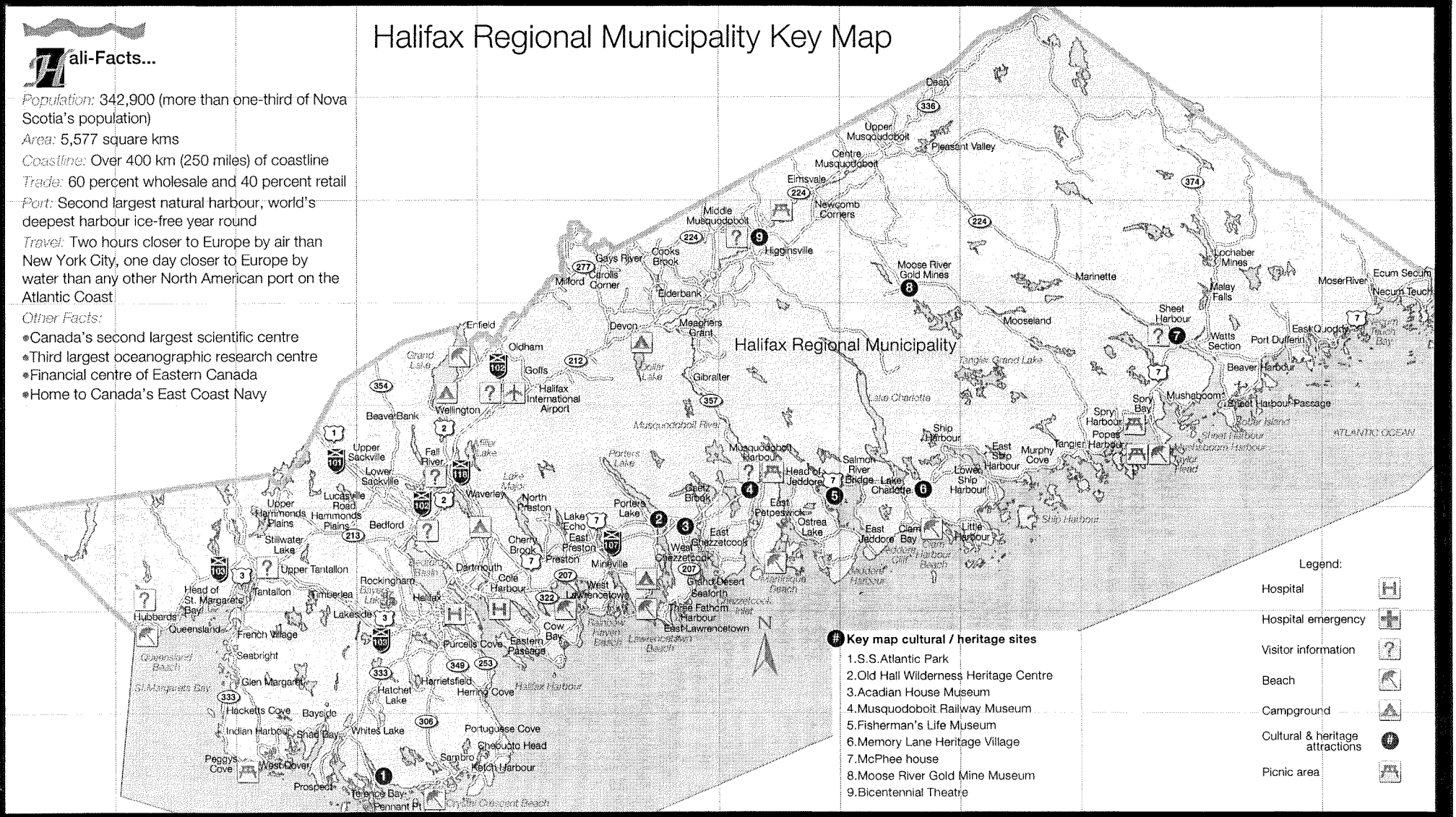
Trade: 60 percent wholesale and 40 percent retail

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:

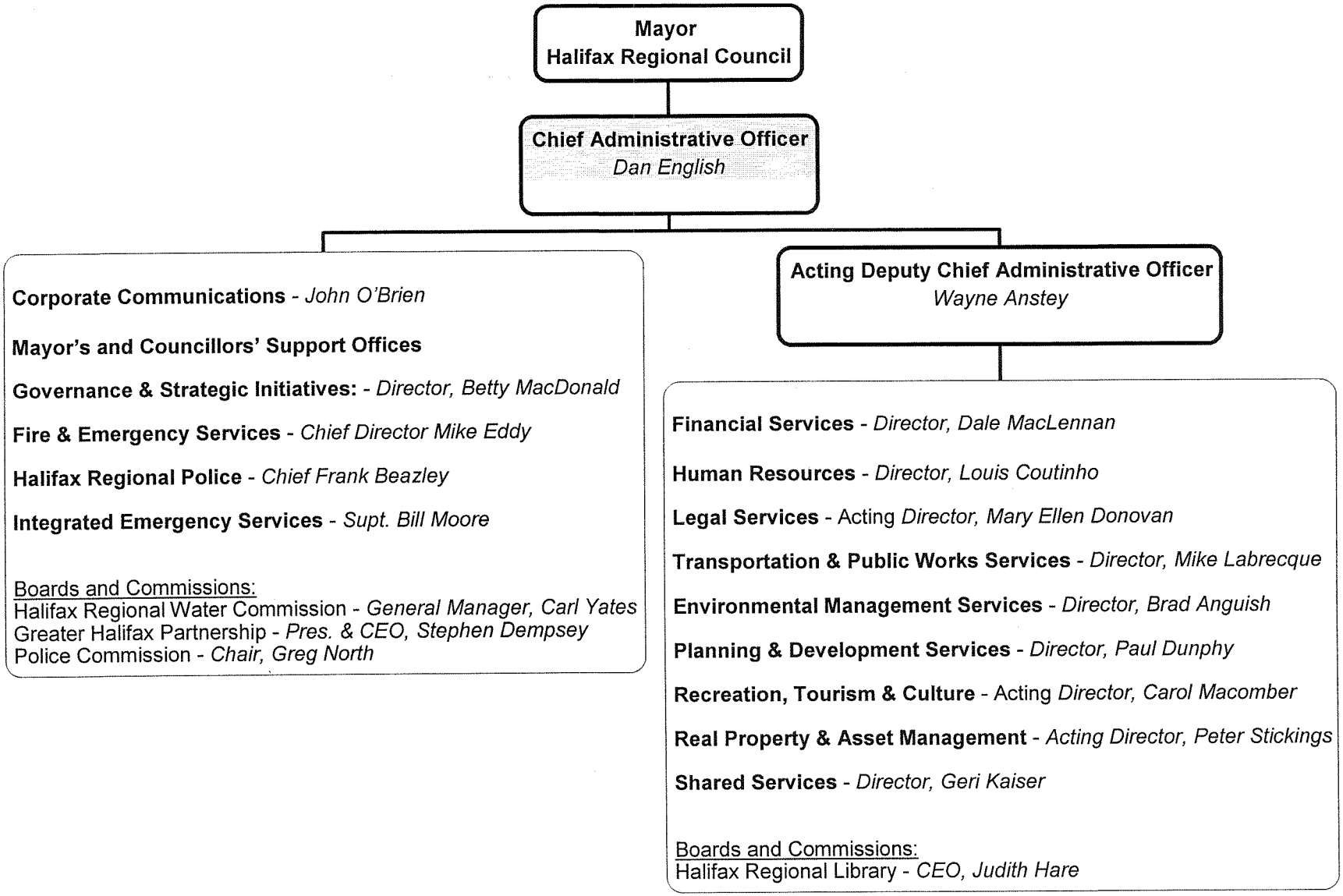
- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



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 were approved by Council on March 8, 2005. Area rates were approved by Council on June 14, June 28, and July 5, 2005.

Budget Summary

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

- The gross amount of the **Operating Budget** is $587.8 million, an increase of $37.6 million or 6.6% over the 2004-2005 Budget. This increase includes a $15.7 million increase in business unit costs and a $20.5 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 ($5.7 million), Capital from Operating ($4.0 million), Reserve Contributions ($2.3 million) and Operating costs for new Capital assets ($2.3 million).
- In the operating budget there are business unit revenues of $114.2 million. Non-departmental revenues are equal to $473.5 million.
- The gross amount of the **Capital Budget** is $214.1 million. In total, HRM will have to borrow $32.0 million to finance the capital budget. In addition, there is $30.8 million of capital from operating available of which $6.0 million is being transferred to the Solid Waste Reserve. About $850,000 of funding is budgeted to be provided from Crespool. There is approximately $103 million in Reserve withdrawals. An additional $4.3 million of capital projects are secured with local improvement charges and capital cost contribution charges.
- Cost sharing under the capital budget totals $29.8 million. Included within this HRM has budgeted to receive $1.5 million under the Canada-Nova Scotia Infrastructure Program towards the cost of beginning the Highway 111/ Portland Street Interchange as well as funds towards the Mainland Commons project. HRM has also budgeted to receive a

Key Assumptions in the Budget

Inflation (CPI): 1.8%
Inflation (Municipal): 4.4%
Population growth: 0.7 %
Household growth: 1.2%
Canadian $: $0.773 U.S.
HRM RDP: $11.1B
Oil per Barrel (WTI): $44.40
Diesel Fuel: 48.4¢*
Gasoline Fuel: 60.5¢*
Heating Fuel: 44.3¢*
Uniform Assessment (HRM): $23.5B
Uniform Assessment (NS): $56.3B
Education Rate: 35.10¢ per $100
Debenture Rate: 5.00%
Short-Term Interest Rate: 2.5%

* Under HRM price contracts

portion of the $60 million in funding provided by the Federal Government towards the Harbour Solutions Project.

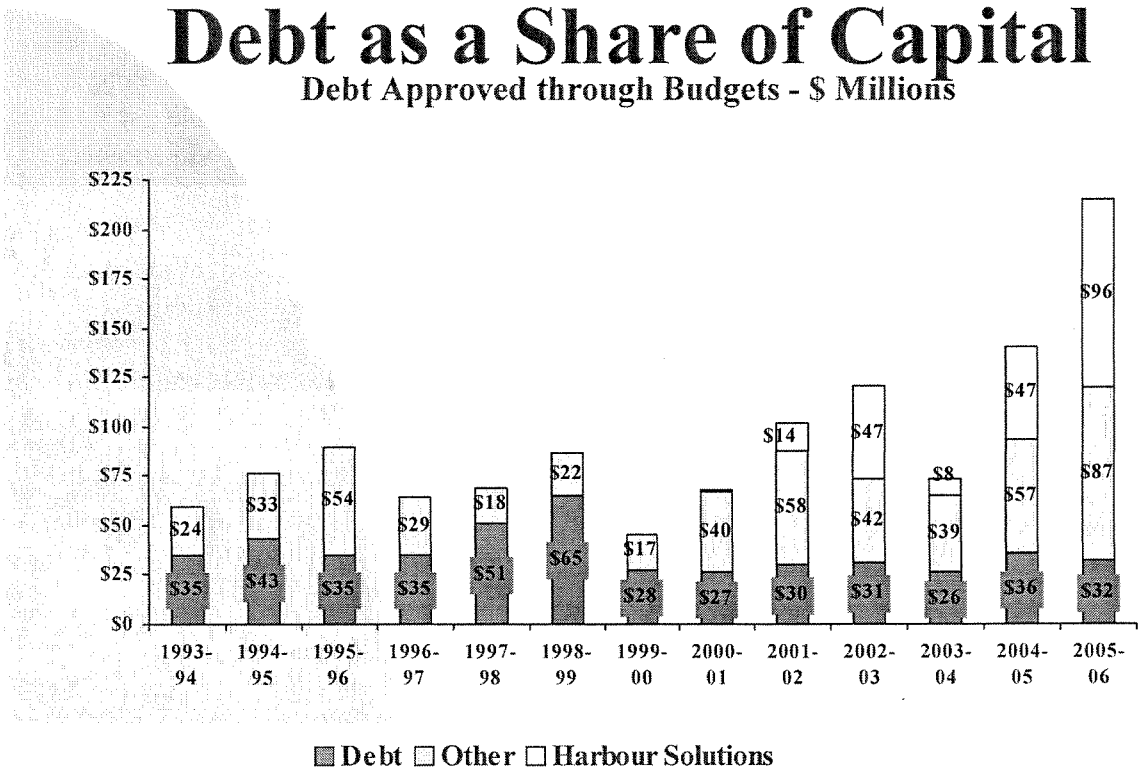
- **Reserve** balances are projected to decrease from $74.4 million to $55.8 million largely due to the Harbour Solutions Project. Reserves provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.As there is considerable uncertainty still involved, the projected closing reserve balances to March 31, 2004 outlined in this document are subject to change.

Key Assumptions

- HRM's residential general property tax rates will not change from the 2004-2005 rates. General Property Tax revenues will increase by $28.3 million.
- Debt charges for HRM are $41.2 million principal and $12.7 million interest for a total cost of $53.9 million. This represents 9.0% 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 2004-2005. This assumption has been included in the 2005-2006 operating budget.
- Mandatory Education has been calculated at the estimated uniform assessment of $23.5 billion times a Education rate of 35.10¢ per $100 of assessment. This produces a contribution amount of $78.3 million, an increase of $5.7 million over the 2004-05 budget. For 2005-06, it is proposed that Supplementary Education and Music and Arts Educationremain at the 2004-05 amount of $20.8 million.
- HRM has budgeted $30.1 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 Tax revenues will increase from $22 million to $29 million, a change of $7.0 million or 32% over last year's budget. The Deed Transfer Tax Rate will not change.
- In 2005-2006 HRM has estimated it will pay $4.4 million for its share of the cost of operating the provincial property assessment system.
- The Consumer Price Index (CPI) is expected to rise by 1.8%. 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 4.4%.
- The number of households will increase by 1.2% while population will increase by 0.7%.
- Interest from investments and taxes is estimated at $6.8 million, a decrease of about $500,000 or about 7.3%.
- 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 2005-2006.
- Under its pricing arrangements with vendors, HRM has budgeted for fuel prices of 60.5¢ for gasoline, 48.4¢ for diesel, and 44.3¢ for heating oil. HRM has assumed a US $44.40 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 Servicing Plan restricts the issuance of new debt to 80% of the debt retired in the same year. The goal under the Debt Servicing Plan 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 2004-2005 is estimated to be $289.4 million. By the end of 2005-06, it will be further reduced to an estimated $281.4 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 and then their budget.

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 February 22, 2005. Council will debate and amend the Budget at Committee of the Whole during the week of February 28 to March 4.

Concurrent with the approval of the budget is the setting of the property tax rates for 2005-2006. 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.

2005-2006 Business Planning and Budgeting Calendar

Step	*Description*	*Completed*
1	Staff make initial assumptions on priorities and budget envelopes	September 16th - November 25th
2	Business Units develop draft Business Plans and Budgets with objectives for 2005-06 which complement the outcomes under the four themes	November 25th- December 23rd
3	Presentation to Council on financial situation	December 7, 2004
4	Final Assessment Roll received from the Province. Revenue projections are revised.	December 31, 2004
5	The Corporate Scorecard Steering Committee review the draft Budgets and Business Plans, Theme Team Priority lists, the Operating and Capital Budget envelopes, and Strategic Initiatives.	January 4 - January 21
6	Program and Service Committee Review of draft Business Plans and their Implications.	January 24 - February 2
7	The Corporate Scorecard Steering Committee and EMT reviews the issues and challenges identified by the Program and Service Review Committee during the presentation and make necessary changes.	February 3-15
8	Information on Assessment "Cap" recieved from the Province	February 4, 2005
9	Staff update Business Plans, Capital and Operating Budgets based on direction from EMT.	February 3-18
10	Tabling of HRM Budget	February 22, 2005
11	Committee of the Whole Presentations and Debate	February 28 - March 4
12	Information Presentations to Community Council	February 28 - March 7
13	Council Approval of the Operating and Capital Budget and General Tax Rates	March 8, 2005
14	Council Approval of Area Rated Budgets and Tax Rates	June 14, 28 and July 5, 2005

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 an '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).

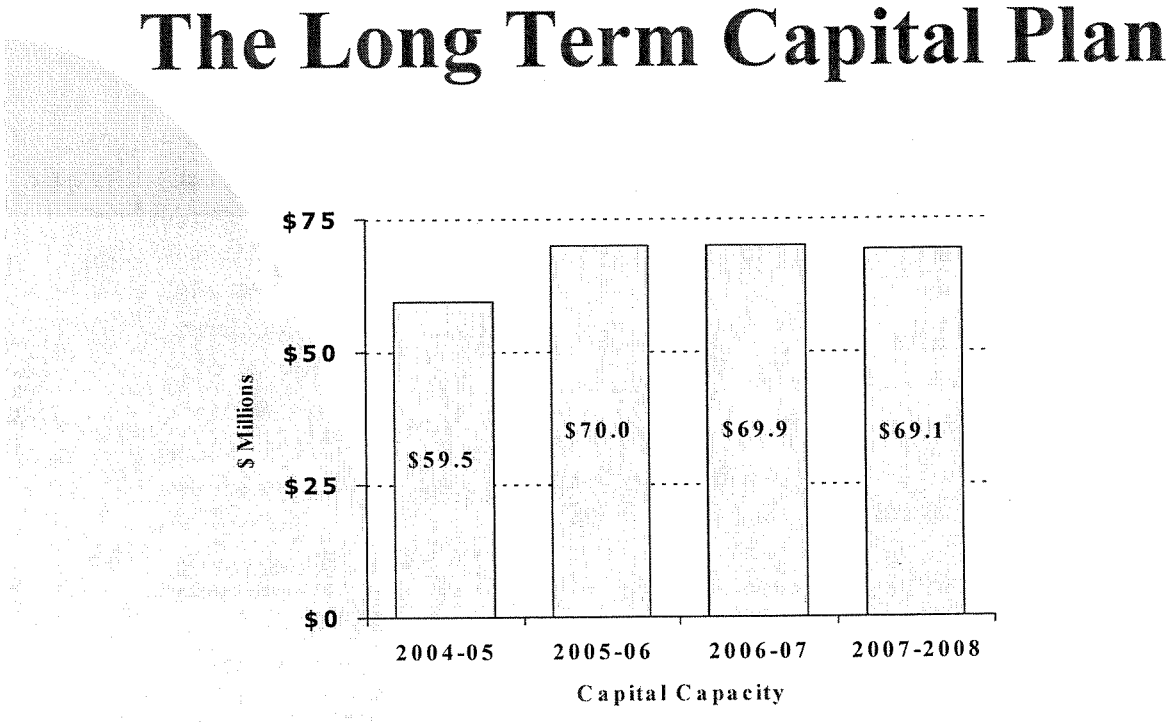
The method of budgeting follows the audited financial statements very closely. There are several minor anomalies. For instance, the Provincial Library Operating Grant is recorded in the budget as revenues for the library, and in the financial statements as non-departmental revenues. The budget generally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

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), Fire Services and Public Works and Transportation (Transit Services). In the financial statements filed with the Province, all debt charges appear in Fiscal Services. Area Tax 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



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; and
- 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 $36.7 million based on Year 2 of the 2004-2005 Capital Plan. This Capital Budget reduces that gap by an estimated $6.5 million to $30.2 million.

Of particular significance in this Capital Plan is increased funding for Roads and Streets, Traffic Improvements, Sidewalks, Parks and Playgrounds and Strategic Transit. In 2005-2006 these areas will see an increase of $11 million over the 2004-2005 Budget. This trend will be maintained in Years 2 and 3 of the Plan. There is also an increase of over $8 million (over 2004-2005) for Capital Reserves and other related capital requirements. These funds are found in the Operating Budget but are used to support the three year plan. The ability to provide for these increases is attributable to maintaining the general tax rates at their current level as well as anticipated funding from the Federal Gas Tax.

As was the case in 2004-05, Council is being requested to approve not only the Capital Budget for the coming year (2005-2006), but also approve *in principal* the detailed capital plans for the following two years (2006-2007 and 2007-2008). 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.

Significant Capital Increases

	2004-05 Budget	2005-06 Budget	Increase	% Change
		The Capital Budget		
Roads & Streets	12,933,000	15,917,000	2,984,000	23.1%
Traffic Improvements	3,639,000	6,572,000	2,933,000	80.6%
Sidewalks	2,218,000	3,146,000	928,000	41.8%
Parks & Playgrounds	2,965,000	4,961,000	1,996,000	67.3%
Strategic Transit	13,728,000	15,842,000	2,114,000	15.4%
Sub-Total	**35,483,000**	**46,438,000**	**10,955,000**	**30.9%**
Other Projects	23,972,000	23,524,000	(448,000)	-1.9%
Total	**59,455,000**	**69,962,000**	**10,507,000**	**17.7%**
		Included in the Operating Budget		
Operating Costs of Capital	623,000	3,965,000	3,342,000	536.4%
Strategic Growth Reserve	4,000,000	5,000,000	1,000,000	25.0%
Capital Surplus Reserve	0	387,000	387,000	-
Facilities Reserve (net)	0	500,000	500,000	-
CCC Reserve	0	450,000	450,000	-
Total	**4,623,000**	**10,302,000**	**5,679,000**	**176.2%**
Total	**40,106,000**	**56,740,000**	**16,634,000**	**47.6%**

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 funds in each of 2006-07 and 2007-08 to start implementing 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 some of the work required as a result of Hurricane Juan will last well into the 2005-2006 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 over $22 million with $11.7 million incurred in the 2003-2004 fiscal year and $10.1 million in the 2004-2005 fiscal year. Some costs are expected in 2005-2006. These costs have four sources of funding available:

- 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.

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; and
- the commercial tax base exists for the benefit of all HRM

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>

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 internal 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.

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.

HRM has recieved additional Federal Funding for the Harbour Solutions projects. In 2005-2006 the Capital Budget includes a portion of this funding.

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:

- $78.3 million budgeted as a mandatory contribution to the Halifax Regional School Board. This is an increase of over 30% since 1996-97, and represents 13.3% of the Municipality's total operating budget for 2005-06. The amount of the annual contribution is set by a formula established by the Province.

- 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 $7.2 million in 2005-06.

- 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 2005-2006 this is budgeted at $2.4 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 2005-06 contribution is budgeted at $4.4 million.

In 2005-06, the above mandatory Provincial costs make up $92.3 million or 15.7% of the total operating budget. This compares to $86.3 million or 15.7% of the total operating budget in 2004-05. HRM is concerned over it's lack of control in this area since the Province sets these costs. In addition 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.

- Property assessments in Nova Scotia reflect market values. In 2005 the Province instituted a "cap" on increases in the value of residential assessment. The cap is retroactive to the 2002 assessment year. The capped amount for each of the years from 2002 through 2005 is 15%, 15%, 10% and 10%. The cap reduces the residential property assessment by $95.4 million. This produces an estimated tax loss of $1.2 million.

Key Revenue Figures in the Budget

Residential Assessment : up $1.7 B or 10.4%
Commercial Assessment: $300 M or 6.3%
Residential General Tax Rates: no change
Commerctial General Tax Rates: decline of 1¢
General Property Tax Revenues: up $28.3 M
Deed Transfer Taxes: up $7.0 M or 31.8%

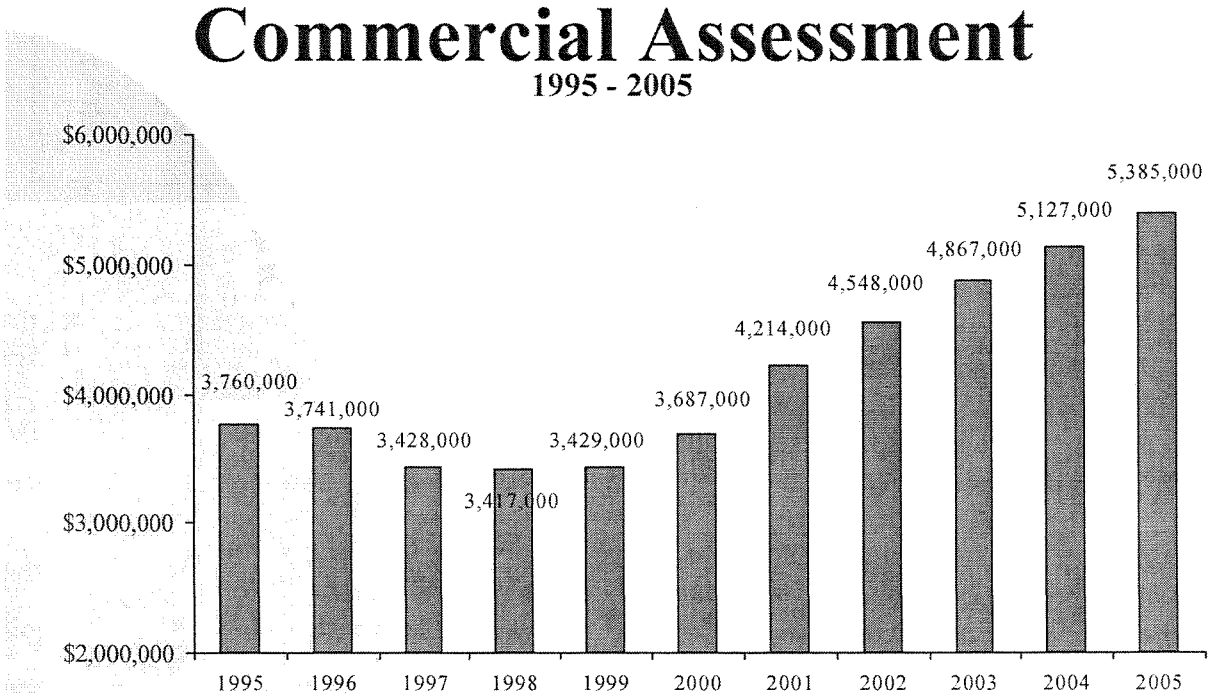
- In the 2005 assessment base, **Residential and Resource assessment** increased from $16.4 billion to just under $18.1 billion. The total increase was $1.7 billion or 10.4%. The average residential home in HRM increased in value from $142,400 to $153,150 or 7.6%. The remaining 2.8% of this increase was due to new properties. These totals were reduced by the Provincial assessment cap.

- 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 four of the last six years. As mentioned, 2.8% of the increase in assessment comes from new homes. The remaining 7.6% is due to re-assessments. Inflation is estimated at 4.4% of that 7.6% increase. Under its revenue strategy, HRM would normally reduce the general tax rate by 3.2% thereby taking only the portion of the assessment lift related

to inflation. In the 2005-2006 fiscal year, HRM has decided to maintain the general tax rates at their current level and use the funds for capital improvements. This has produced additional revenues of $11.4 million.

- **Commercial and Business Occupancy assessment** increased from $5.1 billion to nearly $5.4 billion. The total increase was $260 million or 5.1%. This compares to an increase of 4.1% in 2004, 7.3% in 2003 and 7.9% in 2002. 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.

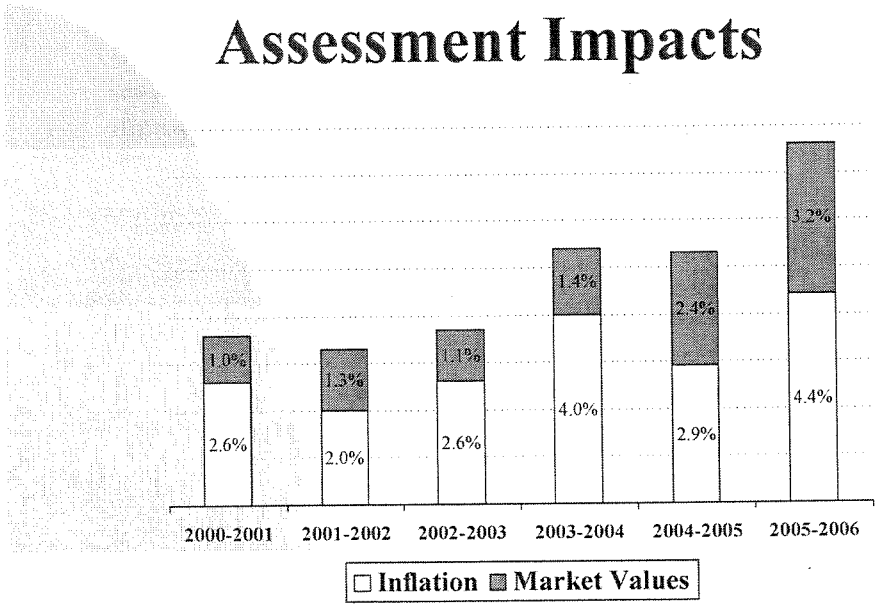
- General property tax revenues will increase by $28.3 million. This compares to 2004-05 when the tax rate was decreased by 2.4% over the previous year resulting in an increase of $14.8 million in general property tax revenues.
- While the average assessment has risen 7.6%, there is considerable variation in assessment changes. Over 40% of properties have seen a change of 5% or less. About 22% of properties have increases in excess of 10%. Nearly 8% of properties are waterfront properties. Their average assessment in 2005 was $176,800, an increase of 8.2%. A temporary tax credit of $2.5 million was approved for the 2005/06 year for. Eligible properties experienced an increase in assessed value in 2005 of more than 7.6% over the average of the two prior years assessed value. The tax credit is a temporary prorgam to allow for the development of a tax reform strategy.



Growth in Residential Assessment (All Properties) - 2004 to 2005
HRM Total

	Number of Properties	Percent Properties	Average 2004	Average 2005	Average Change
Declining	2,648	2.4%	196,854	173,569	-11.8%
0% to 5%	44,842	40.2%	136,462	141,066	3.4%
5% to 10%	39,287	35.2%	142,928	152,944	7.0%
10% to 25%	21,030	18.8%	151,496	172,541	13.9%
25% to 50%	2,807	2.5%	119,800	159,309	33.0%
50% plus	951	0.9%	111,627	227,211	103.5%
Total	**111,565**	**100.0%**	**142,375**	**153,147**	**7.6%**

Note: This average is based on properties with dwellings units for both 2004 and 2005. It includes different sizes and types of residential units.



General Property Tax Revenues ($000)

	Amount	Change	Percent
Residential Property Taxes	223,255	20,046	9.9%
Commercial Property Taxes	122,418	7,679	6.7%
Business Occupancy Taxes	45,146	293	0.7%
Resource Property Taxes	1,795	18	1.0%
Total	**$392,614**	**$28,036**	**7.7%**

- Allowance for Assessment Appeals has been budgeted at $1.0 million. Property tax revenues are included net of these appeals.

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

Residential General Tax Rates (per $100 of Assessment)

	Current Tax Rates	Approved Tax Rates	Change per $100	Percent Change
Urban	1.283	1.283	-	-
Suburban	1.182	1.182	-	-
Rural	1.176	1.176	-	-

- There is a slight decline in commercial tax rates. The residential assessment cap lowers residential assessment only. Hence, the impact of that decline has been fully attributed to residential assessment. 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	Approved Tax Rates	Change per $100	Percent Change
Urban	3.272	3.262	-0.01	-0.03%
Suburban	3.272	3.262	-0.01	-0.03%
Rural	2.999	2.989	-0.01	-0.03%

- 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 and several large property sales, Deed Transfer

Taxes are projected to total $32 million in 2004-05. It is anticipated that for 2005-06, Deed Transfer Taxes will level off at $29.0 million which is an increase of $7.0 Million or 31.8% over the $22 million budgeted for 2004-05.

- 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 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 Transportation and Public Works, and those for Solid Waste and Wastewater Treatment are allocated to Environmental Management Services. Some debt charges are included in Fire Services. The breakdown for debt costs is as follows:

Debt Indicators

Total Debt : $281.4 million
Debt Per Capita: $744 per person
Debt/GDP: 2.7%
Credit Rating: A
Debt Charges/Revenues: 9.0%

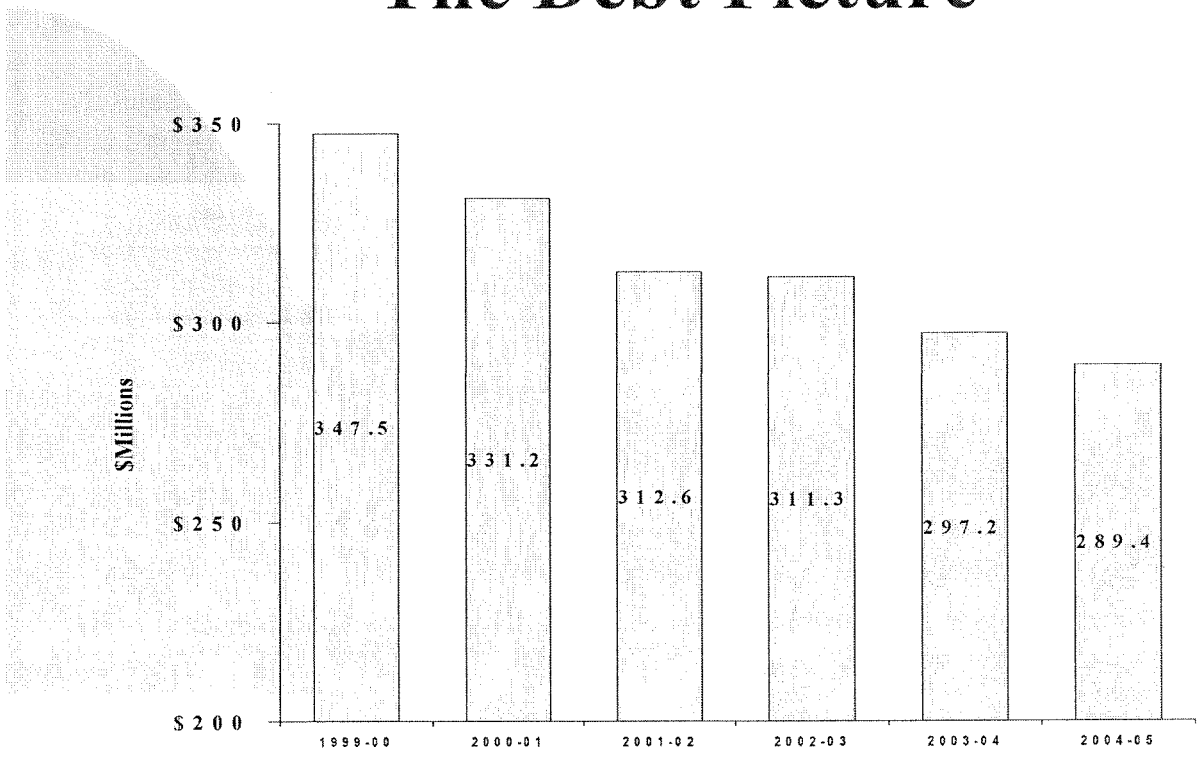
HRM Principal and Interest by Business Unit - 2005-2006

	Principal	Interest	Total
Fiscal Services	29,426,401	8,474,301	36,745,100
Metro Transit	3,999,576	1,497,058	4,203,400
Wastewater	1,282,853	439,727	1,787,400
Solid Waste	5,786,208	2,036,763	9,640,800
Other	703,326	274,809	660,400
Total	**$41,198,365**	**$12,722,658**	**$53,921,023**

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 $289.4 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 2005-2006 HRM will decrease its debt by $8.0 million. HRM's debt as of March 31st, 2005 is targeted to be $281.4 million. As part of its 2005-2006 budget, HRM intends to issue $31.9 million in additional debt.

The Debt Picture



Halifax Regional Summary

Summary by Gross Expenditures & Revenues

	2003-2004 Actual	2004-2005 Budget	* 2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Non-Business Unit Revenues						
M510 Property Tax	($358,288,834)	($372,361,900)	($373,014,520)	($397,920,200)	($25,558,300)	6.9%
Tax Agreements	(6,949,093)	(6,882,800)	(7,519,288)	(7,624,500)	(741,700)	10.8%
M520 Deed Transfer	(24,456,374)	(22,000,000)	(33,047,305)	(29,000,000)	(7,000,000)	31.8%
M530 Local Improvement Charges	(1,464,671)	(1,191,100)	(2,376,118)	(1,825,100)	(634,000)	53.2%
M540 Grants in Lieu	(21,528,667)	(21,952,600)	(21,052,050)	(21,142,200)	810,400	-3.7%
M560 Unconditional Trans.	(3,384,974)	(3,329,000)	(3,328,697)	(3,597,200)	(268,200)	8.1%
M570 Conditional Transfer	(103,631)	(103,600)	(98,303)	(103,600)	0	-0.0%
M550 Own Source Revenue	(14,574,777)	(13,622,000)	(12,567,685)	(12,351,100)	1,270,900	-9.3%
Total	**($430,751,022)**	**($441,443,000)**	**($453,003,967)**	**($473,563,900)**	**($32,120,900)**	**7.3%**
Expenditures						
Governance	9,011,983	$10,425,793	$10,455,491	$10,740,190	$314,397	3.0%
Integrated Emergency Services	4,507,512	4,800,435	4,774,988	6,210,490	1,410,055	29.4%
Environmental Management Services	52,376,174	52,856,480	53,438,006	52,628,366	(228,114)	-0.4%
Financial Services	8,698,815	8,966,777	8,895,004	9,120,158	153,381	1.7%
Fire & Emergency Services	39,003,281	40,600,469	40,673,435	42,738,300	2,137,831	5.3%
Halifax Regional Library	15,522,629	15,846,121	16,714,830	16,409,400	563,279	3.6%
Human Resources Services	3,030,119	3,753,831	3,581,373	3,887,470	133,639	3.6%
Legal Services	1,845,998	1,660,494	1,764,727	1,656,410	(4,084)	-0.2%
Outside Agency Support	4,395,451	0	4,527,190	0	0	-
Planning & Development Services	7,241,484	8,414,412	8,276,294	8,601,828	187,416	2.2%
Transportation & Public Works Servi	80,094,170	85,147,575	89,484,153	91,812,625	6,665,050	7.8%
Recreation, Culture & Heritage	15,660,457	16,711,304	17,579,485	16,747,623	36,319	0.2%
RCMP	15,897,110	16,348,000	16,448,549	16,235,110	(112,890)	-0.7%
Real Property & Asset Management	26,574,668	26,975,140	29,790,562	28,981,100	2,005,960	7.4%
Regional Police Services	40,546,735	41,789,787	43,693,302	43,482,250	1,692,463	4.0%
Shared Services	12,075,702	13,646,868	13,509,984	14,416,435	769,567	5.6%
Business Unit Totals	**$336,482,288**	**$347,943,486**	**$363,607,372**	**$363,667,755**	**$15,724,269**	**4.5%**
Fiscal Services	202,675,278	203,669,233	203,795,865	224,167,028	20,497,795	10.1%
Total	**$539,157,566**	**$551,612,719**	**$567,403,237**	**$587,834,783**	**$36,222,064**	**6.6%**

Business Unit Revenues

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Governance	(1,261,082)	($1,378,380)	($1,776,316)	($1,437,293)	($58,913)	4.3%
Integrated Emergency Services	(124,654)	(194,400)	(181,533)	(120,000)	74,400	-38.3%
Environmental Management Services	(24,047,326)	(22,912,097)	(23,745,755)	(23,828,251)	(916,154)	4.0%
Financial Services	(4,087,147)	(4,693,500)	(4,542,312)	(5,408,500)	(715,000)	15.2%
Fire & Emergency Services	(408,291)	(568,500)	(657,227)	(133,500)	435,000	-76.5%
Halifax Regional Library	(3,863,084)	(3,596,400)	(4,467,285)	(3,716,400)	(120,000)	3.3%
Human Resources Services	(3,428)	0	(36,518)	0	0	-
Legal Services	(24,619)	(24,000)	(91,772)	(24,000)	0	-0.0%
Outside Agency Support	(4,395,451)	0	(4,527,190)	0	0	-
Planning & Development Serv.	(3,662,611)	(3,589,922)	(3,614,527)	(3,750,303)	(160,381)	4.5%
Public Works & Transportation	(33,538,035)	(38,683,513)	(37,076,967)	(40,371,398)	(1,687,885)	4.4%
Recreation, Culture & Heritage	(6,717,825)	(6,429,117)	(7,578,440)	(6,658,738)	(229,621)	3.6%
RCMP	(74,501)	0	(105,043)	0	0	-
Real Property & Asset Management	(4,179,808)	(3,562,800)	(5,058,420)	(3,625,300)	(62,500)	1.8%
Regional Police	(2,329,612)	(2,056,500)	(3,065,837)	(2,075,200)	(18,700)	0.9%
Shared Services	(366,479)	(194,100)	(440,673)	(228,800)	(34,700)	17.9%
Business Unit Totals	**($89,083,954)**	**($87,883,229)**	**($96,965,816)**	**($91,377,683)**	**($3,494,454)**	**4.0%**
Fiscal Services	(22,296,381)	(22,286,490)	(21,851,400)	(22,893,200)	(606,710)	2.7%
Total	**($111,380,335)**	**($110,169,719)**	**($118,817,216)**	**($114,270,883)**	**($4,101,164)**	**3.7%**
Excess of Rev. over Exp.	**($2,973,791)**	**$0**	**($4,417,945)**	**($0)**	**($0)**	**0.0%**
Costs associated with Hurricane Juan, net of estimated recoveries	2,259,890		2,299,183			
Excess of Rev. over Exp.	**($713,901)**	**$0**	**($2,118,762)**	**($0)**	**($0)**	**0.0%**

** The 2004-05 Actuals were unaudited at the time of printing this budget book.*

Halifax Regional Summary

Summary by Net Expenditures

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Governance	$7,750,902	$9,047,413	$8,679,175	$9,302,897	$255,484	2.8%
Integrated Emergency Services	4,382,858	4,606,035	4,593,455	6,090,490	1,484,455	32.2%
Environmental Management Services	28,328,847	29,944,383	29,692,251	28,800,115	(1,144,268)	-3.8%
Financial Services	4,611,668	4,273,277	4,352,693	3,711,658	(561,619)	-13.1%
Fire & Emergency Services	38,594,990	40,031,969	40,016,208	42,604,800	2,572,831	6.4%
Halifax Regional Library	11,659,545	12,249,721	12,247,545	12,693,000	443,279	3.6%
Human Resources Services	3,026,691	3,753,831	3,544,855	3,887,470	133,639	3.6%
Legal Services	1,821,378	1,636,494	1,672,955	1,632,410	(4,084)	-0.2%
Outside Agency Support	0	0	0	0	0	-
Planning & Development Services	3,578,873	4,824,490	4,661,767	4,851,525	27,035	0.6%
Transportation & Public Works Servi	46,556,135	46,464,062	52,407,186	51,441,227	4,977,165	10.7%
Recreation, Culture & Heritage	8,942,632	10,282,187	10,001,044	10,088,885	(193,302)	-1.9%
RCMP	15,822,609	16,348,000	16,343,506	16,235,110	(112,890)	-0.7%
Real Property & Asset Management	22,394,861	23,412,340	24,732,142	25,355,800	1,943,460	8.3%
Regional Police Services	38,217,122	39,733,287	40,627,465	41,407,050	1,673,763	4.2%
Shared Services	11,709,223	13,452,768	13,069,311	14,187,635	734,867	5.5%
Business Unit Totals	**$247,398,334**	**$260,060,257**	**$266,641,557**	**$272,290,072**	**$12,229,815**	**4.7%**
Fiscal Services	180,378,897	181,382,743	181,944,465	201,273,828	19,891,085	11.0%
Total	**$427,777,231**	**$441,443,000**	**$448,586,021**	**$473,563,900**	**$32,120,900**	**7.3%**

Halifax Regional Summary

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	* 2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Expenditures						
Compensation & Benefits	$189,376,624	$195,801,971	$202,604,687	$209,575,994	$13,774,023	7.0%
Office Costs	7,282,849	7,309,172	7,876,900	7,303,713	(5,459)	-0.1%
Professional Fees	17,160,718	18,215,150	17,960,147	18,499,657	284,507	1.6%
Legal & Consulting Fees	1,418,729	1,366,749	1,147,878	1,451,857	85,108	6.2%
External Services	41,807,356	40,737,225	43,437,977	43,043,716	2,306,491	5.7%
Uniforms & Clothing	1,690,677	1,449,070	1,444,527	1,157,486	(291,584)	-20.1%
Salt	1,251,604	1,520,050	1,456,168	1,645,050	125,000	8.2%
Supplies & Materials	4,135,780	4,545,593	4,659,699	5,467,230	921,637	20.3%
Utilities	9,744,589	8,959,295	10,500,219	9,669,897	710,602	7.9%
Building Costs	2,133,692	3,813,894	4,230,831	4,326,661	512,767	13.4%
Equipment & Communications	14,549,622	13,254,343	14,330,760	12,578,776	(675,567)	-5.1%
Vehicle Expense	13,636,347	11,855,096	14,641,735	13,975,677	2,120,581	17.9%
Travel	934,919	1,178,341	1,149,149	1,264,550	86,209	7.3%
Training & Education	1,270,602	2,073,379	1,452,159	2,085,709	12,330	0.6%
Facilities Rental	6,438,734	6,730,866	7,005,841	6,763,070	32,204	0.5%
Advertising & Promotion	2,608,883	2,315,156	2,489,460	2,257,866	(57,290)	-2.5%
Other Goods & Services	7,603,224	8,991,832	7,696,309	13,300,397	4,308,565	47.9%
Interdepartmental	(1,031,890)	(742,950)	(765,425)	(409,983)	332,967	-44.8%
Debt-Interest	14,653,612	13,692,145	13,577,571	13,323,669	(368,476)	-2.7%
Debt Principal	37,463,791	39,798,857	39,684,781	41,029,551	1,230,694	3.1%
Transfer Outside Agencies	105,608,579	110,943,692	111,387,792	116,654,316	5,710,624	5.1%
Insurance Costs	2,671,357	4,212,945	3,413,678	4,287,945	75,000	1.8%
Grants & Tax Concessions	3,506,913	3,663,535	3,558,485	4,083,461	419,926	11.5%
Transfer to/from Reserves	21,101,468	17,288,050	20,591,034	18,934,075	1,646,025	9.5%
Fire Protection	7,467,444	7,524,000	7,823,303	7,524,000	0	0.0%
Capital from Operating	22,986,708	19,570,200	19,569,782	24,081,000	4,510,800	23.0%
Debenture Discount	162,429	199,900	199,935	222,000	22,100	11.1%
Provision for Allowance	1,372,057	3,720,128	2,702,775	2,520,207	(1,199,921)	-32.3%
Other Fiscal	291,483	797,500	1,117,825	1,017,500	220,000	27.6%
Prior year Surplus/Deficit	227,537	827,535	457,254	199,736	(627,799)	-75.9%
Total	**$539,526,438**	**$551,612,719**	**$567,403,237**	**$587,834,783**	**$36,222,064**	**6.6%**

Halifax Regional Summary

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	* 2004-2005 Actual	2005-2006 Budget	Budget	Change over %
Revenues						
Tax Revenues	(358,288,747)	(372,361,900)	(373,014,520)	(397,920,200)	(25,558,300)	6.9%
Deed Transfer Tax	(24,456,374)	(22,000,000)	(33,047,305)	(29,000,000)	(7,000,000)	31.8%
Area Rate Revenue	(26,258,472)	(26,283,184)	(26,910,489)	(26,867,931)	(584,747)	2.2%
Tax Agreements	(6,949,093)	(6,882,800)	(7,519,288)	(8,224,500)	(1,341,700)	19.5%
Payments in Lieu of taxes	(21,528,156)	(21,952,600)	(21,051,599)	(21,142,200)	810,400	-3.7%
Transfers from other Gov'ts	(9,893,131)	(9,873,400)	(10,218,826)	(10,014,880)	(141,480)	1.4%
Interest Revenue	(9,481,662)	(7,380,100)	(8,402,647)	(6,843,100)	537,000	-7.3%
Parking Meters	(1,815,497)	(2,989,900)	(1,724,492)	(2,000,000)	989,900	-33.1%
Fines and Fees	(4,384,599)	(4,986,900)	(4,895,172)	(5,737,500)	(750,600)	15.1%
Licenses & Permits	(3,979,865)	(4,007,322)	(4,075,147)	(4,110,422)	(103,100)	2.6%
Rental & Leasing	(3,939,957)	(4,230,252)	(4,881,870)	(4,376,300)	(146,048)	3.5%
Transit Revenue	(21,720,349)	(23,097,700)	(23,329,732)	(24,513,200)	(1,415,500)	6.1%
Sludge Tipping	(378,018)	(774,000)	(332,175)	(858,000)	(84,000)	10.9%
Tax Certificates	(548,783)	(550,000)	(555,690)	(565,000)	(15,000)	2.7%
Recreational Revenue	(2,531,293)	(1,944,492)	(2,710,797)	(2,929,256)	(984,764)	50.6%
Tipping Fees - Waste Resources	(11,045,728)	(10,940,317)	(11,161,688)	(11,105,000)	(164,683)	1.5%
Sales Revenue	(4,172,729)	(3,002,200)	(4,896,109)	(3,330,497)	(328,297)	10.9%
HRWC Dividend	(3,089,619)	(3,252,000)	(3,278,431)	(3,478,000)	(226,000)	6.9%
Waste Water Levies	(9,015,732)	(12,586,907)	(10,546,754)	(12,969,847)	(382,940)	3.0%
Environmental Protection Levies	(5,301,509)	(5,449,140)	(5,444,604)	(5,643,544)	(194,404)	3.6%
Other Revenue	(13,709,376)	(6,967,605)	(13,808,064)	(6,105,406)	862,199	-12.4%
Interdepartmental Revenue	(11,541)	(100,000)	(15,782)	(100,000)	0	-0.0%
Total	**($542,500,229)**	**($551,612,719)**	**($571,821,183)**	**($587,834,783)**	**($36,222,064)**	**6.6%**
Costs associated with Hurricane Juan, net of estimated recoveries	**$2,259,890**		**$2,299,183**			
Net Cost	**($713,901)**	**$0**	**($2,118,762)**	**($0)**	**($0)**	**0.0%**

** The 2004-05 Actuals were unaudited at the time of printing this budget book.*

Halifax Regional Municipality
Summary of Non-Departmental Revenues

Def. No.		2003-2004 Actuals	2004-2005 Budget	2004-2005 Actual	2005-06 Budget	Change over Budget	%
1	**Property Taxes:**						
1	Residential Property Taxes	(192,849,262)	(203,209,000)	(203,627,300)	(220,755,000)	(17,546,000)	8.6%
1	Commercial Property Taxes	(111,754,399)	(114,739,000)	(115,242,379)	(122,418,000)	(7,679,000)	6.7%
2	Business Occupancy Taxes	(43,824,424)	(44,853,000)	(44,415,033)	(45,146,000)	(293,000)	0.7%
3	Machinery & Equipment Taxes	(287,996)	0	0	0	0	-
4	Resource Property Taxes	(1,764,905)	(1,777,000)	(1,769,886)	(1,795,000)	(18,000)	1.0%
5	Recreational Non Profit	(9,589)	(8,500)	(10,069)	(8,500)	0	-0.0%
6	Resource Forest Taxes	(40,297)	(42,400)	(41,403)	(42,400)	0	-0.0%
7	Commercial Forest Taxes	(105,160)	(107,100)	(104,081)	(107,100)	0	-0.0%
1	Business Occupancy Openings	(1,076,746)	(1,200,000)	(1,212,178)	(1,200,000)	0	-0.0%
1	Business Occupancy Closing	855,108	760,000	1,143,301	760,000	0	0.0%
8	Fire Protection	(7,764,795)	(7,524,000)	(8,085,908)	(7,524,000)	0	-0.0%
1	Business Occupancy Appeals	122,401	0	108,987	0	0	-
17	Farm Acreage Taxes	(60,471)	(40,000)	(54,471)	0	40,000	-100.0%
9	Transfer - General Rate	86,600	95,000	86,000	78,800	(16,200)	-17.1%
10	Transfer - Urban Rate	185,100	283,100	209,900	237,000	(46,100)	-16.3%
	Total	**(358,288,834)**	**(372,361,900)**	**(373,014,520)**	**(397,920,200)**	**(25,558,300)**	**6.9%**
11	**Tax Agreements:**						
	Tax Agreement - NSLC	(1,187,340)	(1,187,000)	(1,500,987)	(1,501,000)	(314,000)	26.5%
	Tax Agreement - NSPI	(2,509,677)	(2,509,300)	(2,509,677)	(2,509,700)	(400)	0.0%
	Tax Agreement - MT&T	(3,931,850)	(3,959,500)	(3,988,287)	(3,951,500)	8,000	-0.2%
	Tax Agreement - Other	(435,382)	(470,000)	(400,326)	(395,300)	74,700	-15.9%
	Halifax International Airport Tax Offset	1,115,156	1,243,000	879,989	733,000	(510,000)	-41.0%
	Total	**(6,949,093)**	**(6,882,800)**	**(7,519,288)**	**(7,624,500)**	**(741,700)**	**10.8%**
12	**Deed Transfer Tax:**						
	Deed Transfer Taxes	(24,456,374)	(22,000,000)	(33,047,305)	(29,000,000)	(7,000,000)	31.8%
	Total	**(24,456,374)**	**(22,000,000)**	**(33,047,305)**	**(29,000,000)**	**(7,000,000)**	**31.8%**
	Area Rate Revenue:						
14	Capital Charges	(1,034,816)	(761,600)	(1,882,922)	(1,036,600)	(275,000)	36.1%
13	Area Rate LIC Residential	(376,754)	(376,400)	(443,311)	(651,400)	(275,000)	73.1%
13	Area Rate LIC Commercial	(53,101)	(53,100)	(49,885)	(137,100)	(84,000)	158.2%
	Total	**(1,464,671)**	**(1,191,100)**	**(2,376,118)**	**(1,825,100)**	**(634,000)**	**53.2%**
15	**Grants in Lieu:**						
	Grant in Lieu - Federal	(15,003,121)	(15,185,000)	(14,548,827)	(14,690,800)	494,200	-3.3%
	Grant in Lieu - Provincial	(3,969,225)	(4,050,000)	(3,953,855)	(3,951,500)	98,500	-2.4%
	Grant in Lieu - Canada Post	(427,839)	(435,000)	(441,053)	(441,100)	(6,100)	1.4%
	Grant in Lieu - CNR & DAR	0	0			0	-
	Grant in Lieu - Halifax Ports Corporation	(1,202,165)	(1,216,000)	(1,217,469)	(1,159,000)	57,000	-4.7%
	Grant in Lieu - CBC	(372,316)	(372,300)	(327,908)	(336,900)	35,400	-9.5%
	Grant in Lieu - Via Rail	(99,868)	(100,000)	(116,452)	(116,500)	(16,500)	16.5%
	Grant in Lieu - WCB	(152,161)	(152,300)	(149,546)	(149,500)	2,800	-1.8%
	Grant in Lieu - Other	(301,972)	(442,000)	(296,939)	(296,900)	145,100	-32.8%
	Total	**(21,528,667)**	**(21,952,600)**	**(21,052,049)**	**(21,142,200)**	**810,400**	**-3.7%**

Halifax Regional Municipality
Summary of Non-Departmental Revenues

Def. No.		2003-2004 Actuals	2004-2005 Budget	2004-2005 Actual	2005-06 Budget	Change over Budget	%
	Transfers from other Governments:						
16	Unconditional Grants NS (Other)	(3,384,974)	(3,329,000)	(3,327,538)	(3,597,200)	(268,200)	8.1%
16	Public Housing Amortization	(103,631)	(103,600)	(98,303)	(103,600)	0	-0.0%
	Total	**(3,488,605)**	**(3,432,600)**	**(3,425,841)**	**(3,700,800)**	**(268,200)**	**7.8%**
18	**Interest Revenue:**						
	Interest Revenue - Taxes	(2,008,698)	(2,200,000)	(1,711,708)	(1,800,000)	400,000	-18.2%
	Interest Revenue - Investments	(649,028)	(1,327,000)	(527,064)	(1,340,000)	(13,000)	1.0%
	Interest Revenue - Capital Charges	(361,094)	(200,000)	(390,786)	(350,000)	(150,000)	75.0%
	Interest Revenue - Other	(394,877)	(300,100)	(335,181)	(300,100)	0	-0.0%
	Investment Income	(6,067,964)	(3,353,000)	(5,458,004)	(3,053,000)	300,000	-8.9%
	Total	**(9,481,662)**	**(7,380,100)**	**(8,422,743)**	**(6,843,100)**	**537,000**	**-7.3%**
19	**Fee Revenue:**						
	Parking Meters	(551,404)	(1,552,400)	(329,278)	(553,000)	999,400	-64.4%
	Parking Rentals	(1,264,093)	(1,437,500)	(1,395,214)	(1,447,000)	(9,500)	0.7%
	Proceeds on Sales of Assets	(255)	0	(963)	0	0	-
	Total	**(1,815,752)**	**(2,989,900)**	**(1,725,455)**	**(2,000,000)**	**989,900**	**-33.1%**
	Other Revenue:						
20	Halifax Regional Water Commission Divide	(3,089,619)	(3,252,000)	(3,278,431)	(3,478,000)	(226,000)	6.9%
	Recoveries from External Parties	(1,181)	0	0	0	0	-
	NSF Cheque Fee	(17,520)	0	(14,660)	(10,000)	(10,000)	-
	Miscellaneous Revenue	(165,722)	0	876,259	(20,000)	(20,000)	-
	Other Interdepartmental Revenue	(3,321)	0	(3,816)	0	0	-
	Total	**(3,277,363)**	**(3,252,000)**	**(2,420,648)**	**(3,508,000)**	**(256,000)**	**7.9%**
	Total Non-Departmental Revenues	**(430,751,022)**	**(441,443,000)**	**(453,003,967)**	**(473,563,900)**	**(32,120,900)**	**7.3%**

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.

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 an 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 expected results of the initiatives and services provided. They are more than a simple accounting of activities. In many cases they reflect a perception or understanding, in other cases they are quite tangible. Council has identified the measures it will use to evaluate progress toward 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 in July 2004. Through a citizen survey, and other public sessions, citizens have told HRM they are most concerned with the policing of neighbourhoods and traffic, transportation (state of streets and roads, and public transit), and community priorities. The 05/06 Budget and Business plans address these issues directly, and increased resources in these areas are evident.

In the coming year, the Corporate Scorecard will continue to evolve. Discussion in the community around the scorecard report and HRM's programs and services will be undertaken, using a variety of forms. Work under each of the themes will continue to unfold, as progress is made towards the longer goals to improve the achievement of the outcomes. Workplans will be more fully developed as issues become better understood.

Following, for each theme, are the citizen and taxpayer outcomes, performance indicators, three year

goals, and objectives for 05/06. 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, with further explanation to 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

This past year, the Governance Theme Team focussed on the ways in which HRM engages the public in discussions around their views, needs and priorities. Currently, HRM seeks public input in a number of different ways, depending on the issue being explored. Some are formal, such as those required to support planning decisions, and some are less formal, for example the Regional Plan and Councillor-led public information meetings. As well HRM works with communities in a variety of ways to solve particular issues or to achieve specific outcomes; for example, the North Dartmouth Task Force and CANB, a task force dealing with the area bound by Cogswell, Agricola, North Park, and Barrington streets.

The Governance Theme Team is working in two primary areas: how to better solicit public input on issues being debated by Council; and how to better address the needs and priorities of communities and neighbourhoods. In addition, the Theme Team is looking at the involvement of women in municipal government, and the governance issue around shared jurisdictional areas, such as the Halifax Harbour.

Citizen and Taxpayer Outcomes and 2004 Scorecard Report

Outcome: ***Citizens feel they are making a difference/participating in the future direction of HRM***

- 9% of those surveyed attended a Council meeting or community meeting organized by HRM in the last year.
- 24% of those surveyed had contacted HRM with concerns or to obtain information about an issue or a decision.
- Of those who had contacted HRM, 76% completely agreed or mostly agreed they felt understood (31% completely); 89% completely or mostly agreed they were treated fairly (29% completely); 80% completely or mostly agreed they had sufficient information about HRM and its activities (21% completely).
- 60 people attended 9 roundtables on HRM's budget last fall, HRM received 29 e-mails regarded HRM's budget.
- Under HRM's Regional Planning exercise HRM received 53 papers from a variety of groups and organizations, 200 responses to the first workbook, and 1,100 responses to the second workbook, from groups, organizations and individuals. HRM staff are engaging 159

stakeholder organizations on a regular basis throughout the regional planning process. 709 residents attended the spring open houses on growth alternatives.

Outcome: ***Citizens are satisfied that HRM vision and priorities have been implemented***

- 65% of citizens surveyed completely or mostly agreed that Halifax Regional Council has set clear priorities for the future of HRM (8% completely).
- 23% mostly disagree, and 4% completely disagree there are clear priorities.
- 10% of those surveyed did not know or had no answer with respect to Council having clear priorities.

Outcome: ***Citizens believe HRM works with other levels of government to improve service delivery***

- 51% of citizens surveyed felt that HRM is doing an excellent or very good job working cooperatively with the Government of Nova Scotia in promoting the best interests of HRM residents, and 41% only a fair job.
- 48% of citizens felt that HRM is doing an excellent or very good job working cooperatively with the Government of Canada in promoting the best interests of HRM residents, and 40% only a fair job.

Outcome: ***Citizens are confident in the governance and management of HRM***

- 79% of citizens surveyed indicated they were completely or mostly satisfied with the service provided by Halifax Regional Council (5% completely). 10% did not know.
- 73% of citizens surveyed are very or somewhat confident that HRM is managing its finances in a responsible manner (12% very).
- 17% of citizens surveyed are not very confident, and 5% are not confident at all that HRM is managing its finances in a responsible manner.
- 16% of citizens surveyed felt that HRM has too many regulations and 61% felt there is about the right number. 8% thought there were too few.
- 81% of citizens surveyed were very or somewhat confident they would be able to contact their elected representative if needed (39% very). Those under 34 years of age, were slightly less confident.

Outcome: ***HRM has sound financial management practices***

- HRM's Reserves represent 14.1% of its gross operating expenditures (10.1% not including Pollution Control reserves).
- Standard and Poors has awarded HRM an A (stable) rating.
- HRM's debt service ratio, the percentage of its budget used for debt payments, is 9.7%.
- HRM's capital budget includes 31.4% from operating expenditures, not from debt.

Goals and Objectives for 2005/06

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 community input into the community planning and HRM decision-making process, such as issues being considered by Council and the Regional Plan - Governance
- Enhanced survey capabilities on the HRM website - Shared Services
- Additional support to the Councillors and the Mayor's Office - Governance
- Development of a best practices guide for public participation- Governance

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:

- Work with new Provincial assessment entity to improve data integration between assessment records and property / land records in order to improve and simplify the exchange of property/assessment data between the Province and HRM - Shared Services
- Development of a government relations plan for HRM - Governance
- Development of an HRM-wide economic strategy - Governance
- Development of an MOU with Metro Universities - Governance

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:

- Coordination of HRM priorities with provincial/federal partners, in particular in the areas of immigration, economic development, environment, energy and regional planning - Governance
- Position Capital Commission to lead programs which promote the Capital City and access appropriate external funding - Governance

- Proactive approaches to seeking new federal and provincial funding and / or partnerships - Governance
- Develop Hosting Plan for other municipalities and partner agencies - Shared Services

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:

- Develop a Revenue Strategy which responds to the Regional Plan recommendations, conclusions from the tax (residential and commercial) burden project and the elimination of the Business Occupancy Tax, and which ensures sustainable and appropriate revenue sources for HRM's short, medium and long-term needs. - Finance
- Proposal to the province for a new governance model and enabling legislation - Legal Services

THEME: EXCELLENCE IN SERVICE DELIVERY

In support of Excellence in Service Delivery, the Theme Team is undertaking the development of a corporate customer service strategy, a review of association, boards and commissions and a review of issues that contribute to the quality of the workplace; internal communications, accommodations and diversity.

As well, the Theme Team coordinates and monitors a number of the organization's major projects dealing with service delivery, such as SAP/HR; Land Information System code enforcement, and Asset Management. It also monitors workplace issues such as occupational health and safety and succession planning, as well as a number of business unit specific initiatives, for example, implementation of the Recreation Tourism and Culture on-line registration system, by-law enforcement issues, and the operational review of Roads and Streets, Technical and Underground services and Right of Way services.

Citizen and Taxpayer Outcomes and 2004 Scorecard Report

Outcome: ***Citizens are satisfied with the levels of services received from HRM***

- 87% of those surveyed were completely or mostly satisfied with municipal services (8% completely).
- 11% were mostly dissatisfied and 2% were completely dissatisfied. Of those who expressed

dissatisfaction, 36% were concerned with street and road repair and paving; snow plowing was mentioned by 19%, and Metro Transit by 17%.

- Budget consultations held in the fall of 2003 raised the issue of communities not being recognized as part of the larger Municipality, and that decisions needed to be more community based.

Outcome: ***Citizens are satisfied with the quality of services received from staff and Council***

- Overall, 79% of the citizens surveyed were completely or mostly satisfied with the service provided by HRM Regional Council (5% completely).
- Overall, 85% of the citizens surveyed were completely or mostly satisfied with the service provided by HRM staff (9% completely).
- A random sample of 400 HRM call centre clients found 98% rated their experience as good to excellent.

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

- 63% of citizens surveyed completely or mostly agreed they received good value for the level of property taxes they pay (6% completely).
- 28% mostly disagreed, and 6% completely disagreed they received good value for property taxes

Goals and Objectives for 2005/06

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

OBJECTIVES:

- Implementation of a Corporate Customer Service Team to facilitate customer service oriented issues that impact HRM effectiveness - Human Resources
- Development of a strategy to improve service delivery, focusing on a customer service culture, quality standards, customer care and Integrated City - Human Resources
- 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:

- Continued discussion and enhancement of HRM's Corporate Scorecard - Governance
- Implement service standards for revenue collection - Finance
- Develop a revenue strategy which ensures sustainable and appropriate revenue sources for HRMs short-, medium- and long-term needs - Finance
- Complete the review and revisions of management agreements for HRM facilities - Finance, Real Property

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
- On-line permit applications through dynamic portal and remote hand-held functionality - Planning & Development

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: Delivery of standards, methodologies, and multi-year strategies regarding integration of HRM's technologies, processes and information for improving the delivery of services- Governance
- Continued integration of police services - HRP, RCMP
- Restructure snow and ice program - Transportation & Public Works
- Implement the HRM web portal technology solution and deliver the first "pilot" service through the new web portal technology - Shared Services
- Continue the gradual improvement of HRM's web presence and delivery of services through the Intranet/Internet - Shared Services
- Deliver Phase I of the Corporate Records/Document Management project - Shared

Services

- Complete the review and revisions of management agreements for HRM facilities - Finance, RPAM
- Implement phases 3 & 4 of the transit fleet operational review (performance reporting, addressing employee issues, completing information and data management projects) - Real Property
- Assess the first year of on-line and touch-tone registration for recreation programs, and establish operating and communications procedures - Recreation, Tourism and Culture
- Development of more effective and rationalized by-laws as well as more punitive measures - Legal Services

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
- Roll out of new recruitment practices for HRM. Recruitment practices that will align with the future needs of this organization. This will include revised policies pertaining to internal hires, developmental opportunities for employees, better screening and interviewing processes and ensuring that qualifications for positions are not overstated. - Human Resources
- Succession planning - coordinated efforts with business units to create a pool of qualified leaders - Human Resources, Public Works, Real Property, Legal Services, Planning & Development, Police
- Organization management, training & events modules - Human Resources
- Continue to improve job prospects for the disabled community, new immigrants and members of other diverse communities - Human Resources
- Establish a volunteer database to allow RTC to more effectively identify and respond to the networking, training and promotion needs of volunteers throughout HRM - Recreation, Culture and Tourism
- Enhanced Apprenticeship program - Real Property
- 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
- Establish a plan to provide safe drinking water at all fire stations and community halls - Fire

- Roll out of revamped Health and Wellness Programs and services to the organization, as well as educational programs and training on workplace safety - HR / Fire
- Roll out of local government leadership (LGL) competencies for all management positions - Human Resources

THEME:
HEALTHY SUSTAINABLE VIBRANT COMMUNITIES

As part of HRM Corporate Scorecard Initiative, the Healthy, Sustainable, Vibrant Communities (HSVC) Theme was designed in order to bring to the forefront any strategic issues related to having a clean & healthy environment, cultural vibrancy, a robust economy and sustainable land development practices.

Now that the corporate scorecard business planning & budgeting process is established, the key blazing a path forward for HSVC is in formulating a *Strategy Map* whereby all of the various strategic outcomes are documented and broken down into their respective components. From this mapping process the theme team will be able to determine strategic priorities.

In 05/06 the theme team was able to secure funding on a number of issues such as bus rapid transit, bikeways & trails expansion, a community energy program, and a hosting strategy for major events. In addition, the theme team is currently addressing issues such as formalizing a HSVC performance measurement reporting process, integrating the Regional Plan goals & objectives, a comprehensive Youth Strategy, and an economic strategy for the municipality.

Citizen and Taxpayer Outcomes and 2004 Scorecard Report

Outcome: ***Desirable and attractive places to work, learn, play and live***

- 95% of HRM citizens surveyed completely or mostly agreed that HRM is a great place to work, learn, play and live (32% completely).

Outcome: ***People and goods can move easily throughout the municipality***

- 89% of citizens surveyed felt completely or mostly satisfied with their average commute time to get to work (37% completely), 11% were completely and mostly dissatisfied.
- Citizens were less satisfied with the ease with which they traveled throughout HRM to conduct their day-to-day activities.
- 77% of citizens surveyed spent on average 30 minutes or less commuting to work.

- 5% of those surveyed work from home or don't commute to work.
- Conventional transit and ferry ridership has increased by slightly over 11% in the last four years
- During Regional Planning consultations, the public identified three top priorities to enhance transportation - rapid transit on major commuter routes; increased frequency and improved service on existing public transit.

Outcome: ***Preservation of the environment***

- Solid waste diversion rate is 53.6% over 1989 baseline. Reviewed waste characterization of material going to landfill, and the level of unacceptable material is too high.
- Baseline GHG emission inventories (1996/7) in CO2 equivalents: 98 million kg in total, 48% from buildings, 30% from fleet, 15% from street lights.
- Baseline data average coliform level in Harbour - 700 coliforms/100ml (compare to swimming guidelines of 200, the goal of the Harbour Solutions project).

Outcome: ***Attraction of new businesses, retention and growth of existing businesses***

- Commercial assessment increased from $4.8 billion to just over $5 billion in 2004.
- Commercial assessment is rising, but at a decreasing rate.
- Value of commercial building permits has been flat from 1991-2002: In 1991, a commercial building permit was $62 million, in 2001 it was $59 million, and in 2002 it was $67 million

Outcome: ***Development is appropriately planned and fiscally sustainable***

- Capacity gap in 2003/4 was $32.2 million.
- 35.8% of capital budget funded by debt.
- Regional plan is being developed.

Outcome: ***Tax burden is balanced and competitive***

- The 2004-2005 tax rate decreased approximately 2.4%.
- Most residential assessment in HRM increased. The average residential tax bill in HRM increased 3% in the urban area, 1.1% in the suburban area, and 2% in the rural area. This compares to CPI of 1.6%.
- Residential taxes are estimated at 1.9% of income.
- Per Capita Residential taxes are $537.
- Commercial taxes account for $159.8 million estimated at 1.5% of Gross Domestic Product

Goals and Objectives for 2005/06

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
  - Corporate Climate Change Strategy
  - Mainstream pesticide bylaw
  - Solid waste monitoring and diversion, including source separation
  - Implement various green initiatives
- Stormwater & Wastewater Infrastructure - Environmental Management Services
  - Harbour Solutions project continuation
  - Pumping station upgrades
  - Water/sewer service extensions: Herring Cove, Prince's Lodge, Armshore, Lively (Study & I/I), Beaver Bank
  - Upgrade Aerotech STP and construct Central Biosolids Dewatering Facility
- Stormwater & Wastewater Infrastructure Management - EMS
  - Implement and refine 25-year Stormwater and Wastewater management plan
  - Wastewater management studies: Eastern Passage, Mill Cove, Halifax sewersheds
  - Sustainable funding strategy for Stormwater and Wastewater services and infrastructure.
  - Manage development of new sewer infrastructure projects, including joint water projects with Halifax Regional Water Commission
  - Reduce the accumulation of ice on streets
- Implementation of energy performance initiatives under the greenhouse emission policy - Real Property
- Initiate source separation of waste in HRM buildings - 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
- Completion of Urban Forest Master Plan - Real Property
- Bylaw Integration and Rationalization - EMS
- Continue to restore parks, properties and infrastructure damaged by Hurricane Juan - Real Property

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
- Development of long term infrastructure plan - Real Property, Transportation & Public works, Financial Services, Governance
- Continue to provide leadership and coordination in implementing the Capital District Streetscape guidelines and plans developed in 03/04 - Governance
- Develop municipal economic development strategy, service agreements with GHP, HRDA as appropriate - Governance
- Halifax Waterfront development plan - Planning & Development
- Implement proactive enforcement of proposed Sign Bylaw - Planning & Development
- Underground wiring - Planning & Development
- Support community-based efforts to reduce homelessness and increase the supply of affordable housing - Planning & Development

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.

OBJECTIVES:

- Streetscape improvements to Herring Cove road, Portland Street, Sackville Drive - Governance
- Dedicate resources to the implementation of the HRM Indoor Recreation Facilities Master Plan (Mainland Commons Recreation Centre; East Dartmouth Recreation Centre) - Real Property & Recreation, Tourism and Culture (RTC)
- Support for all weather sports field in Eastern Region - Real Property
- Increase investment in regional trails -Governance
- Increase investment in parks and playgrounds - Real Property
- Establish new skateboard facilities - Real Property
- Based on customer feedback surveys, implement strategies to address key customer concerns to improve satisfaction with athletic fields and other properties, including the implementation of the Preventive Maintenance program - Real Property
- Continue upgrade of remaining playgrounds as per national safety standards - Real Property
- Development of a comprehensive approach for children and youth - RTC

- Support community-based efforts to reduce homelessness and increase the supply of affordable housing - Planning and Development
- Begin implementing a new model for the delivery of Visitor Information Services in HRM's Capital District - RTC
- Establish a bike route along the Bedford Highway - TWP

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

OBJECTIVES:

- Continuation of the capital district plan for capital improvements including: Phase II of the Urban Design Strategy; an 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
- Public Gardens enhancement - Governance
- Designate and secure building site for a replacement for the Spring Garden Rd. Public Library - Library
- Maintenance and upgrades at local libraries to maintain current operations - Library
- Review existing facility management agreements for recreation, heritage and cultural facilities - RTC, Real Property
- Finalize and begin implementation of the HRM cultural policy and plan - RTC
- Implement the next phase of the HRM Special Spaces and Places Program - RTC
- Restoration of Needham memorial bells - RTC

GOAL:	HRM has an effective transportation system

OBJECTIVES:

- To establish a Capital Region Transportation Authority - Transportation & Public Works (TPW)
- Initiate a number of road improvements (see Regional Plan) - TPW
- Preparation of an Active Transportation Plan - TPW
- Bus Rapid Transit: new commuter service linking Sackville, Cole Harbour and Burnside to downtown area - TPW
- Expanded transit and ferry service, including U-Pass for Dalhousie University, a number of new routes, stations and corridors for bus transit, and the plan for a fast ferry service - TPW

THEME: SAFE COMMUNITIES

The Safe Communities Theme Team has been working in a number of areas. Currently, HRM has a number of initiatives supporting the development of safer communities through education and promotion of safety. The Team is looking at how these can be better integrated and resourced. As well the Team has been looking at how it can provide a better response to communities experiencing safety concerns, and is facilitating the work of the Community Response Action Team. Other discussions of the Theme Team have been around the use of by-laws to better enhance public safety, the link with the Regional Plan, the need to address safety and risk management in the workplace, and the need to be proactive in terms of anticipating responses to various types of emergencies.

Citizen and Taxpayer Outcomes and 2004 Scorecard Report

Outcome: ***Citizens feel safe***

- 93% of citizens surveyed felt completely or mostly safe, overall, in HRM (21% completely). Those with less than high school education were more likely not to feel safe.
- 95% of citizens surveyed felt completely or mostly safe in their community (35% completely).
- 99% of citizens surveyed felt completely or mostly safe in public buildings (47% completely).
- During Town Hall meetings hosted by HRP and RCMP, the public generally expressed concern around youth, traffic safety, illegal use of ATVs, police visibility and community involvement.

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

- Fire Services inspected 1,864 properties - 1,297 commercial and 558 residential.
- 3,451 vehicle collisions reported in 2003.
- 1,156 liability claims were made against HRM in 2003 (excluding Hurricane Juan).
- 28,000 Code Compliance inspections on 5,300 properties in 2003.
- 24 km of new road infrastructure taken over by HRM in 2003.

Outcome: ***Timely & appropriately emergency response***

- 94% of citizens would call 911 first in the event of an emergency such as a house fire or crisis medical situation.
- 12 % of those surveyed required HRP to respond to an emergency. 84% were completely or mostly satisfied. Male respondents, and those with less than high school education were more likely to be mostly dissatisfied. Respondents in Bedford/Sackville were most satisfied, while those in Dartmouth were the least satisfied.
- 6% of those surveyed required Fire to respond to an emergency. 100% were completely or mostly satisfied.

- HRP received 119,420 calls: 32,134 of which were of greatest urgency, where average response time was 5.12 minutes.
- RCMP received 47,475 calls: 14,617 were of greatest urgency. Average response time for all calls, including both non-emergency and emergency, was 15.14 minutes.
- Fire received 15,731 emergency calls: 12,016 emergency calls in the urban core were responded to in 5 minutes, in the rural areas in 15-20 minutes.

Outcome: ***Reasonable amount spent to maintain buildings, properties and infrastructure***

- Last year's capital budget included $55 million for maintaining streets, roads and sidewalks; $35 million for sewer and waste systems; and $9 million for maintaining parks and buildings (less than 1% of plant replacement value).
- Last year, HRM incurred 121,000 hours of labour maintaining our streets ($3 million in labour costs).
- Similarly, HRM incurred 162,000 hours of labour for snow and ice removal ($5 million in labour costs).

Goals and Objectives for 2005/06

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
- Review the current situation in HRM regarding our response to emerging community safety issues and non-urgent issues that impact a community's sense of safety - Fire
- Complete Year 3 of civic address corrections plan and develop the implementation plan for database maintenance - Shared Services
- Implement the first phase of a dedicated traffic unit for HRM - HRP
- Implement a HRP Community Response Unit - HRP
- Sidewalk snow removal program for all intersections - TPW
- Funding increase for program to assist eligible seniors - TPW

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

OBJECTIVES:

- Ensure effective and integrated dispatching of emergency service agencies within HRM -

Integrated Emergency Services

- Council approval of response coverage standards, and phased-in approach to implementation - Fire
- Final implementation of the Master Plan and three subset plans - Fire / EMO:
  1. Emergency Evacuation
  2. Telecommunications
  3. Public Information
- Enhance Medium Urban Search & Rescue to Heavy - Fire
- Revise the HRM Disaster Recovery plan with a view to reducing service resumption times - Shared Services
- Explore, identify, and implement efficiencies from the HRM Police Services Review - HRP, RCMP
- Establish new police training facility - Real Property

Integrated City

Description:

Integrated City 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.

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.

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 - Enterprise Architecture defines the requirements (applications, data, technology and telecommunicatons) for HRM's services, and service delivery model. This project allows for project management standards, technology service level agreements, a change management strategy, and a multi-year plan to integrate disparate technologies, information and processes. It also includes a plan to develop smart card technology.

Revenue Tool Replacement - This project will 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 (e.g. false alarms, unsightly premises fines and other revenue streams).

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).

Land Information System - Integrate the pavement management system into the Asset Management Plan., expansion of the Customer Service Module including EMO, and delivery, application, payment, approval, and receipt of basic building permits and service requests 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.

Corporate Records / Document Management System - Address identified electronic record / document management needs within the HRM organization through a corporate records management system. Implementation of the system will proceed on a phased basis, commencing in 2005/06 with Legal Services documents/ records and electronic staff reports and studies within the Clerks Office.

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

AVL, Go-Time and Non-emergency Voice Radio - Project will meet the vehicle tracking and communications requirements of Transit, Streets & Roads, TUGS, Parks, and Recreation, and provide a new public transit traveler information system.

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.

Achievements 2004/2005

- First release of Enterprise Architecture (technology and information strategies and standards to support HRM service delivery model) on schedule for release in April, 2005;
- HR has assumed lead role in developing the corporate change management plan, as indicated in presentation to Program and Service Review on Feb 2. IC will provide support as required;
- Ongoing formal monthly status reports to the IC Steering Committee, and quarterly meetings with project leads to discuss project details, areas of concern, opportunity, etc.
- The IC website is currently being revised to provide up to date information on all IC project deliverables, activities, etc. The new site will be available mid February. General communications on the project have included a mail-out to all HRM staff and an article in the HRM Newsletter.

In addition to the above, the following have been delivered:

- A corporate Project Management Methodology and associated templates have been developed and adopted as the standard for HRM. The content has been integrated into the HR training program, with the first course on methodology offered in February.
- A Service Delivery Governance Model for the has been developed and approved by SMT to provide a standard process for the identification, evaluation, approval, and prioritization of new strategic initiatives. This model has been designed to be fully compatible and integrated with both the Project Management Methodology and the Enterprise Architecture.
- 2 corporate Needs Assessments (document management, Automated Vehicle Location) were completed.

Objectives 2005/2006

1. Work more closely with SMT to refine and apply the Service Delivery Model and the supporting strategies (enterprise architecture) within HRM.
2. Enhance the understanding of Integrated City and it's service culture to HRM staff, management, and Council through improvements in approach, modes, and frequency of communication.
3. Maximize awareness and integration opportunities through more comprehensive coordination and reporting of strategic projects.
4. Improve HRM's ability to deliver projects through an integration of the methodologies, models, and processes that have been developed as part of Integrated City into the corporate orientation, training and awareness programs offered by the HR business unit.
5. Support the Theme Teams and their processes to identify, validate, and assess new project proposals to the extent that they contribute to the Corporate Scorecard.
6. Deliver a Smart Card strategy for HRM

Cost 2005/2006
New operating cost in 2005/2006
$7,200 in incremental costs

Capital costs in 2005/2006
- $200,000 Enterprise Architecture: to develop the methodologies, standards and multi-year strategies for HRM's technologies, information, telecommunications, and corporate software systems Includes: $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 supported in subsequent documents within Strategic Initiatives sub-section.

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: all points of contact feeding into the same tools, standardized business processes for each of the By-laws, and the implementation of all by-laws, existing and new, into the appropriate corporate technology.

Year 1 of this project, 2004/2005, included:

- collection and compilation of by-law information including by-law costing, by-law call volumes, question and answer material for tier 1 customer support, and proposed by-law responsibility changes;
- identification of the candidate subset of by-laws for initial implementation;
- enhancement of the business processes and supporting documents as necessary;
- implementation of these by-law processes into the Hansen Case Management Tool; and
- rollout of the new business processes and tools into the effected business areas.

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. An understanding of the costs associated with each by-law

Objectives 2005/2006

1. For the remaining in scope by-laws:
   i) Enhancement of the business processes and by-law supporting documents as necessary;
   ii) Implementation of the by-law processes into the appropriate corporate tools;
   iii) Rollout of the new business processes and tools into the effected business areas.
2. For all in scope by-laws, prepare and implement an education strategy, enforcement strategy, and a communication strategy
3. Retirement of the legacy By-law Complaint Tracking system.

Cost 2005/2006
$210,800 has been requested. Note that office space, project management, and office supplies are additional and are budgeted for within the LIS Project.

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

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

Achievements 2004/2005:

- Spearheaded major streetscape improvements throughout the downtown areas of Halifax and Dartmouth.
- Maintenance plan delivered with enhancements to increase service levels and extend the season.
- Completed study, research on Cogswell Interchange
- Supported HRM's bid for the Cultural Capital of Canada
- Implemented Joint Initiatives Plan in partnership with Business Improvement Commissions
- Completed Urban design project. Established first Urban Design Awards program.

Objectives 2005/2006

1. Deliver coordinated programs such as implementation of the urban design streetscapes plan developed in 03/04; a phase II urban design strategy which will provide guidelines to foster creative and well designed development within the Capital District and surrounding urban core; 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 in 2006/07; joint promotions and communications with downtown business commissions; leadership and advocacy for urban issues in the Regional Planning program ;

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;
3. Build on the experiences gained from the Capital District initiatives in the roll out of the Streetscape program to other parts of HRM.

Cost 2005/2006
Operating: $593,680 / Capital: $1,649,000 for 2005/06. 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:

In 2005-2006 the CAD/RMS Project will see the implementation of a Single Integrated Computer Assisted Dispatch System for 911, Police and Fire Services (HRP & RCMP); the stabilization of the new Records Management System (RMS) in Police; the installation of a LEIP server for HRP; and the process definition, analysis and scoping of the RMS implementation for the RCMP.

The integrated system will create more efficient and effective systems and services, supporting closest-to-location dispatching, common statistical reporting, and data sharing.

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, integrated 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.

Achievements 2004/2005

In the 2004-2005 budget year the CAD/RMS project implemented a new RMS for Police Services, including the Property, Booking, Courts and Mobile Reporting modules. It included the training of over 600 staff persons, and a go-live support period of two months. The Records Management System in Fire Services was also fully upgraded and access rolled out to all core fire stations, and all rural fire departments within the HRM. The implementation of a rostering module specific to Fire Services unique requirements, was also completed.

Objectives 2005/2006

1. To configure, install train and go-live with an Integrated Computer Assisted Dispatch system for 911, Fire and Police (HRP and RCMP) while ensuring capacity for other partners.
2. To complete the analysis and scoping of the initiative to bring RCMP onto the Police RMS.
3. To implement a LEIP server for HRP which is attached to other policing agencies across the Country.

Cost 2005/2006 Proposed Operating budget is $40,000; total project Capital costs $1,200,000.

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, CAD/RMS), deployment of the data base to external partners (911, EMO 911 and Provincial Emergency Health Services) and development of a Corrections Activity Plan. Phase III includes the correction of identified civic address problems which can impact the delivery of emergency services. Since 2002, civic address corrections have been completed for all areas of the municipality except the urban core. Civic address corrections will be completed in the urban core in the final year of this project, 2005/06.

Outcomes Phase III (2002-2006)

1. Correct Civic Address problems impacting the delivery of 911 services and other Municipal Services. Focus in 2005/06 will be the HRM urban core (Halifax, Dartmouth, Bedford, Sackville, Beaver Bank, Hammonds Plains, Eastern Passage, Cow Bay)
2. Complete deployment of the data base to remaining HRM Enterprise (SAP) and non-enterprise applications.
3. Enhance the Civic Address Data base by adding the following:
    1. Road ownership information.
    2. Road alias information.
    3. Highway ramp and numbering system
4. Develop and maintain one central repository for Civic Address Data within HRM, ensuring that all Business Units are accessing "corporate" data. This outcome has been achieved.
5. 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. This outcome has been achieved.

Objective 2005/2006

1. To continue improvement of the Civic Address database through correction of civic addressing problems in communities located within the urban core area of HRM (Halifax, Dartmouth,

Bedford, Sackville, Beaver Bank, Hammonds Plains, Eastern Passage, Cow Bay)

Cost 2005/2006
Phase III will be funded through Capital and Operating sources as well as a contribution from the Provincial 911 fund.

The 2005/06 proposed Capital budget is $340,000 with $96,000 coming from Provincial 911. Operating costs are covered within the 2005/06 budget envelope submitted ($304,850).

Accountability: Division Manager, Data/ Business Information Management, Shared Services.

Community Response

Description:

The Community Response Team was established to bring about a proactive, solution oriented approach to communities expressing 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.

Outcomes

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

Achievements 2004/2005

- Preliminary work to develop a system (database) to catalogue and review all Crime Prevention through Environmental Design (CPTED) audits that are performed in HRM was completed. Requires IS support.
- Level 1 CPTED course was developed and delivered to 31 members of HRM.
- A Community Response Action Committee was created in the fall. Work is underway on developing initiatives based upon HRM and community needs, utilizing the Corporate Scorecard philosophy.
- A one day conference was held in November, with 40 participants from different HRM business units. Common issues, objectives and goals were developed on how internal HRM barriers can be broken in order to create a partnership - both internally and with the community - in addressing incidents/issues.
- Two community groups in Sackville and one in Cole Harbour were formed that met 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).

Objectives 2005/2006

1. Implement work of the Community Response Action Committee
    1. Graffiti (removal of 60,000 squ. Ft of graffiti)
    2. Education (3 education sessions on graffiti)
    3. Neighbourhood consultation (identify specific issues and strategies)
    4. Public
2. Deliver level I CPTED course to HRM staff and to development community, if interested.

Cost 2005/2006
Operating: $314,400.Includes the purchase of a new truck ($30,000 from Scorecard Theme funds).

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. The Centre will provide emergency and non emergency call taking for the RCMP Halifax Detachment, Halifax Regional Police and Halifax Regional Fire and Emergency Services. The Centre will handle all 911 call receipt for HRM. The Centre will house the HRM Corporate Call Centre.

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.
3. The new building and infrastructure will allow emergency and non-emergency services to be maintained during emergency situations through the hardening of the building, increased security and emergency power supplies. The present centre located at Convoy Run will serve as a functional back-up centre and training facility.
4. Efficiencies will be achieved through shared infrastructure, training resources and core data sets. The emergency and non-emergency centres will begin to look at career planning issues for call takers and dispatchers between the two centres.
5. HRM will have sufficient capacity to handle future growth requirements and/or leverage external service contracts.

Objectives 2005/2006

1. To complete the Integrated Dispatch Telecommunications Centre construction. This will include the build out of both the emergency and non-emergency work areas.
2. Procurement of new infrastructure required to support the new location will be commenced and installed at the new centre.
3. Reconfiguring and relocation of some portions of the present emergency dispatch infrastructure, including 911 terminals, radio and computer aided dispatch systems to the new location with no service interruptions to the citizens of HRM.
4. Centralization of 911 call receipt and dispatching services presently being provided by the RCMP to the HRM centre.

Cost 2005/2006
The proposed Capital budget is $186,000 and the proposed Operating budget of $100,000 will be the result of the transfer of the existing Integrated Emergency Services (911 Center) budget and a portion of the recovered dispatch monies now paid to the RCMP .

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

Land Information System (LIS)

Description:

In 2004 / 2005, the LIS Project continued with the implementation of enterprise-wide corporate solutions that support sound and integrated business processes and practices. These solutions involve all business units with focus on the Customer Service, Internet Solutions, and Pavement Management. This work continues to result in more effective and efficient service delivery to the citizens of HRM. Specific accomplishments follow:

- Rolled out Hansen Customer Service to seven business areas resulting in streamlined business processes and more effective service delivery.
- Implemented Tier 1 Knowledge Directory for By-law support material.
- Identified and assessed business and FOIPOP requirements for Hansen Self-Service (Internet) Solutions and began solution design.
- Determined corporate pavement management business requirements and processes and began solution design.

Outcomes

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

Objectives 2005/2006

16. Complete rollout of the Customer Service Module as needed to facilitate current service offerings.
2. To continue rollout of the Knowledge Directory providing an enhanced information toolset to HRM's tier 1 service providers.
1. To enable e-government through implementation of self-serve (Internet) options for Customer Service Requests and Land Management Module functionality.
2. To incorporate the Pavement Management initiative into the Corporate Asset Management Project and develop outcomes that are aligned with the corporation's emerging information management goals.

Cost 2005/2006
$47,000 in operating funds has been requested for the 2005/2006 fiscal year. No additional capital funding is required.

Accountability: LIS Steering Committee

Asset Management

Description:

Asset management is a systematic process of operating, maintaining, and upgrading physical assets cost-effectively. The purpose of the Asset Management Project is to develop a set of procedures and methodologies that will facilitate effective management of HRM owned assets. These procedures and methodologies include: i. regular reports that track the location, value and condition of the asset base, ii. recapitalization and associated reserve standards and policies, iii. performance and condition indicators.

The Asset Management Project will be a multi-year initiative. Asset management is not a difficult field in the sense that the standards and best practises are established and straightforward. For HRM, the challenge in Asset Management is created by the enormity of the task and the fact that for many assets we are staring at ground zero in terms of information and asset data priorities.

The Asset Management Project reports to the Healthy, Vibrant Sustainable Communities Theme and supports a number of Corporate Scorecard outcomes:

- HRM has sound financial management practices.
- Buildings, properties and infrastructure in HRM are safe, healthy and well maintained.
- Reasonable amount spent to maintain buildings, properties and infrastructure.
- Development is appropriately planned and fiscally sustainable.

Outcomes

1. Recapitalization requirements are quantified, predicted and reported.
2. Legislative and policy requirements to establish and maintain asset accounting records are met.
3. Costs of providing different levels of service are quantified and provide a basis for improved decision making regarding resource allocation.
4. Risk and liability is managed and due diligence in infrastructure stewardship is demonstrated.
5. Communication with rate payers, elected officials, financial rating organizations and regulatory agencies is improved.
6. Service delivery and operational requirements are co-ordinated.

Objectives 2005/2006

In 2004/05 the focus was on identifying the asset information required by HRM and taking an inventory of the current asset knowledge. Based on this information a gap analysis was conducted and the objectives for 2005/06 determined as follows:

1. Design framework for an HRM Asset Management Program.
2. Complete collection and/ or improvement of base inventory asset data for parks, open spaces, buildings and fleet.
3. Continue existing initiatives for the collection of base infrastructure (sewers, water and streets) data.
4. Develop Capital Asset Policy.
5. Initiate collection of financial data (original cost and acquisition date) for parks, open spaces, buildings and fleet in accordance with Capital Asset Policy.
6. Analyze existing business processes to identify and formalize data collection opportunities
7. Develop plan and procedures for asset data maintenance and storage.
8. Determine tools and technology required to support Asset Management.
9. Scope additional data collection efforts to support Asset Management.

Cost 2005/2006
Capital - $243,000 - Asset Management: to conduct the analysis, evaluation, selection and organizational impact of a corporate asset management / asset accounting solution.

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 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: Settlement Patterns, Transportation, Economic Development, Environment, Harbour Plan and Capital District. A Community Stakeholder Committee guides 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 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 produced 3 alternative growth concepts for the public's consideration and feedback. Each of the alternative choices reflected HRM's regional planning goals and objectives, and promoted a range of innovative opportunities and approaches to future urban, suburban centres, rural centres, and rural development. Following public consultation (step 4) and a technical evaluation of the alternatives (step 5), a hybrid alternative was developed based on transit linked communities.

This hybrid alternative was recommended to Council for public consultation and policy development in December (steps 6 and 7). With public input, a complete draft regional policy will be taken to the public for feedback in the spring of 2005, with plan approval slated for the fall of 2005 (step 8). To date the project is on schedule and generally supported by the public as reflecting their feedback. When complete this plan will represent a significant milestone in the evolution of the regional municipality.

The interim growth management policies approved in the spring of 2004 set the stage for the success of the regional plan. Council was successful in maintaining options and putting the public in the drivers seat in choosing the future they wanted, before such decisions could be pre-empted. The Interim Growth Management policy will be eliminated upon approval of the Regional Plan.

Outcomes

10. Growth in HRM will be managed to ensure sustainable, healthy and vibrant communities.
11. 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
12. Choice for our citizens about where to live, how to travel
13. Understanding of our economic opportunities and risks and policy/programs which foster success
14. Intergovernmental / Inter-agency coordination; new governance structures where applicable
15. HRM leadership in the management of our key asset areas: i.e. Harbour and Capital District

16. 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

Accomplishments 2004/2005

1. Develop Regional Planning Alternatives: *Preferred alternative presented to Council in December and approval received to obtain public input on the proposed plan.*
2. Build public support and buy-in: *12 Open Houses were held in May and June to obtain public feedback on the proposed alternatives. More than 700 people participated. Four separate surveys were undertaken - over 200 responses received. An Implementation Working Group comprised of various stakeholders are providing comment and advice on proposed policies to support the plan. A guide on the Regional Plan has been distributed. Meetings are being held with stakeholder groups and Residents Associations,. Five public forums are being held in January and February. Opportunity for feedback is available on the HRM website.*
3. Recommend a Regional Plan to Regional Council: *Regional Plan scheduled to be presented to Council in March/April.*
4. Develop action approval process: *Process being developed.*

Objectives 2005/06

10. Development of the Regional Planning policies
11. Development of implementation plan, including a program to continue stakeholder input beyond the Regional Plan and improved governance models
12. Development of long term infrastructure plan
13. Ensure consistent linkage between Regional Planning outcomes and Scorecard themes
14. Ensure clear communication of the goals and expectations of the Regional Plan to Council, staff and citizens
15. Demonstration of commitment to the Regional Plan through alignment with capital projects

Costs 2005/2006
$548,000 Operating, $6,500,000 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.

We achieved all of our stated objectives from last year, 2004/05. A business case (concept paper was finalized), the initial project team was established, the project was fully scoped and gathering of requirements has been completed. The Requirements were issued via a Request for Proposal by Invitation to our two main Enterprise System Solutions providers, namely SAP and Hansen. As well, a portion of the project team staff time was spent cleaning up the existing database. The current database had multiple customer numbers for the same citizen. The project team was able to adjust the database so one customer number was assigned to one citizen or business entity where appropriate. This budget year we intend to evaluate the responses, award the contract and begin implementation of the solution. Further data clean up will also be an objective.

Outcomes

10. Information will be integrated, entered once, accessed by any who require the information to make decisions or to deliver service.
11. Customer needs will be prioritized and corresponding business processes will be integrated on a phased in basis.
12. A new culture in HRM where everyone is responsible for their role in the solution to improving customer service.
13. A framework upon which to base decisions on investment in technology, based on value to customer service and efficiencies.

Objectives 2005/2006

1. An Evaluation Team will assess the proponents submissions and identify any gaps in the submissions that do not achieve the overall objectives of the project.
2. The contract will be awarded and a project plan, implementation plan and training plan will be documented.
3. Additional staff will be seconded to the project (2.5 FTE's in addition to existing 2 FTE's) and the implementation will commence.
4. Further data clean up will be undertaken.

Cost 2005/2006
A new operating budget in 2005/6 has been submitted for $388,000 to second staff to the project and to support the implementation. An operating submission for 2006/7 for $72,000 to cover on going licensing and final implementation and training staff costs has also been submitted. Capital cost in 2004/5 of $485,000 and a new submission of $500,000 both in 2005/6 and 2006/7 to purchase appropriate IT architecture/software has been submitted.
Total operating costs submitted for 2004/5 to 2006/7 is $719,000 and capital for the same period is $1,485,000.

Accountability: Project Manager under Financial Services

SAP HR (Human Resources Module)

Description:
The next phase of SAP HR is further develop the Training & Events Management tool to provide strategic human resource information in support of the business needs of the organization particularly career management, succession planning and improved people management. SAP HR will be further enhanced to store information such as competencies in 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 by extending the Org Management Module.

Outcomes

1. To 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 information on each position in the organization.
2. To optimize SAP HR to deliver on Employee Self Service, Recruitment functionality, as well as Personnel Cost Planning (ability to transfer salary/wage budget costs from the HR module to financials).

Achievements 2004 2005
Phase One has delivered a payroll/benefits system to replace HRM's legacy system (Stargarden) while making improvements to current business processes. SAP HR is now integrated with HRM's existing financials on SAP providing more detailed and accessible reporting

While SAP HR Phase One was successfully implemented, there were many complexities and issues with the system that required all the resources that would normally have been used to plan Phase Two dedicated to fixing and stabilizing SAP HR Phase One. This has resulted in the design of Phase Two being held off until all aspects of Phase One are completely addressed.

The budget for Phase 2 is $130,000 in the Capital budget and $100,000 in the Operating Budget. The only expenses against the operating budget were for the required training of our technical staff so that they can begin the work on Phase 2. The expenses against the capital account was for SAP consulting to stabilize the system so that Phase 2 can begin.

Objectives 2005/2006

1. To retain a Project Manager to scope out fully (and blueprint all processes) the 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.
2. 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 will

include business process & procedure reinforcement, refinement/improvement as well as the implementation of new functionality & enhancements.

3. To refine process and authorization controls on how data gets entered into the system.
4. To continue to convert and implement the functionality of the former Human Resource Information System - Stargarden - to the SAP HR module.
5. 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.

Cost 2005/2006
$100,000 has been identified for capital costs and $130,000 for operating costs. A total of $230,000 has been budgeted for this business cycle.

Accountability:
Project Manager SAP HR Phase 2; Sponsor: Louis Coutinho, Director HR

Integrated Web Portal

Description

Citizens, business and Council expect municipal government to provide access to information and services on line on a 24/7 basis at their convenience in a format and approach that is comparable with the level of services they experience from other service delivery agencies (banks, utilities, etc).

Phase 1 of the integrated web portal strategy includes providing the investment in staff, technology and skills necessary to ensuring HRM has the infrastructure and technology to present and deliver the web based information and services to businesses, residents, citizens, council and others in an integrated fashion.

Outcomes

Web content improvement:

1. Redesign & redeployment of all HRM's current web pages in the new HRM web look and feel

Technology infrastructure:

2. Selection of the web portal technology/software solution that best meets HRM's current and fireable needs for the provision of an integrated web portal solution
3. Purchase and deployment of the selected software and supporting hardware
4. Configuration of the initial entry level web portal and authentication (roles) structure of the web portal

Authentication:

5. Establishment of initial four (4) roles base authentication structures for the web portal (employee, citizen, business, partner) and configuration of initial directories

Skills Development:

6. Skill transfer to HRM & development in utilization of the portal development tools in the delivery of e-applications and services, beginning with a pilot application and adding applications and services

Subsequent phases:

Utilization of the web portal technology to deliver web based information and services to the various user groups- citizens, employees, businesses and partners (data sharing).

Objectives 2005/2006

Items 1 through 6 with the first "pilot" service implemented through the portal.

Objectives 2006/2007

1. Incrementally add to the services and applications delivered to citizens, employees, businesses and partners through the portal technology.

Cost 2005/2006
Phase 1 will be funded through capital and operating sources. The 2005/2006 proposed capital budget is $447,00,000 (software, hardware (& consulting) - the proposed 2005/2006 operating budget is $210,000 (ongoing staffing).

Subsequent phases:
Ongoing annual future enhancements have been projected at a capital cost of $100k annually.

Accountability: Manager, E-Commerce & Web Services

Corporate Records / Document Management System

Description:

To address identified electronic record/ document management needs within the HRM organization, a corporate records management system will be purchased and implemented. Implementation of the system will proceed on a phased basis, commencing in 2005/06 with Legal Services documents/ records and electronic staff reports and studies within the Clerks Office. On a go forward basis, Legal Services will store and manage their records/documents within the new system. Participating business units will create staff reports and studies and the system will automate the submission of these electronic documents to the Clerks office. This will enable ready retrieval of these documents by staff and Council as well as facilitate the publishing of Council agendas with linked (i.e. attached) documents on the HRM website. A phased approach will permit testing of the capabilities of the system and provide an assessment of productivity improvements brought on by the system prior to its rollout across the corporation

Outcomes

1. Single repository for unstructured information (documents, e-mail, images, audio, video)
2. Improved ability to share information
3. Ability to search using indexes and standard approaches (i.e. improve ease of finding information)
4. Elimination of duplicate or multiple handling of paper and electronic information and duplication of studies
5. Risk reduction by increasing our ability to find information when requested
6. Create a repository for knowledge
7. Electronic Council packages will be available through www.halifax.ca

Objectives 2005/2006

1. Undertake an RFP process to select a corporate document/ records management system
2. Implement Phase I which involves management of Legal Services records/documents, the management of electronic staff reports and studies, as well as publishing Council agendas and associated documents on the HRM website.
3. Evaluate effectiveness of the system in improving access to electronic documents for both staff and Council and reducing duplication in the management of these documents.
4. Scope roll out of the system to the rest of the organization based on a positive result from the evaluation referenced in #3 above.

Cost 2005/2006

The 2005/06 proposed operating and capital budgets are $45,000 and $250,000 respectively.

Accountability: Division Manager, Data/ Business Information Management, Shared Services

AVL, Go-Time & Non-emergency Voice Radio

Description:

The AVL, Go-Time and Non-emergency Voice Radio project will meet the vehicle tracking and communications requirements of Transit, Streets & Roads, TUGS, Parks, and Recreation, and provide a new public transit traveler information system. The voice communications will be met using modern, commercial radio communications technology that meets coverage and functional requirements. The vehicle tracking requirements will be met using similar commercial communications technology that meets coverage and functional requirements. The traveler information system will provide transit travelers with voice updates of next bus arrivals through the telephone system and internet. The project is to be implemented in three steps: Requirements Definition, Solution Planning, and Implementation.

Outcomes:

The AVL, Go-Time and Non-emergency Voice Radio project will deliver the following:

1. Streets and Roads will have greater capabilities for managing fleet operations, performance (including subcontractors), and detailed trip information to investigate liability and service issues.
2. Transit will have a modern communications and traveler information system central processor that provides accurate location/arrival information to fleet managers and travelers.
3. TUGS, Parks and Recreation will have a modern communications system that supports operations.

Objectives 2005/2006

1. Complete the Requirements Definition, Solution Planning and Implementation Planning steps.
2. Procure and implement the selected the traveler information system, AVL and voice communications system for Transit.
3. Procure and implement the AVL and voice communications solution for Streets and Roads.
4. Procure and implement the voice communications solution for TUGS, Parks and recreation.

Cost 2005/2006

Capital costs are expected to be approximately $2,300,000 ($1.8M net. A portion of which will be funded through an existing capital account).

Operating costs are expected to be approximately $635,000

Accountability: Project Manager

Strategic Transit Study

Description:

Continue with the implementation of the five year program to enhance transit service in response to recommendations in the Strategic Transit Plan. The main focus of the program is to ensure the timely replacement of Metro Transit's aging infrastructure and to improve service to meet the adopted Transit Service Standards and meet increasing demand.

Outcomes:

1. Significant contribution to quality of life related to mobility and clean air.
2. Economic benefits related to access to employment locations.
3. Fiscal benefits related to mitigating need for street/road infrastructure.

Objectives 2005/2006

Subject to funding availability, continue to expand service as required to encourage ridership growth including the introduction of Bus Rapid Transit in conjunction with Transport Canada's Urban Transportation Showcase Program.

1. Enhance service in the Cole Harbour area by expanding service, and introduce BRT (including required infrastructure) service to Downtown Halifax;
2. Increase off-peak service frequency on selected routes and corridors;
3. Increase peak service to better match the capacity with the growing passenger demand;
4. Assess and adjust route schedules to improve schedule adherence;
5. Increase Access-A-Bus service to reduce the number of trip requests that can not be accommodated;
6. Following the Regional Planning principles, continue to work with community groups in outlying low density areas like Fall River, Sambro, etc. to explore opportunities using area rate funding to expanded Community Transit Service.

Cost 2005/2006
In 2005/06, the proposed Capital Budget for this series of projects is $15,842,000. In addition, $905,000 is being provided by other levels of government under the Urban Transportation Showcase Program.

Accountability: General Manager, Metro Transit

Fire Station Alerting

Description:

The Fire Station Alerting project will provide Fire with an enhanced fire station alerting system that provides printed dispatch response directions at the fire station through an interface to the CAD system. The project will also upgrade system monitoring and back up alerting equipment. This project with proceed in three steps: Requirements Analysis, Solution Planning, and Implementation.

Outcomes:

The Fire Station Alerting project will deliver the following:
1. Enhanced response information to fire responders.
2. Continuous monitoring of communications links.
3. Continuous monitoring of all station alerting/paging equipment.
4. Redundant communication links between dispatch and stations.
5. Back up dispatch station alerting/paging equipment in event of primary failure.

Objectives 2005/2006

1. Complete the Requirements Definition and Solution Planning steps.
2. Complete back up station alerting/paging dispatch equipment

Costs 2005/2006

Costs are expected to be approximately $25,000 to complete the Requirements and Solution Planning steps and an initial investment of $100,000 in the equipment requirements.

Accountability: Project Manager

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

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** (EMT) is comprised of the Chief Administrative Officer (CAO) and the Deputy Chief Administrative Officer (DCAO). They ensure Council's decisions are implemented; provide direction to staff in the carrying out of municipal services; and approve

FTEs: no change

Performance Measures
- Government Relations plan implemented.
- Intergovernmental initiatives in the areas of priority.
- Funding obtained from other levels of government.

Issue #3 Governance

HRM is concerned about the level of public input it receives. HRM currently seeks public input utilizing a variety of forums, primarily through evening meetings. HRM needs to assess the methods it utilizes for public input to improve its effectiveness, and has undertaken research on best practices; the results of which will be implemented in 05/06.

HRM needs to do a better job of informing and involving the public and various stakeholders in its decision-making. Council reports are being placed on the HRM website. The partnership with Eastlink will provide greater opportunity to inform the public of key issues and initiatives. We are learning from the process used to develop the Regional Plan, and will be building on that experience to achieve more community participation in setting priorities and in undertaking community planning in the future.

Risk Impact Category
Scorecard Theme: *Healthy, Vibrant Sustainable Communities*
Impact Category: Community Impact

Link to Corporate Scorecard Theme
Excellence in Governance
Citizens feel they are making a difference/participating in the future direction of HRM.
Citizens are confident in the governance and management of HRM.
Processes to encourage citizen involvement are balanced with the cost of obtaining input and the quality of information received.

Outcomes 2005/2008

1. HRM citizens have a variety of opportunities to provide input to Council decision making and HRM has demonstrated that these views are considered.
2. HRM has developed better working relationships with its various stakeholders, including communities and neighbourhoods, working towards shared objectives and values.

Objectives 2005/2006

1. Increase opportunities for public input on issues being considered by Council.
2. Building on the experience gained in the Regional Plan, enhance community input into community planning and HRM decision-making.
3. Work with the university community to achieve common objectives.

Analysis of Proposed Changes
Service Levels: increasing community input may result in service changes elsewhere

Financial/Budget: $20,000 is proposed to develop better models for community input. One FTE is being added to provide administrative support to City Hall, which will allow resources to be reassigned in the Councillors' Office.

Processes:
- Emphasis on liaison between Mayor, Councillor's office and communities
- Changes in methodology/techniques for obtaining public input
- Increased use of web services for disseminating and obtaining information

FTEs: One (1) new FTE

Performance Measures
- Roles and responsibilities of HRM Boards and Committees clarified and monitored.
- Increased opportunities for public input.
- Revisions in community planning processes; increased community participation.
- Increase in Council's community presence (more events).
- MOU and action plan with the Metro Universities.

Issue # 4 Corporate Communications

HRM has undertaken initiatives on a number of fronts where it has achieved significant success and is working towards improving performance in a number of other areas. The successes HRM has achieved and its efforts on strategic initiatives are not well known in the community. New approaches and focus are needed to increase awareness of HRM priorities and initiatives.

Communication Services has an opportunity to improve its efficiency and service to the Corporation by increasing its use of technology and by reassigning resources in the print shop.

guidelines and plans developed in 03/04.

2. Develop a Phase II Urban Design Strategy which include overall urban design framework; design guidelines for priority areas within the Capital District and surrounding urban core; and an implementation strategy including the development of design tools. As incentive for good design, implement the second annual Capital District Urban Design Awards in order to showcase and reward excellence in design within the urban core.
3. Continue to enhance the seasonal maintenance plan
4. Position Capital Commission to lead programs which promote the Capital City and access appropriate external funding . Engage the Provincial Government to the extent possible.
5. Continue to provide leadership in implementing the Public Lands and Facilities Plan for Capital District.
6. Implement joint promotions and communications plans together with Business Improvement Commissions and other stakeholders
7. Leadership and advocacy for urban issues in the Regional Planning program, ensuring Capital District vision is implemented
8. Build on the experiences gained from the Capital District initiatives in the roll out of the Regional Planning Streetscape program to other parts of HRM.

Analysis of Proposed Changes

Service Levels:
Increased maintenance

Financial/Budget:
Capital District anticipates the need to continue to focus capital investment ($1, 649,000) within this area through pooling of resources with other business units to implement high priority strategic projects. The implementation of the capital budget is guided by the recommendations of the Capital District Streetscape Plan. Capital budget resources are required in 05/06 to address the following:

- $383,000 - delivery of downtown streetscapes program in partnership with area business commissions to install new public amenities;
- $485,000 - implementation of urban design streetscape plan recommendations;
- $38,000 - implementation of wayfinding and identity signage;
- $98,000 - enhancements on the Dartmouth Waterfront;
- $175,000 - enhancements on the Halifax Waterfronts;
- $49,000 - implementation of the Shubenacadie Canal Greenway study;
- $49,000 - Dartmouth Commons Plan;
- $204,000 - next phase of enhancements to the Public Gardens;
- $213,000 - continuation of the downtown brick sidewalk replacement program.

In addition it is proposed the Capital District receive an additional $100,000 to enhance maintenance.

Processes:
Work will continue with other levels of government to align priorities and resources

FTE's: no new FTEs

Performance Measures
- Urban design strategy and implementation plan developed
- Increased public satisfaction with maintenance in Capital District
- Plan to promote Capital District implemented, external funding obtained
- Public Lands and Facilities plan implemented

Issue # 9 Economic Development

HRM partners with the Greater Halifax Partnership (GHP) and the Halifax Regional Development Agency (HRDA) to undertake economic development on behalf of the Municipality. Both organizations receive a significant amount of their funding from the Municipality, but also receive funding from the federal and provincial governments and from businesses in the community. Both organizations are managed under an independent board structure, with Council representation on their boards. Three year service agreements describing expected strategies and deliverables were extended to March 31, 2005.

As part of the Regional Plan, a long term economic potential study was completed and the Halifax Chamber of Commerce was retained to hold an economic summit on areas needed to be addressed in order to enhance our economic viability. As well, the preferred alternative for the Regional Plan provides new opportunities for economic development. The opportunities arising from this work are being discussed amongst key stakeholders to develop a common economic development vision for HRM, from which the priorities of the GHP and HRDA will be driven. Fred Morely, senior economist and Vice President, GHP, will lead the development of an economic strategy on behalf of HRM.. The strategy will be brought to Council for discussion and approval.

Risk Impact Category
Scorecard Theme: *Healthy, Vibrant, Sustainable Communities*
Impact Category: Economic Impact

Link to Corporate Scorecard Theme Outcome
Healthy, Sustainable, Vibrant 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

Outcomes 2005/2008

1. HRM has developed an economic strategy with the community that achieves the region's economic potential.

Objectives 2005/6
1. Clarify roles and responsibilities amongst stakeholders
2. Identify common vision, strategy amongst stakeholder
3. Develop municipal strategy, service agreements with GHP, HRDA as appropriate

Analysis of Proposed Changes
Service Levels: changes may occur depending on the strategies identified

Financial/Budget: none for 2005/6

Processes: may change for GHP and HRDA, depending on negotiated service agreements

FTEs: n/a

Performance Measures
- Common vision, strategies developed amongst stakeholders
- HRM strategy developed, action plan implemented

Summary of Achievements of 2004/05 Business Plan

GOALS	*STATUS*
Corporate Scorecard 1. Consult with the public on the outcomes and performance measures of the scorecard, from the perspective of the citizen and taxpayer. 2. Develop a discussion paper on each of the themes, identifying issues, current successes, areas for improvement, and actions.	• Scorecard released, posted on website. Refinements being proposed. Consultation in 05/06. • Theme teams identifying work plans, solidifying objectives. • Scorecard being used to set priorities for 05/06 business plans.
Intergovernmental Relations 1. Implement coordinated, proactive approach to seeking federal and provincial partnerships. 2. Establishment of a transportation authority. 3. Proposal to establish a Capital Commission. 4. Continue to liaise with various federal and provincial agencies and authorities to determine roles and sharing of resources.	• Proposals made to provincial government, discussions underway. • CTA legislation being proposed this spring. • Waiting provincial comments on Capital Commission. • Regular meetings with ACOA, Service NS and Intergovernmental Affairs • CAO & DCAO meet regularly with Deputy Ministers
Governance 1. Develop a best practices guide to seeking public input. 2. Undertake an assessment of current Council Boards and Committees to ensure mandates, scope and deliverables are relevant. Recognize volunteers. 3. Enhance the ability of the Councillor's office to support Councillors in their communication with citizens. 4. Undertake an assessment of the Municipal Clerk's office to enhance service to the public. 5. Undertake a review of resourcing in the Mayor's Office.	• Research underway and being discussed in Governance Theme team. • Preliminary analysis of Boards and Committees completed. Requires discussion with Council. • Additional staff hired. • Initial assessment completed. Staff assignments being reviewed. • Preliminary review undertaken.

GOALS	*STATUS*
Regional Plan 1. Develop Regional Planning Alternatives 2. Build public support and buy-in 3. Recommend a Regional Plan to Regional Council 4. Develop action approval process	• Preferred alternative presented to Council and public forums being held. • Regional Plan scheduled to be presented to Council in March/April.
Integrated City 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 a culture change plan to create an 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	• Completed, first release scheduled for April 2005. • Corporate training being developed. New project management course delivered. • Process for approving larger projects accepted and implemented by SMT. • Updates on IC projects provided to the IC Steering Committee.

GOALS	*STATUS*
Community Response 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)	• Preliminary work completed. Requires IS support. • 31 staff members completed course. • Community Response Action Committee created in fall. Work underway. • Conference held in November, 40 staff members participated. Common issues, objectives and goals developed. Staff committed to concept. • Two groups in Sackville and one in Cole Harbour were formed. Each group has a different set of HRM business units assigned, reflect
Capital District 1. Provide leadership and coordination in implementing the Urban Design Plan developed in 03/04 2. Deliver an enhanced maintenance plan building on the success of previous plan 3. Implement phase II of the 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	• Spearheaded major streetscape improvements throughout the downtown areas of Halifax and Dartmouth. • Maintenance plan delivered with enhancements to increase service levels and extend the season. • Completed study, research on Cogswell Interchange • Supported HRM's bid for the Cultural Capital of Canada • Implemented Joint Initiatives Plan in partnership with Business Improvement Commissions • Completed Urban design project. Established first Urban Design Awards program.
Municipal Election 1. To ensure the 2004 Municipal Election is conducted	• 2004 Municipal election successfully

GOALS	*STATUS*
effectively within legislated parameters 2. To present a revised Reserve Business Case to Council	concluded. New Council sworn in. • Being prepared. Council request to consider alternatives being examined.
Economic Development 1. Complete the Economic Potential Study; discuss with stakeholders and establish accountabilities. 2. Develop new service agreements with clearly defined strategies, action plans and deliverables 3. Enhance integration of economic objectives with HRM service delivery objectives and performance.	• Economic Potential study completed. Chamber of Commerce provided comments which are being reviewed in the process of developing an HRM wide economic strategy. • Service agreements will be finalized once strategy is completed.
Marketing & Design 1. Support for Corporate projects	• Support provided for Regional Planning, Harbour Solutions, Election, Annual Report, tax bills, pay notices

CAO & Governance

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Governance Administration:						
E110 CAO Office	$600,534	$466,430	$434,019	$476,295	$9,865	2.1%
C001 Deputy CAO English	282,774	289,778	296,275	340,700	50,922	17.6%
E300 Mayor's Support	595,538	541,844	533,766	638,400	96,556	17.8%
E200 Councillor's Support	1,833,985	1,906,984	1,939,918	2,153,012	246,028	12.9%
E121 Greater Hlfx Partner	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	206,250	275,000	275,000	275,000	0	0.0%
Total Governance Administration	**4,419,081**	**4,380,036**	**4,378,978**	**4,783,407**	**403,371**	**9.2%**
Corporate Communications:						
E112 Corporate Communications Admi	0	159,910	62,349	168,200	8,290	5.2%
Total Corporate Communications	**0**	**159,910**	**62,349**	**168,200**	**8,290**	**5.2%**
Marketing, Design, Print Services:						
A124 Office Services - Print Shop	934,673	875,146	1,123,146	927,096	51,950	5.9%
A620 Mrkt & Promotions	771,070	771,498	709,720	685,634	(85,864)	-11.1%
A621 Mrkt & Promotions - Harbour Sol	0	143,510	1,616	147,700	4,190	2.9%
Total Marketing, Design, Print Servic	**1,705,743**	**1,790,154**	**1,834,482**	**1,760,430**	**(29,724)**	**-1.7%**
Other General Government:						
E124 Governance& Strategic Initiatives	102,353	274,001	225,371	330,100	56,099	20.5%
E125 Integrated City	0	252,740	243,852	161,700	(91,040)	-36.0%
E123 Community Response Initiative	215,297	287,195	285,772	315,800	28,605	10.0%
A121 Municipal Clerk	730,050	858,305	722,320	791,530	(66,775)	-7.8%
A125 Elections	218,020	461,674	817,025	200,000	(261,674)	-56.7%
C002 Regional Planning	520,161	483,743	429,401	548,400	64,657	13.4%
C779 Capital District	292,325	543,815	477,320	670,380	126,565	23.3%
C510 Business Dist. Comm.	783,135	934,220	950,016	1,010,243	76,023	8.1%
C802 Lock:Integrated Communications	25,818	0	28,605		0 -	
Total Other General Government	**2,887,159**	**4,095,693**	**4,179,683**	**4,028,153**	**(67,540)**	**-1.6%**
Total	**$9,011,983**	**$10,425,792**	**$10,455,491**	**$10,740,190**	**$314,398**	**3.0%**

CAO & Governance

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Governance Administration:						
E110 CAO Office	$0	$0	($1,048)	$0	$0 -	
C001 Deputy CAO Office	0	0	(1,392)	0	0 -	
E300 Mayor's Support	(1,908)	0	(3,284)	0	0 -	
E200 Councillor's Support	(50,851)	(21,400)	(36,943)	(21,400)	0	-0.0%
Total Governance Administration	**(52,759)**	**(21,400)**	**(42,667)**	**(21,400)**	**0**	**-0.0%**
Marketing, Design, Print Services:						
A124 Office Services - Print Shop	($177,325)	($50,000)	($249,947)	($50,000)	0	-0.0%
A620 Mrkt & Promotions	(162,161)	(131,250)	(39,965)	(131,250)	0	-0.0%
A621 Mrkt & Promotions - Harbour Sol	0	(143,510)	0	(147,700)	(4,190)	2.9%
Total Marketing, Design, Print Servic	**(339,486)**	**(324,760)**	**(289,912)**	**(328,950)**	**(4,190)**	**1.3%**
Other General Government:						
E124 Governance & Strategic Initiatives	0	0	(1,228)	0	0 -	
E123 Community Response Initiative	(5,714)	0	0	0	0 -	
A121 Municipal Clerk	(102)	0	(746)	0	0 -	
A125 Elections	(579)	(35,000)	(395,579)	0	35,000	-100.0%
C002 Regional Planning	(30,608)	0	(2,975)	0	0 -	
C779 Capital District	(48,697)	(63,000)	(93,193)	(76,700)	(13,700)	21.7%
C510 Business Dist. Comm.	(783,135)	(934,220)	(950,017)	(1,010,243)	(76,023)	8.1%
Total Other General Government	**(868,836)**	**(1,032,220)**	**(1,443,737)**	**(1,086,943)**	**($54,723)**	**5.3%**
Total	**($1,261,082)**	**($1,378,380)**	**($1,776,316)**	**($1,437,293)**	**($58,913)**	**4.3%**

CAO & Governance

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Governance Administration:						
E110 CAO Office	$600,534	$466,430	$432,971	$476,295	$9,865	2.1%
C001 Deputy CAO English	282,774	289,778	294,883	340,700	50,922	17.6%
E300 Mayor's Support	593,630	541,844	530,482	638,400	96,556	17.8%
E200 Councillor's Support	1,783,133	1,885,584	1,902,975	2,131,612	246,028	13.0%
E121 Greater Hlfx Partner	900,000	900,000	900,000	900,000	0	0.0%
E122 Hlfx Reg. Dev. Part.	206,250	275,000	275,000	275,000	0	0.0%
Total Governance Administration	**4,366,322**	**4,358,636**	**4,336,311**	**4,762,007**	**403,371**	**9.3%**
Corporate Communications:						
E112 Corporate Communications Admi	0	159,910	62,349	168,200	8,290	5.2%
Total Corporate Communications	**0**	**159,910**	**62,349**	**168,200**	**8,290**	**5.2%**
Marketing, Design, Print Services:						
A124 Office Services - Print Shop	757,348	825,146	873,200	877,096	51,950	6.3%
A620 Mrkt & Promotions	608,909	640,248	669,755	554,384	(85,864)	-13.4%
A621 Mrkt & Promotions - Harbour Sol	0	0	1,616	0	0 -	
Total Marketing, Design, Print Servic	**1,366,257**	**1,465,394**	**1,544,570**	**1,431,480**	**(33,914)**	**-2.3%**
Other General Government:						
E124 Governance& Strategic Initiatives	102,353	274,001	224,143	330,100	56,099	20.5%
E125 Integrated City	0	252,740	243,852	161,700	(91,040)	-36.0%
E123 Community Response Initiative	209,582	287,195	285,772	315,800	28,605	10.0%
A121 Municipal Clerk	729,948	858,305	721,574	791,530	(66,775)	-7.8%
A125 Elections	217,441	426,674	421,446	200,000	(226,674)	-53.1%
C002 Regional Planning	489,552	483,743	426,426	548,400	64,657	13.4%
C779 Capital District	243,628	480,815	384,128	593,680	112,865	23.5%
C510 Business Dist. Comm.	0	0	(0)	0	0 -	
C802 Lock:Integrated Communications	25,818	0	28,605	0	0 -	
Total Other General Government	**2,018,322**	**3,063,473**	**2,735,945**	**2,941,210**	**($122,263)**	**-4.0%**
Net Cost	**$7,750,902**	**$9,047,412**	**$8,679,175**	**$9,302,897**	**$255,485**	**2.8%**

CAO & Governance

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$4,605,999	$5,701,677	$5,514,330	$5,560,964	($140,713)	-2.5%
Office Costs	967,378	1,144,539	1,436,138	927,420	(217,119)	-19.0%
Professional Fees	0	1,940	1,072	1,900	(40)	-2.1%
Legal & Consulting Fees	93,895	234,755	91,437	140,700	(94,055)	-40.1%
External Services	163,422	125,033	137,217	124,284	(749)	-0.6%
Uniforms & Clothing	2,454	2,300	1,932	2,300	0	0.0%
Supplies & Materials	142,761	131,365	169,953	131,365	0	0.0%
Equipment & Communications	9,476	17,018	26,562	12,420	(4,598)	-27.0%
Vehicle Expense	21,515	22,910	23,411	52,300	29,390	128.3%
Travel	105,206	99,910	106,476	139,950	40,040	40.1%
Training & Education	15,487	40,912	14,798	40,090	(822)	-2.0%
Facilities Rental	7,872	98,067	89,169	2,055	(96,012)	-97.9%
Advertising & Promotion	1,404,130	1,410,128	1,438,441	1,364,300	(45,828)	-3.2%
Other Goods & Services	423,436	798,018	470,511	1,028,499	230,481	28.9%
Interdepartmental	16,933	3,000	(15,972)	1,400	(1,600)	-53.3%
Transfer Outside Agencies	774,096	906,192	909,696	979,936	73,744	8.1%
Transfer to/from Reserves	248,881	(340,000)	0	200,000	540,000	-158.8%
Provision for Allowance	9,039	28,028	40,320	30,307	2,279	8.1%
Total	**$9,011,983**	**$10,425,793**	**$10,455,491**	**$10,740,190**	**$314,397**	**3.0%**
Revenues						
Area Rate Revenue	($783,135)	($934,220)	($950,017)	($1,010,243)	($76,023)	8.1%
Licenses & Permits	0	0	(3,285)	0	0	-
Sales Revenue	(26,752)	(21,400)	(25,026)	(21,400)	0	-0.0%
Other Revenue	(451,195)	(422,760)	(797,989)	(405,650)	17,110	-4.0%
Total	**($1,261,082)**	**($1,378,380)**	**($1,776,316)**	**($1,437,293)**	**($58,913)**	**4.3%**
Net Cost	**$7,750,901**	**$9,047,413**	**$8,679,175**	**$9,302,897**	**$255,484**	**2.8%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
CAO & Governance				
CDG00271 Cap. Distr. Downtown Streetscapes	1,413,649	383,000	388,000	388,000
CDV00734 Streetscaping in hubs & corridors	0	1,000,000	1,000,000	1,000,000
CDV00736 Underground Wiring in Capital District	0	725,000	0	0
CDG00490 Cap. District Urban Design Implementation	500,000	485,000	485,000	485,000
CDV00721 Watershed/env. studies	0	300,000	0	750,000
CDV00722 Clustering - pilot re shared septic field	0	250,000	0	0
CDV00738 Center Plans / Design (visioning)	0	200,000	0	250,000
CDV00723 Harbour Plan	0	150,000	0	100,000
CDV00737 Water Quality Monitoring Pilot Program	0	125,000	0	150,000
CDV00729 Prepare land Acquistion Strategy	0	100,000	0	0
CDV00731 Regional Urban Design	0	100,000	300,000	500,000
CDG00493 Cap. Distr. Implement Greenway Study	10,000	49,000	49,000	49,000
CDG00332 Cap. Distr - Wayfinding Study & Implementation	120,000	38,000	38,000	38,000
CDG00499 Cap. Distr. Implement HRM Policy Re:Burying V	30,000	0	194,000	194,000
CDG00494 Cap. Distr. Halifax Waterfront WDCL Partnershi	122,967	0	63,000	63,000
CDGxxxxxx Regional Planning	0	0	0	500,000
CID00631 Integrated City - Asset Management	0	243,000	243,000	243,000
CIV00533 Integrated City - Enterprise Archit. & Dashboard	250,000	200,000	450,000	450,000
CIV00726 Lidar Mapping	0	200,000	0	0
CIV00728 Partnering with ACOA	0	50,000	0	0
CPG00492 Cap. Distr - Public Gardens Management Plan	80,000	604,000	0	0
CPG00495 Cap. Distr - Halifax Waterfront Design Work	0	175,000	78,000	78,000
CPG00496 Cap. Distr - Dartmouth Waterfront Park Upgrad	100,000	98,000	78,000	78,000
CPG00497 Cap. Distr - Dartmouth Common Management F	0	49,000	49,000	49,000
CPV00730 Regional Park Corridors - land acquisition	0	150,000	150,000	450,000
CPV00735 Trails, active transportation	0	600,000	0	150,000
CRG00491 Cap. Distr. - Brick Sidewalk Replacement	200,000	213,000	213,000	213,000
CTV00727 Park & Ride Land Acquisition	0	500000	0	750,000
Councillor's Funds	920,000	920,000	920,000	920,000
Total	**3,746,616**	**7,907,000**	**4,698,000**	**7,848,000**
Provided by Other Business Units:				
CTV00725 Lacewood Four Lane/Fairview Interchange	0	1,100,000	2,300,000	2,300,000
CTV00732 Rotary Conversion/Chebucto reversion lane	0	600,000	2,700,000	0
Total	**0**	**1,700,000**	**5,000,000**	**2,300,000**

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.

Description of Programs and Services

Environmental Management Services (EMS) was created in January 2003 in order to bring a coordinated focus on the environmental aspects of the HRM Corporate Scorecard Theme of *Healthy, Sustainable, Vibrant Communities*. EMS 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

By-Law Enforcement Services
(Primarily enforcement for Dangerous and Unsightly Premises, Improperly Placed Curbside Solid Waste, Sidewalk Snow & Ice Removal, Pesticides and Smoking.)

By-Law Working Group/Rationalization

By-Law Integration Project

Youth LIVE Program

Taxi & Limousine Services

Sustainable Environment Management Office

Climate Change and Greenhouse Gas Reduction

Pesticide Bylaw and Sustainable Landscape Practices

Environmental Public Education

Environmental Sustainable Community Strategy

Pollution Prevention

Surface Water-related Environmental Policy

Water Quality Monitoring Program

Energy Policy

Underground Infrastructure Policy

Utility Policy

Solid Waste Resources

EMS Core Programs

Solid Waste Collection

Solid Waste Processing

Solid Waste Diversion (Pollution Prevention)

Infrastructure Management and Planning

Wastewater Treatment

Wastewater Treatment

Leachate Treatment

Biosolids Management

Potable Water Treatment

Environmental Engineering Services

Stormwater & Wastewater System Management (Policies, bylaws, regulations, local improvement charge projects, investigations & studies, infiltration/inflow reduction)

Infrastructure Management and Planning

Pollution Prevention (Source Control) & Wastewater Discharge By-law Enforcement

Corporate Projects

Halifax Harbour Solutions Project

Bylaw Integration Project

Business Unit Management Team:

- Community Projects - Allan Waye, General Manager
- Environmental Engineering Services - John Sheppard, Manager
- Sustainable Environment Management Office
  - Environmental Performance (Water) - Tony Blouin, Manager
  - Environmental Performance (Land & Air) - Stephen King, Manager
  - Environmental Performance (Energy & Utilities) - Cathie O'Toole, Manager
- Halifax Harbour Solutions Project - Ted Tam, Project Manager
- Solid Waste Resources - Jim Bauld, Manager
- Wastewater Treatment - Alan Brady, Manager
- Director of Environmental Management Services - Brad Anguish

Strategic Outcomes & Client Benefits

As part of Halifax Regional Municipality Corporate Scorecard effort the following are key strategic outcomes & client benefits for Environmental Management Services (EMS):

Strategic Outcome (Scorecard Theme)	Client Benefit	Measure (What is being measured?)
Healthy, Sustainable, Vibrant Communities *Citizen Outcome:* Preservation of the Environment	**Clean Air**	1. Air quality 2. Small Particulate Matter 3. Greenhouse Gas Emission Reduction 4. Corporate Buildings/ Public Transit
	Clean Land	1. Open Space Per Capita 2. Waste Diversion 3. Urban Forest 4. Impervious Surfaces
	Clean Energy	1. Building Energy efficiency 2. Energy Consumption Street Lights
	Clean Water	1. Harbour Bacteria Count 2. Beach Closures - Number of Days on Selected Lakes 3. % of Population with Treated Sewage by Treatment type 4. Sewage Treatment Plant compliance records
Safe Communities *Citizen Outcome:* Buildings, properties and infrastructure in HRM are safe, healthy & well maintained	**By-Law enforcement**	1. Dangerous and unsightly premises 2. Snow and ice removal of sidewalks, 3. Animal control, 4. Curbside solid waste collection performance, compare previous year to current year

2005/06 EMS Budget Overview

Category	2005/2006	2004/2005
Net Operating Budget	$28,800,115	$29,944,383
Gross Capital Budget	$119,745,000	$61,594,000
FTE	106	103 revised

A Changes to the Budget (Net Budget - $147 million)

For fiscal year 05/06 the consolidated operating budget for EMS will decrease by $2.8 million and the capital budget will increase by $55 million.

- ***Changes to the Operating Budget:*** reduction in funding envelopes of $2.8 million, due to decreasing level of principal and interest payments for Solid Wastes. The EMS envelope includes incremental funding through the Corporate Scorecard Process for the following initiatives: By-Law Integration- $60,800, Community Energy Program- $40,000, SEMO Operating Funds- $15,000, and Animal Control Study- $50,000. Funds have been reserved within Fiscal Services for Solid Waste contractual commitments.

- ***Changes to the Capital Budget:*** increased by $55 million over last year. Harbour Solutions Project funding increased by $50 million and Solid Waste funding increased by $5 million to support construction of Cell 4 at Otter Lake Waste Resource facility.

- FTE's: 3

B Funding Sources

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

Percentage	Amount	Funding Source
53%	$77 million	Reserves, revenues and debt
21%	$31.4 million	General Tax Revenues
11%	$16.6 million	Fee revenues (waste/recycling, licensing)
25%	$22 million	Cost sharing, provincial, federal and strategic partnerships
100%	**$149 million**	**Total Funding Sources**

Potential Funding Above Envelope:

Funding has been reserved for the following initiatives. The source of funding is the 05-06 Transition Funds (which will be drawn upon Fiscal Services):

- By-Law Enforcement (4 FTE)
- Animal Control Analyst (1 FTE)

C Financial Pressures

The most significant financial pressure facing EMS continues to be the lack of infrastructure funding available to keep 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. Staff recommendations for a step increase to pollution control charges for existing infrastructure were not supported by council as part of the 25 year Stormwater and Wastewater Capital Plan in January 2005. As a result, staff have scaled back and deferred pumping station and sewer rehabilitation projects by approximately $2.1 million dollars. Alternate financing solutions, and substantive sewer bylaw revisions will be developed as part of a comprehensive financing, revenue and investment strategy in 2006, in conjunction with Finance and Regional Planning

- Inflation continues to place financial pressure on reserve funded capital and operating expenditures.

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 Fund (CSIF), 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 climate change initiatives.

2. **Sustainable Community (Green) Reserve:** Approximately $4 million of interest rate savings will be realized by borrowing $20 million through the FCM Green Municipal Investment Fund (GMIF) towards the Harbour Solutions Project. The business plan for 05/06 provides $400,000 from the reserve to fund a variety of pre-approved pollution prevention initiatives.

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 FY 05/06 to qualify for full funding.

4. **Canada Strategic Infrastructure Funds (CSIF):** 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). Approximately $10 million of the CSIF funding will be expended during 05/06.

E. Halifax Harbour Solutions Project

In FY 05/06 EMS plans to spend approximately $95 million for the construction of the Halifax and Dartmouth sewage collection systems and sewage treatment plants and the Biosolids Processing Facility. Funding of $71 million will be appropriated from the Environmental Protection reserves as part of the proposed capital budgets for the EMS business unit. The $71 million includes $40 million in long-term debt to be repaid by the reserve. The overall project involves work in three communities: Herring Cove, Dartmouth and Halifax.

The project will continue to fund an aggressive Pollution Prevention program as an integral part of the Harbour project in order to ensure that quality of wastewater received at the treatment plants meets HRM's wastewater discharge bylaw.

EMS estimates that the Halifax sewage collection system and Biosolids Processing Facility will be substantially complete by year end. The Halifax sewage treatment plant will become operational in Fall 2006. The Dartmouth plant and sewage collection system will be completed Fall 2007 and the Herring Cove work will wrap up in Fall 2008. 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 per the above description of the Canada Strategic Infrastructure Program.

Summary of Achievements of Last Year's Business Plan

Key 04/05 Deliverables	Status
Harbour Solutions Project	Complete (04/05 deliverables) Successfully concluded contract negotiation for the: -Treatment plants; -Design-build of biosolid processing facility; -Operation of the biosolid processing facility. Construction has commenced on the Halifax sewage treatment plant and sewage collection system is nearly complete.
Summary Offence Tickets	Complete- Obtained provincial approval to add over 400 provisions to the Summary Proceedings Act, authorizing HRM enforcement staff to issue Summary Offence Tickets for numerous HRM By-Laws. Developed and facilitated SOT training for over 120 staff.
Sustainable Community Reserve	Complete- Project evaluation criteria established, pre-approved 05/06 project list approved by council. Reserve will generate approximately $400,000 per year for 10 years.
Restructure of Stormwater & Wastewater Reserves / 25 year stormwater & waste water infrastructure plan	Complete- High level 25 Year plan created. Plan will be refined further and funding sources sought in 05/06.
Weekly summer green cart collection	Complete. Same level of service will be provided in 05/06.

Key 04/05 Deliverables	Status
Formation of Sustainable Environment Management Office (SEMO)	Complete- Staff drawn from internal resources. New portfolios for Air Quality, Energy, and Utilities were established.
Pollution Prevention (Source Control) Program	Complete (Year 1 deliverables)- inspected over 800 industries in the Halifax sewershed for compliance with By-Law W-101. Pollution Prevention public education program launched involving TV, radio & print media.
Launch By-Law integration project	Complete- Year 1- 04/05 project deliverables on target. Hansen Case Management Software to be rolled out to staff to support an initial set of by-laws by year end.
Corporate sustainability analysis	Complete- High level base line established focusing on corporate HRM.
Energy - Environment roundtable	Complete- Initial roundtable successful. Establishing a federal-provincial-municipal-industry-community approach to energy environment issues.
Solid Waste Contracts	Complete- Compost facilities contract In Progress- Otter Lake operations contract

Introduction to Environmental Management Services (EMS) Issues

The 05/06 Issues are a refinement on the 04/05 business plan and paint in broad strokes the key strategic priorities:

Issue # 1 Effectively Maintain Existing Environmental Infrastructure & Services
Issue # 2 Build an Environmentally Sustainable Community
Issue # 3 Reform HRM's Approach to By-Law Services
Issue # 4 Improve the Effectiveness of the Animal Control Service
Issue # 5 Train & Develop the EMS Workforce

For the purpose of linking business plan objectives to broader corporate scorecard outcomes EMS has classified its objectives into the following key impact areas:

- Air
- Energy

- Land
- Solid waste
- Water
- Sustainability (Environmental)
- Community

Issue # 1 Effectively Maintain Existing Environmental Infrastructure & Services

Underlying the whole concept of *Healthy, Sustainable, Vibrant Communities* is the ability for HRM to effectively maintain its infrastructure. EMS manages the following infrastructure:

- 2200 km of stormwater & wastewater sewers
- 157 sewer pumping stations
- 12 sewage treatment plants
- leachate plant
- water treatment plant
- biosolids facility
- mixed waste processing and disposal facility at Otter Lake
- closed landfill at Upper Sackville
- materials recovery facility
- two compost plants (New Era Technologies , Miller Composting)
- household hazardous waste depot
- two waste transfer depots,
- 16 private sector solid waste providers (collection & processing)

Staff estimate that the replacement value of the entire stormwater & wastewater system is approximately $1 billion and for the solid waste system is approximately $110 million.

Environmental Management Services faces a number of challenges in effectively managing the municipal environmental infrastructure:

1. Insufficient Reserve Funding - On January 25, 2005 EMS identified to Regional Council the significant capital investment (approximately $21.6 million per year) over the next 25 years required to support stormwater & wastewater infrastructure. Current annual reserve funding provides approximately $2.2 million towards capital upgrading of the stormwater & wastewater systems. Current reserve contributions are not sufficient to fund or meet HRM's environmental compliance and sustainability objectives. Specifically, reserve contributions are short by approximately $16.9 million in 06/07 and $12.6 million in 07/08, to support forcemain

rehabilitation, pumping station upgrades and expansion of Eastern Passage STP. Financing options for stormwater and wastewater infrastructure components are currently under review as part of a comprehensive financing and revenue strategy initiative planned for the Fall of 2006.

2. Age and Deterioration of Infrastructure - HRM's stormwater & wastewater infrastructure continues to age and deteriorate with inadequate funding for rehabilitation. As a result, unexpected system failures will continue to occur. These failures are: expensive to repair, disruptive to the community, a risk to public health, and a regulatory/legal liability.

3. Asset Management Data - There is antiquated (legacy) or incomplete information on the location, condition and value of assets such as storm and wastewater collection systems, treatment plants, pumping stations, and drainage culverts. To be able to plan for and manage our assets, we need to know what we own, what it is worth and its condition. In addition, there is a need to develop life cycle and risk management plans and to integrate technical and financial plans.

4. Maintenance Deficiencies - There is inadequate funding to support appropriate preventative maintenance programs for our stormwater & wastewater infrastructure. Unexpected system failures and corrective maintenance will continue to be the norm. An added complexity is the ever increasing cost of construction which results in available funds being spread across fewer assets.

5. Regulatory Compliance Requirements - Legislation continues to become more stringent regarding environmental infrastructure performance.

6. Public Demand for a Clean & Healthy Environment - There has been a sharp increase in demand for extension of water/sewer services and watercourse quality monitoring.

7. Municipal Growth - While the Regional Plan will help alleviate demands for more infrastructure in the future, existing infrastructure capacity continues to dwindle. Almost all of HRM's sewage treatment plants require capacity upgrades over the next 10 years. Both compost plants are approaching their maximum capacity.

Risk Impact Category:

Scorecard Theme:	*Healthy, Sustainable, Vibrant Communities*
Impact Category	D3-Community Impact (D-Suppliers, F-Infrastructure)

Link to HRM Corporate Scorecard Theme

Healthy, Sustainable, Vibrant Communities
CSC Citizen Outcome: Preservation of the Environment

Outcome 2005/2008
HRM Long Term Goal: HRM is a leader in the mitigation of its pollutants to the environment and adaptation of climate change.

Objective 2005/2006

Impact Area	Objective Number	Objective Name	Division
Land	1	Mainstream pesticide bylaw as a recurring & operationalized program	SEMO-Land/Air
Solid Waste	2	Develop Service Agreement between solid waste resources and corporate call centre.	SWR
Solid Waste	3	Develop Solid Waste Export Bylaw Strategy	SWR
Solid Waste	4	Effectively manage 05/06 solid waste capital infrastructure projects, most notably construct cell 4 at Otter Lake.	SWR
Solid Waste	5	Enhance compliance for Construction & Demolition bylaw	SWR
Solid Waste	6	Implement service quality monitoring, tracking and reporting regime	SWR
Solid Waste	7	Improve the Solid Waste Diversion Rate	SWR
Solid Waste	8	Internalize RRFB Regional Education Contract	SWR
Water	9	Adjust biosolids tipping fees to ensure adequate funding for clean out of biosolids lagoon & biosolids composting.	Wastewater Treatment
Water	10	Assume additional project management responsibility for stormwater & wastewater projects from PWT (Design & Construction)	EES
Water	11	Conduct wastewater management studies for Eastern Passage, Halifax, Mill Cove sewersheds.	EES
Water	12	Continue source control program	EES
Water	13	Continue with data collection for stormwater & wastewater infrastructure database.	EES
Water	14	Continue with strategy to ensure future connection of all private outfalls to HRM's sewer system.	EES
Water	15	Develop program to control illegal sources of inflow to HRM sanitary systems. (Sub set of source control)	EES
Water	16	HRM Wastewater Treatment Plant Risk Analysis	EES

Impact Area	Objective Number	Objective Name	Division
Water	17	Implement Wastewater Pumping Stations and Forcemains Upgrades	EES
Water	18	North Preston Sewage Treatment Plant Tender and Construction	EES
Water	19	Pre-design Eastern Passage Sewage Treatment Plant Expansion	EES
Water	20	Reduce the accumulation of ice on HRM streets caused by seepage from private property, based on the HRM ice control policy	EES
Water	21	Restructure wastewater and stormwater fees and reserves, including a long-term funding model.	Finance- lead. EES, WWT support.
Water	22	Transfer Aerotech/Airport Water System to the HRWC	Wastewater Treatment

Analysis of Proposed Changes

Service Levels:

- There will be a significant increase in the provision of wastewater infrastructure to enhance protection of public health and the environment:
  - Sewage Treatment Plants (STPs):
    - Construct Halifax STP for Harbour Solutions Project (HSP)
    - Construct Biosolids Processing Facility for HSP
    - Upgrade Aerotech STP and construct Central Biosolids Dewatering Facility.
    - Eastern Passage STP Expansion & Upgrade: Design phase.
    - Lockview-MacPherson STP (Fall River): enhanced odour control.
    - Frame Subdivision STP: Design for eventual replacement of plant.
    - Timberlea STP Odour Control: Design
    - North Preston STP tertiary upgrade
  - Sewage Collection System:
    - Construct Dartmouth Sewage Collection System for HSP
    - 17 Pumping stations upgrades.
    - Duke/Salter Street sewershed - sanitary & storm sewer separation
    - Water/sewer service extensions: Herring Cove, Prince's Lodge, Armshore, Lively (Study & I/I), Beaverbank.
    - Wastewater management studies: Eastern Passage, Mill Cove, Halifax sewersheds.
- Reduction in the accumulation of ice in streets will increase level of street safety.

- Better coordination of stormwater & wastewater capital projects as a result of Environmental Engineering Services assuming project management responsibility.

Financial/Budget:
- Reserve contributions for stormwater & wastewater infrastructure are short by $16.9 million in 06/07 and $12.6 million 07/08.

Processes:
- Service level agreement between Solid Waste Resources and Corporate Call Centre.
- Additional Call Centre, Customer Service Centre and By-Law Enforcement support needed in order to mainstream the Pesticide By-Law.
- Finance, Procurement, Planning & Development assistance required for stormwater/wastewater infrastructure delivery.
- For reduction of ice in streets, close cooperation with Technical & Underground Services, Community Projects, Environmental Engineering Services, and Legal Services required.

FTE:
- None requested.

Issue # 2 Build an Environmentally Sustainable Community

As part of HRM's *Healthy, Sustainable, Vibrant Community* strategic direction, EMS was created to lead the municipality towards environmental sustainability. This includes:

- Ensuring all of HRM's policies, programs and services either have a neutral or a positive impact on HRM's natural ecosystem and use of resources.
- Working with residents, businesses, other levels of governments and non-profit organizations to promote or adopt environmentally sustainable practices or undertake initiatives. In particular to adopt community stewardship activities and proactive pollution prevention initiatives.
- Integrating the different functional elements of the municipal environmental system so that where possible there is co-location or co-functionality.
- Creating synergy with the Halifax Regional Water Commission, Public Works & Transportation, Regional Plan, Federation of Canadian Municipalities, Infrastructure Canada, Natural Resources Canada, Nova Scotia Department of Environment & Labour and local non-profit organizations.

Activities identified were based on an evolving strategy seeking to balance short term

opportunities with organizational strengths while positioning HRM for long term success.

Risk Impact Category:

Scorecard Theme:	*Healthy, Sustainable, Vibrant Communities*
Impact Category/Factors:	D3- Community Impact, A- Financial Stability
	D2- Economic Impact, D- Forecasting
	D1-Environment, A-Environmental Issues
	D3-Community Impact, F-Infrastructure
	D3- Community Impact, C- Participation Levels

Link to HRM Corporate Scorecard Theme
Healthy, Sustainable Vibrant Communities
CSC Citizen Outcome: Preservation of the Environment

Outcome 2005/2008

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

Objective 2005/2006

Impact Area	Objective Number	Objective Name	Division
Air	23	Develop Corporate Climate Change Strategy	SEMO- Land/Air
Air	24	Develop Corporate GHG Emission Reduction Plan	SEMO- Land/Air
Air	25	Implement Community Based Reduced Idling Program	SEMO- Land/Air
Energy	26	Analyze and plan for potential municipal energy capital projects	SEMO- Energy
Energy	27	Co-Coordination of Corporate Energy - Environment Roundtables	SEMO- Land/Air
Energy	28	Community Energy Project	SEMO- Energy
Energy	29	Develop energy profile for HRM for Environmental Performance Reporting	SEMO- Energy
Energy	30	Develop ownership model for underground initiatives.	SEMO- Energy
Energy	31	Implement HRM corporate energy efficiency initiatives (non-capital intensive projects)	SEMO- Energy

Impact Area	Objective Number	Objective Name	Division
Land	32	Continue to integrate sustainable maintenance practices focusing on topsoil practices internally & externally.	SEMO- Land/Air
Solid Waste	33	Benchmark the cost- effectiveness of Solid Waste Strategy with other municipalities.	SWR
Solid Waste	34	Conduct a solid waste multi-stakeholder roundtable to develop a multi-stakeholder problem solving process	SWR
Solid Waste	35	Implement source separation in public spaces & HRM facilities.	SWR
Sustainability	36	Completion of the short term pole free zone	SEMO- Energy
Sustainability	37	Coordinate and Implement Priority Recommendations of the Corporate Sustainability Analysis	SEMO- Land/Air
Sustainability	38	Develop an integrated Environmental Communication & Education Strategy.	all
Sustainability	39	Develop effective and lucrative partnerships with a relationship management strategy.	all
Sustainability	40	Manage Sustainable Community (Green) Reserve	SEMO- Land/Air
Sustainability	41	Municipal Utility Project	SEMO- Energy
Sustainability	42	Provide technical expertise and advice in support of the Regional Plan.	all- SEMO energy, SEMO water, EES
Sustainability	43	State of the Environment Report	SEMO
Water	44	Develop and Implement Water Quality Monitoring Program	SEMO- water
Water	45	Halifax Harbour Solutions Project- Implement 05/06 deliverables	HSP lead, SEMO-water, WWT, EES
Water	46	Implement and Refine 25 year Stormwater and Wastewater Management plan.	EES
Water	47	Implement Environmental Effects Monitoring for Halifax Harbour	SEMO-water
Water	48	Lead development of revised Stormwater Guidelines	SEMO- water
Water	49	Manage development of new sewer infrastructure projects, including joint water projects with the	EES

Impact Area	Objective Number	Objective Name	Division
		HRWC.	
Water	50	Prepare to meet CEPA compliance requirements	WWT
Water	51	Provide liaison with stakeholder groups regarding water and lake issues	SEMO-water lead, EES support
Water	52	Support Planning & Development in developing & defining a program for providing New Water and Sewer Infrastructure to unserviced communities in HRM.	EES
Water	53	Water Resources Management Strategy - Program Oversight and Support	SEMO- water, EES
Water	54	Water Resources Management Strategy - Watershed Studies: Fall River, Musquodoboit Harbour, Hubbards	SEMO- water

Analysis of Proposed Changes

Service Levels:

- Increased policy and operational activity in the area of sustainable environment management, climate change, renewable energy, environmental monitoring and related green projects.
- Water Quality Monitoring Program to commence
- HRM will be implementing the following environmental Sustainability initiatives: (a) Climate change (vulnerability risk assessment); (b) Corporate Sustainability analysis (The Natural Step); (c) Corporate green house gas reduction; (d) Green procurement; (e) 'greening' the corporate culture; (f) Community based anti-idling awareness campaign; (g) water quality monitoring program.

Financial/Budget:

- $40,000 for Community Energy Project, Objective 28 (funded from Scorecard)
- $725,000 for Short Term Pole Free Zone, Objective 36 (funded from Regional Plan)
- $15,000 for Sustainable Environment Management Office operating funds (funded from Scorecard; no specific business plan objective)
- $125,000 for Water Quality Monitoring Program, Objective 44, (funded from Regional Plan)
- $300,000 for Watershed Studies, Objective 54 (funded from Regional Plan)

Processes:
- All air and energy initiatives will require cooperation with Planning & Development, Public Works & Transportation, Real Property & Asset Management, Financial Services, Legal Services, Governance & Strategic Initiatives.
- Modification of stormwater & wastewater fees and rates will require Financial Services & Legal Services.
- Water Quality Monitoring will require Shared Services advice on database management.

FTE:
- None Requested

Issue # 3 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 and is a natural component for ensuring *Safe Communities.*

This is a corporate level issue spanning 10 business units and is lead by EMS. It is a continuation of work initiated in 04/05 that will continue into 05/06.

- 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. It focuses on **existing** HRM 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.
- Implementing Compliance Strategies using Summary Offense Tickets: Summary offense tickets allow for a financial penalty for By-Law violations.
- Development Costs for Creating A New Bylaw: The focus is to identify the developmental costs for the creation of a **new** by-law and enable Council to make decisions regarding level of effort.

In addition to the corporate initiatives listed above EMS also has a business-unit issue concerning the EMS (Community Projects) by-law enforcement program which focuses on the following by-laws: Dangerous and Unsightly Premises, Improperly Placed Curbside Solid Waste, Sidewalk Snow & Ice Removal, Pesticides and Smoking.

In 04/05, demand for Community Projects by-law enforcement services continued to increase. In order to manage this demand EMS is currently doing the following:

- Participating in inter-departmental community response initiatives
- Performance management of By-Law officers
- Promoting community stewardship activities

Despite these efforts, without additional staff EMS will be challenged to meet its 3 day turnaround time for initial complaints and the backlog during seasonal peaks will increase for all By-Laws that fall under the responsibility of Community Projects (Dangerous & Unsightly Premises, Curbside Solid Waste, Sidewalk Snow & Ice Removal, Pesticides, and Smoking.)

EMS has requested additional staff (Enforcement Officers & Methods & Procedures Analyst) for Community Projects By-Law Services and funding is dependent on upon the allocation of the HRM Transition Funds.

Risk Impact Category:
CSC Theme: *Excellence in Governance*
Impact Category/Factors: A1-Legal Liability, F- Compliance Management
A2-Financial, B- Internal Controls - Segregation of Duties

Link to HRM Corporate Scorecard Theme
Excellence in Governance
CSC Financial Outcome: Efficiency in integrated service delivery

Outcome 2005/2008

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

Objectives 2005/06

Impact Area	Objective Number	Objective Name	Division
Community	55	Address Increases in By-Law Complaints	Community Projects
Community	56	Assess the progress of the SOT initiative	Community Projects
Community	57	By-Law Integration Initiative - Year 2	Community Projects
Community	58	Facilitate by-law rationalization process.	Community Projects

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.
- There will be a more visible by-law enforcement presence focused on the following by-laws: Noise, Solid Waste, Sidewalk Snow & Ice Removal, Dangerous & Unsightly Premises, Smoking, Pesticide Use and Wastewater Discharge (from Pollution Prevention).

Financial/Budget:
- FTE's requested potentially for 3 By-Law Enforcement Officers.
- $60,800 for By-Law Integration project year 2, Objective 57 (funded from Scorecard)

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.

FTE:
- 3 additional By-Law Enforcement Officer approved.

Issue # 4 Improve the Effectiveness of the Animal Control Service

Effective animal control is an important part of the HRM scorecard theme *Safe Communities.* HRM's Animal Control Service is a contracted service coordinated by the Community Projects Division. Despite an extensive environmental scan and RFP process, HRM only received two bids for the Animal Control Services contract and in May 2003, Regional Council awarded the contract to the SPCA.

In 04/05 there were performance issues causing EMS to monitor at a level higher than in past practice using the following new tools: the installation of a new database, use of Global Positioning System (GPS) technology, and implementation of a Summary Offence Ticket strategy.

In 05/06 HRM will evaluate options for an internal animal control service. It is anticipated that this will lead to a Council decision regarding the future direction of animal control. Depending on the decision, EMS will have to prepare and plan appropriately.

Risk Impact Category:
CSC Theme: *Safe Communities*
Impact Category/Factors: C2-Community Impact, D-Laws/Regulations

Link to HRM Corporate Scorecard Theme
Safe Communities
CSC Internal Efficiency Outcome needs to be developed in future years to account for this issue.

Outcome 2005/2008

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

Objectives 2005/06

Impact Area	Objective Number	Objective Name	Division
Community	59	Evaluate options for an internal animal control service	Community Projects
Community	60	Improve animal control level of service	Community Projects

Analysis of Proposed Changes

Service Levels: Animal Control performance measurement will increase.

Financial/Budget:
- $50,000 for an animal control feasibility study, Objective 59 (funded from Scorecard)
- Funds requested for a Methods & Procedures Analyst, Objective 60, (not approved for 2005/06).

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.

Issue #5 Train & Develop the EMS Workforce

In 04/05 there was about a 30% turnover in the EMS workforce due to new hires, retirements, or departures. What makes this even more significant is the fact that during this period EMS has evolved from a number of individual operating units into an integrated business unit. Most notable was the much needed increase in staff for Environmental Engineering Services (EES) and the creation of the Sustainable Environment Management Office (SEMO). The EES staff increases will help maintain the existing stormwater & wastewater infrastructure (Issue 1) while SEMO will play a lead role in building environmental sustainability (Issue 2).

In 05/06 EMS will continue to evolve as an organization. In support of the corporate scorecard theme *Excellence in Service Delivery* EMS will focus on some key areas of development: improved council report writing skills, identifying best practices, and continuing with succession planning & workplace diversity efforts.

Risk Impact Category:
CSC Theme: *Excellence in Service Delivery*
Impact Category/Factors: B2-Level of Service, E-Organizational Changes

Link to HRM Corporate Scorecard (CSC) theme outcome
Excellence in Service Delivery
CSC Outcome: Learning, Growth and Innovation Outcome needs to be established

Outcome 2005/2008

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

Objective 2005/06

Impact Area	Objective Number	Objective Name	Division
Organization	61	Develop a business unit succession plan & support workplace diversity.	all
Organization	62	Environmental Engineering Staff Development and Division Consolidation	EES
Organization	63	Formalize EMS performance reporting	all
Organization	64	Implement best practice exchanges with other leading municipalities.	all

Impact Area	Objective Number	Objective Name	Division
Organization	65	Improve the council report writing skills of staff.	all

Analysis of Proposed Changes

Service Levels: Long term sustained productivity to support current service levels.

Financial/Budget: No additional funds requested

Processes: None identified.

FTE: None requested.

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
EMS Admin - Director's Office:						
R602 EMS Admin	$313,162	$381,880	$391,464	$337,525	(44,355)	-11.6%
R603 Strategic Initiatives	0	250,000	82,819	210,800	(39,200)	-15.7%
Total EMS Admin - Director's Office	**313,162**	**631,880**	**474,283**	**548,325**	**(83,555)**	**-13.2%**
Former Solid Waste System:						
M431 Sackville Landfill Reserve	1,057,004	702,000	702,000	702,000	0	0.0%
R311 MA Solid Waste Debt	1,978,598	1,458,754	1,429,995	636,021	(822,733)	-56.4%
R312 Hlfx Transfer Stat.	0	0	0	0	0	-
R314 Sckv. Landfill Site	0	(1,050)	0	(34,671)	(33,621)	3202.0%
Total Former Solid Waste System	**3,035,602**	**2,159,704**	**2,131,995**	**1,303,350**	**(856,354)**	**-39.7%**
Admin Waste Resources:						
R321 Administration - Waste Resources	811,356	940,156	923,284	972,718	32,562	3.5%
Total Admin Waste Resources	**811,356**	**940,156**	**923,284**	**972,718**	**32,562**	**3.5%**
Solid Waste Other:						
R322 Collection & RRFB	8,343,283	8,680,532	8,716,642	8,780,000	99,468	1.1%
R323 Waste Resources System-Debt Ch	2,361,839	2,260,293	2,260,293	2,156,504	(103,789)	-4.6%
R324 Compost Fac.Burnside	1,929,611	2,544,310	2,667,489	2,800,000	255,690	10.0%
R325 Compost Fac.Ragged Lake	1,603,804	2,210,630	2,375,258	2,440,000	229,370	10.4%
R328 Rural Depots	116,645	136,200	110,724	140,000	3,800	2.8%
R330 Material Recovery Facility	2,579,982	2,525,000	2,354,308	2,600,000	75,000	3.0%
R331 RRFB Contract	203,102	0	1,073	142,400	142,400	-
R332 Operating Reserve	300,008	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	330,472	327,860	495,233	327,860	0	0.0%
R334 Household Hazardous Waste	338,931	435,045	331,928	430,000	(5,045)	-1.2%
Total Solid Waste Other	**18,107,678**	**19,419,870**	**19,612,949**	**20,116,764**	**696,894**	**3.6%**
Otter Lake:						
R326 Otter Lake Waste Stabilization Fa	3,488,062	3,377,000	3,375,711	3,318,441	(58,559)	-1.7%
R327 Otter Lake Residuals Disposal Fa	6,436,773	5,995,401	5,993,397	5,237,329	(758,072)	-12.6%
R329 Otter Lake FEP	10,255,159	9,747,345	9,757,704	9,739,144	(8,201)	-0.1%
Total Otter Lake	**20,179,994**	**19,119,746**	**19,126,811**	**18,294,914**	**(824,832)**	**-4.3%**
Wastewater Treatment:						
R201 Administration - WW	158,401	194,190	114,106	200,590	6,400	3.3%
R210 Aerotech	559,835	647,102	600,813	655,930	8,828	1.4%
R220 Mill Cove	2,892,690	2,824,157	2,837,468	2,830,571	6,414	0.2%
R230 Eastern Passage	711,143	639,921	668,717	715,750	75,829	11.8%
R240 Timberlea	497,430	506,502	505,122	547,700	41,198	8.1%
R250 Community Plants	541,326	513,095	490,412	552,000	38,905	7.6%
R260 Aerotech Lagoon	440,662	451,500	444,421	534,000	82,500	18.3%
R270 Sludge Transfer	193,011	166,775	199,535	214,700	47,925	28.7%
R315 Leach. Trt./FlareStc	(0)	4,600	0	(17,900)	(22,500)	-489.1%
Total Wastewater Treatment	**5,994,498**	**5,947,842**	**5,860,595**	**6,233,341**	**285,499**	**4.8%**
Environmental Services:						
R160 Environmental Serv.	686,545	1,025,080	891,348	1,019,730	(5,350)	-0.5%
Total Environmental Services	**686,545**	**1,025,080**	**891,348**	**1,019,730**	**(5,350)**	**-0.5%**

Environmental Management Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Sustainable Environmental Mgmt Office						
D935 Administration	98,536	182,899	176,916	325,882	142,983	78.2%
D940 Programs	38,628	113,878	126,825	263,878	150,000	131.7%
D945 Projects	149,389	83,905	83,396	150,214	66,309	79.0%
Total Sustainable Enviromental Mgm	**286,553**	**380,682**	**387,137**	**739,974**	**359,292**	**94.4%**
Community Projects:						
C405 Community Projects	1,175	0	1,155	0	0 -	
C440 Bylaw Enforcement	229	0	535	0	0 -	
Total Community Projects	**1,404**	**0**	**1,689**	**0**	**0 -**	
General Administration:						
S110 General Manager's Office	103,417	95,700	93,631	99,100	3,400	3.6%
S120 Comm. Proj. Admin.	284,315	184,630	316,323	139,790	(44,840)	-24.3%
Total General Administration	**387,732**	**280,330**	**409,954**	**238,890**	**(41,440)**	**-14.8%**
Facilities/Buildings:						
S231 947 Mitchell	52,638	26,500	25,934	28,800	2,300	8.7%
S232 1300 St. Margaret's Bay	7,537	9,700	8,105	12,400	2,700	27.8%
S233 Fairbanks Learning Centre	5,193	6,300	4,033	6,300	0	0.0%
Total Facilities/Buildings	**65,368**	**42,500**	**38,072**	**47,500**	**5,000**	**11.8%**
Initiatives:						
S241 Paper Recycling	206,857	189,000	186,466	210,800	21,800	11.5%
S242 Enviro Depot	564,557	499,000	498,354	537,800	38,800	7.8%
S243 By Law Remedies	70,133	164,300	100,442	172,000	7,700	4.7%
S244 Organic Carts	54,439	60,600	56,625	63,100	2,500	4.1%
Total Initiatives	**895,986**	**912,900**	**841,888**	**983,700**	**70,800**	**7.8%**
Operations:						
S210 Operation's Adm	184,548	240,700	188,096	242,000	1,300	0.5%
S220 Trucking/Fleet Services	91,292	101,650	114,663	111,100	9,450	9.3%
Total Operations	**275,840**	**342,350**	**302,758**	**353,100**	**10,750**	**3.1%**
Contractual Services:						
S310 Contractual Services Administrati	116,752	116,900	110,494	119,400	2,500	2.1%
S320 Animal control	51,166	556,200	478,071	621,200	65,000	11.7%
S330 Taxi & Limousine	101,557	141,400	142,683	138,700	(2,700)	-1.9%
Total Contractual Services	**269,475**	**814,500**	**731,248**	**879,300**	**64,800**	**8.0%**
Community Standards:						
S410 Community Standards Administra	242,230	469,200	392,102	537,800	68,600	14.6%
S420 Enforcement	822,749	369,740	415,775	358,960	(10,780)	-2.9%
Total Community Standards	**1,064,979**	**838,940**	**807,877**	**896,760**	**57,820**	**6.9%**
Total	**$52,376,174**	**$52,856,480**	**$52,541,888**	**$52,628,366**	**(228,114)**	**-0.4%**

Environmental Management Services

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Admin Waste Resources:						
R321 Administration - Waste Resources	($10,205,547)	($10,110,617)	($10,314,418)	($10,275,300)	(164,683)	1.6%
Total Admin Waste Resources:	**(10,205,547)**	**(10,110,617)**	**(10,314,418)**	**(10,275,300)**	**(164,683)**	**1.6%**
Solid Waste Other:						
R322 Collection & RRFB	(3,042,205)	(2,765,000)	(3,160,030)	(2,538,000)	227,000	-8.2%
R324 Compost Fac.Burnside	(568,101)	(560,000)	(517,740)	(560,000)	0	-0.0%
R325 Compost Fac.Ragged Lake	(305,339)	(300,000)	(361,753)	(300,000)	0	-0.0%
R330 Material Recovery Facility	(1,252,328)	(1,274,000)	(1,418,107)	(1,500,000)	(226,000)	17.7%
R331 RRFB Contract	(241,765)	0	0	(238,100)	(238,100)	-
R333 C & E Progrms HRM	0	0	(230,093)	0	0	-
R334 Household Hazardous Waste	(4,025)	(5,000)	(4,675)	(5,000)	0	-0.0%
Total Solid Waste Other	**(5,413,763)**	**(4,904,000)**	**(5,692,397)**	**(5,141,100)**	**(237,100)**	**4.8%**
Wastewater Treatment:						
R201 Administration - WW	(158,401)	(4,959,520)	(114,106)	(5,152,191)	(192,671)	3.9%
R210 Aerotech	(560,248)	(479,360)	(600,814)	(479,360)	0	-0.0%
R220 Mill Cove	(2,913,517)	0	(2,837,467)	0	0	-
R230 Eastern Passage	(713,004)	(5,000)	(664,836)	(5,000)	0	-0.0%
R240 Timberlea	(497,488)	0	(505,122)	0	0	-
R250 Community Plants	(554,680)	(20,000)	(490,412)	(20,000)	0	-0.0%
R260 Aerotech Lagoon	(440,663)	(450,000)	(444,421)	(534,000)	(84,000)	18.7%
R270 Sludge Transfer	(193,038)	0	(199,535)	0	0	-
Total Wastewater Treatment	**(6,031,038)**	**(5,913,880)**	**(5,856,713)**	**(6,190,551)**	**(276,671)**	**4.7%**
Environmental Services:						
R160 Environmental Serv.	(686,546)	(1,013,100)	(891,347)	(1,019,900)	(6,800)	0.7%
Total Environmental Services	**(686,546)**	**(1,013,100)**	**(891,347)**	**(1,019,900)**	**(6,800)**	**0.7%**
Sustainable Environmental Mgmt Office						
D935 Administration	(195)	0	0	0	0	-
D940 Programs	0	0	(8,632)	(150,000)	(150,000)	-
D945 Projects	0	0	500	0		
Total Sustainable Environmental Mgr	**(195)**	**0**	**(8,132)**	**(150,000)**	**(150,000)**	**-**
General Administration:						
S110 General Manager's Office	(681,668)				0	-
Total General Administration	**(681,668)**	**0**	**0**	**0**	**0**	**-**
Facilities/Buildings						
S231 947 Mitchell	(109)	0			0	-
Total Facilities/Buildings	**(109)**	**0**	**0**	**0**	**0**	**-**
Initiatives:						
S241 Paper Recycling	(140,300)	(124,000)	(165,316)	(124,000)	0	-0.0%
S242 Enviro Depot	(585,578)	(500,000)	(467,670)	(500,000)	0	-0.0%
S243 By Law Remedies	(2,218)	0	(4,223)	0	0	-
S244 Organic Carts	(36,020)	(59,300)	(30,383)	(63,100)	(3,800)	6.4%
Total Initiatives	**(764,117)**	**(683,300)**	**(667,593)**	**(687,100)**	**(3,800)**	**0.6%**

Environmental Management Services

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Operations:						
S210 Operation's Adm	(5,871)	0	(5,375)	(77,100)	(77,100)	-
Total Operations	**(5,871)**	**0**	**(5,375)**	**(77,100)**	**(77,100)**	-
Contractual Services:						
S310 Contractual Services Administrati	0	0	0	0	0	-
S320 Animal control	(104,020)	(143,700)	(145,661)	(143,700)	0	-0.0%
S330 Taxi & Limousine	(154,448)	(143,500)	(164,120)	(143,500)	0	-0.0%
Total Contractual Services	**(258,468)**	**(287,200)**	**(309,781)**	**(287,200)**	**0**	**-0.0%**
Community Standards:						
S420 Enforcement	(5)	0	0	0	0	-
Total Community Standards	**(5)**	**0**	**0**	**0**	**0**	-
Total	**($24,047,326)**	**($22,912,097)**	**($23,745,755)**	**($23,828,251)**	**(916,154)**	**4.0%**

Environmental Management Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
EMS Admin - Director's Office:						
R602 EMS Admin	$313,162	$381,880	$391,464	$337,525	(44,355)	-11.6%
R603 Strategic Initiatives	0	250,000	82,819	210,800	(39,200)	-15.7%
Total EMS Admin - Director's Office	**313,162**	**631,880**	**474,283**	**548,325**	**(83,555)**	**-13.2%**
						-
						-
Former Solid Waste System:						
M431 Sackville Landfill Reserve	1,057,004	702,000	702,000	702,000	0	0.0%
R311 MA Solid Waste Debt	1,978,598	1,458,754	1,429,995	636,021	(822,733)	-56.4%
R312 Hlfx Transfer Stat.	0	0	0	0	0	-
R314 Sckv. Landfill Site	0	(1,050)	0	(34,671)	(33,621)	3202.0%
Total Former Solid Waste System	**3,035,602**	**2,159,704**	**2,131,995**	**1,303,350**	**(856,354)**	**-39.7%**
Admin Waste Resources:						
R321 Administration - Waste Resources	(9,394,190)	(9,170,461)	(9,391,134)	(9,302,582)	(132,121)	1.4%
Total Admin Waste Resources	**(9,394,190)**	**(9,170,461)**	**(9,391,134)**	**(9,302,582)**	**(132,121)**	**1.4%**
Solid Waste Other:						
R322 Collection & RRFB	5,301,077	5,915,532	5,556,612	6,242,000	326,468	5.5%
R323 Waste Resources System-Debt Ch	2,361,839	2,260,293	2,260,293	2,156,504	(103,789)	-4.6%
R324 Compost Fac.Burnside	1,361,510	1,984,310	2,149,749	2,240,000	255,690	12.9%
R325 Compost Fac.Ragged Lake	1,298,466	1,910,630	2,013,505	2,140,000	229,370	12.0%
R328 Rural Depots	116,645	136,200	110,724	140,000	3,800	2.8%
R330 Material Recovery Facility	1,327,655	1,251,000	936,201	1,100,000	(151,000)	-12.1%
R331 RRFB Contract	(38,662)	0	1,073	(95,700)	(95,700)	-
R332 Operating Reserve	300,008	300,000	300,000	300,000	0	0.0%
R333 C & E Progrms HRM	330,472	327,860	265,140	327,860	0	0.0%
R334 Household Hazardous Waste	334,906	430,045	.327,253	425,000	(5,045)	-1.2%
Total Solid Waste Other	**12,693,916**	**14,515,870**	**13,920,552**	**14,975,664**	**459,794**	**3.2%**
Otter Lake:						
R326 Otter Lake Waste Stabilization Fa	3,488,062	3,377,000	3,375,711	3,318,441	(58,559)	-1.7%
R327 Otter Lake Residuals Disposal Fa	6,436,773	5,995,401	5,993,397	5,237,329	(758,072)	-12.6%
R329 Otter Lake FEP	10,255,159	9,747,345	9,757,704	9,739,144	(8,201)	-0.1%
Total Otter Lake	**20,179,994**	**19,119,746**	**19,126,811**	**18,294,914**	**(824,832)**	**-4.3%**
Wastewater Treatment:						
R201 Administration - WW	(0)	(4,765,330)	0	(4,951,601)	(186,271)	3.9%
R210 Aerotech	(413)	167,742	(0)	176,570	8,828	5.3%
R220 Mill Cove	(20,826)	2,824,157	0	2,830,571	6,414	0.2%
R230 Eastern Passage	(1,861)	634,921	3,882	710,750	75,829	11.9%
R240 Timberlea	(59)	506,502	(0)	547,700	41,198	8.1%
R250 Community Plants	(13,354)	493,095	0	532,000	38,905	7.9%
R260 Aerotech Lagoon	(0)	1,500	0	0	(1,500)	-100.0%
R270 Sludge Transfer	(27)	166,775	0	214,700	47,925	28.7%
R315 Leach. Trt./FlareStc	(0)	4,600	0	(17,900)	(22,500)	-489.1%
Total Wastewater Treatment	**(36,540)**	**33,962**	**3,883**	**42,790**	**8,828**	**26.0%**
Environmental Services:						
R160 Environmental Serv.	(1)	11,980	0	(170)	(12,150)	-101.4%
Total Environmental Services	**(1)**	**11,980**	**0**	**(170)**	**(12,150)**	**-101.4%**

Environmental Management Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Sustainable Environmental Mgmt Office						
D935 Administration	98,341	182,899	176,916	325,882	142,983	78.2%
D940 Programs	38,628	113,878	118,193	113,878	(0)	-0.0%
D945 Projects	149,389	83,905	83,896	150,214	66,309	79.0%
Total Sustainable Enviromental Mgm	**286,358**	**380,682**	**379,005**	**589,974**	**209,292**	**55.0%**
Community Projects:						
C405 Community Projects	1,175	0	1,155	0	0	-
C440 Bylaw Enforcement	229	0	535	0	0	-
Total Community Projects	**1,404**	**0**	**1,689**	**0**	**0**	-
General Administration:						
S110 General Manager's Office	(578,251)	95,700	93,631	99,100	3,400	3.6%
S120 Comm. Proj. Admin.	284,315	184,630	316,323	139,790	(44,840)	-24.3%
Total General Administration	**(293,936)**	**280,330**	**409,954**	**238,890**	**(41,440)**	**-14.8%**
Facilities/Buildings:						
S231 947 Mitchell	52,529	26,500	25,934	28,800	2,300	8.7%
S232 1300 St. Margaret's Bay	7,537	9,700	8,105	12,400	2,700	27.8%
S233 Fairbanks Learning Centre	5,193	6,300	4,033	6,300	0	0.0%
Total Facilities/Buildings	**65,259**	**42,500**	**38,072**	**47,500**	**5,000**	**11.8%**
Initiatives:						
S241 Paper Recycling	66,557	65,000	21,150	86,800	21,800	33.5%
S242 Enviro Depot	(21,022)	(1,000)	30,684	37,800	38,800	-3880.0%
S243 By Law Remedies	67,914	164,300	96,220	172,000	7,700	4.7%
S244 Organic Carts	18,419	1,300	26,242	0	(1,300)	-100.0%
Total Initiatives	**131,869**	**229,600**	**174,295**	**296,600**	**67,000**	**29.2%**
Operations:						
S210 Operation's Adm	178,677	240,700	182,720	164,900	(75,800)	-31.5%
S220 Trucking/Fleet Services	91,292	101,650	114,663	111,100	9,450	9.3%
Total Operations	**269,969**	**342,350**	**297,383**	**276,000**	**(66,350)**	**-19.4%**
Contractual Services:						
S310 Contractual Services Administrati	116,752	116,900	110,494	119,400	2,500	2.1%
S320 Animal control	(52,853)	412,500	332,410	477,500	65,000	15.8%
S330 Taxi & Limousine	(52,891)	(2,100)	(21,437)	(4,800)	(2,700)	128.6%
Total Contractual Services	**11,007**	**527,300**	**421,467**	**592,100**	**64,800**	**12.3%**
Community Standards:						
S410 Community Standards Administra	242,230	469,200	392,102	537,800	68,600	14.6%
S420 Enforcement	822,745	369,740	415,775	358,960	(10,780)	-2.9%
Total Community Standards	**1,064,975**	**838,940**	**807,877**	**896,760**	**57,820**	**6.9%**
Total	**$28,328,847**	**$29,944,383**	**$28,796,133**	**$28,800,115**	**(1,144,268)**	**-3.8%**

Environmental Management Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$5,224,513	$6,244,349	$5,821,431	$6,384,584	140,235	2.2%
Office Costs	170,096	200,739	231,732	224,646	23,907	11.9%
Professional Fees	16,660,871	17,395,197	17,387,889	17,959,457	564,260	3.2%
Legal & Consulting Fees	83,735	64,850	51,950	184,850	120,000	185.0%
External Services	12,217,839	12,475,063	12,514,982	12,883,836	408,773	3.3%
Uniforms & Clothing	24,267	21,200	28,563	30,050	8,850	41.7%
Supplies & Materials	598,840	669,300	513,650	664,800	(4,500)	-0.7%
Utilities	598,319	588,100	675,893	643,400	55,300	9.4%
Building Costs	242,046	253,750	183,788	258,150	4,400	1.7%
Equipment & Communications	312,700	408,962	323,353	425,100	16,138	3.9%
Vehicle Expense	87,872	98,716	57,428	121,281	22,565	22.9%
Travel	84,999	108,205	87,721	133,841	25,636	23.7%
Training & Education	15,453	50,754	22,730	43,054	(7,700)	-15.2%
Facilities Rental	36,193	36,000	36,103	36,000	0	0.0%
Advertising & Promotion	576,842	342,560	507,933	342,560	0	0.0%
Other Goods & Services	677,489	632,959	713,686	745,061	112,102	17.7%
Interdepartmental	70,237	54,450	55,986	80,300	25,850	47.5%
Debt-Interest	3,518,018	2,963,111	2,934,125	2,453,814	(509,297)	-17.2%
Debt Principal	8,870,324	8,486,465	8,486,465	7,069,407	(1,417,058)	-16.7%
Transfer to/from Reserves	2,301,639	1,761,750	1,906,480	1,944,175	182,425	10.4%
Other Fiscal	3,882	0	0	0	0	-
Total	**$52,376,173**	**$52,856,480**	**$52,541,888**	**$52,628,366**	**(228,114)**	**-0.4%**
Revenues						
Tax Revenues	($144,344)	($143,360)	($141,670)	($143,360)	0	-0.0%
Payments in Lieu of taxes	223	0	0	0	0	-
Transfers from other Gov'ts	(3,286,243)	(2,775,000)	(3,264,626)	(3,013,200)	(238,200)	8.6%
Fines and Fees	(8,396)	(53,700)	(36,610)	(53,700)	0	-0.0%
Licenses & Permits	(250,072)	(233,500)	(273,171)	(233,500)	0	-0.0%
Rental & Leasing	0	0	0	0	0	-
Sludge Tipping	(378,018)	(774,000)	(332,175)	(858,000)	(84,000)	10.9%
Tipping Fees - Waste Resources	(11,045,728)	(10,940,317)	(11,161,688)	(11,105,000)	(164,683)	1.5%
Sales Revenue	(2,168,872)	(1,744,000)	(2,145,830)	(1,970,000)	(226,000)	13.0%
Waste Water Levies	(549,237)	(535,480)	(469,234)	(540,547)	(5,067)	0.9%
Environmental Protection Levies	(5,229,009)	(5,449,140)	(5,444,604)	(5,643,544)	(194,404)	3.6%
Other Revenue	(987,631)	(263,600)	(476,148)	(267,400)	(3,800)	1.4%
Total	**($24,047,326)**	**($22,912,097)**	**($23,745,755)**	**($23,828,251)**	**(916,154)**	**4.0%**
Net Cost	**$28,328,847**	**$29,944,383**	**$28,796,133**	**$28,800,115**	**(1,144,268)**	**-3.8%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

Environmental Management Services

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
CHI00577 Refuse Trailers - Rural Depots	0	250,000	0	0
CHI00680 Otter Lake Equipment Replacement	0	3,474,000	1,319,000	311,000
CII00740 Whole Systems Methodology	0	40000	0	0
CGI00591 Windmill Road PS, Dartmouth ($50k pre-apprvd)	0	50,000	650,000	0
CSE00386 Halifax Harbour Solutions Project	133,802,000	95,586,000	56,862,000	48,790,000
CSE00500 Combined Sewer Overflow Prevention	0	2,317,000	5,000,000	5,000,000
CSE00600 HSP:PS Upgdes/Wet weather flow solutions	0	0	3,500,000	2,000,000
CGU00686 North West Arm Sewer	0	250,000	1,500,000	0
CGI00614 Eastern Passage WPCP Expansion	0	776,000	9,341,000	11,639,000
CGU00577 Akerley & Windmill PS, Dartmouth	0	550,000	0	0
CGI00615 Ellenvale Run - Drainage Imprv. ($500k pre-apprvd)	0	500,000	500,000	500,000
CSU00116 Fairview Overpass-Combined Swr Cleaning	599,995	450,000	0	0
CSI00706 Sullivan's Pond Outlet Pipe Rehabilitation	0	300,000	0	0
CSU00110 Wastewater Treatment Plants-Upgrades	750,000	243,000	194,000	200,000
CSI00692 Pollution Prevention P2	40,000	200,000	0	0
CGU00572 Plymouth Rd PS, Dartmouth ($200k pre-apprvd)	0	200,000	0	0
CGI00605 Johnson Road PS, North Preston ($150k pre-apprvd)	0	150,000	0	0
CGI00616 Fairfield Holding Tank, Halifax	0	150,000	0	0
CSR00803 Roach's Pond-Forcemain	0	150,000	2,200,000	0
CGI00677 Chestnut Lane (Portland - MacRae) Sewer ($150k pre-a	0	150,000	0	0
CGU00685 Sewer Drags-Large Diameter Sewers ($100k pre-appr	0	100,000	0	0
CGU00579 Crescent Ave PS, Halifax ($100k pre-apprvd)	0	100,000	0	0
CSR00784 Bayer's Lake Industrial Park Forcemain	0	100,000	0	0
CSU00327 Wellington STP/Frame Subdivision STP	0	80,000	700,000	800,000
CGI00676 Raymond ST, Dartmouth Storm Sewer Rehab ($75k pre	0	75,000	400,000	400,000
CGI00599 Quigley's Corner PS, Eastern Passage ($75k pre-apprv	0	75,000	400,000	400,000
CSU00117 Freshwater Brook Sewer-Inspection	50,000	70,000	1,000,000	1,000,000
CGU00583 Main St PS, Dartmouth	0	70,000	0	600,000
CSR00503 Infiltration/Inflow Reduction	1,000,000	50,000	300,000	250,000
CGI00613 Dingle Tower PS, Halifax	0	50,000	0	0
CGI00617 Street Drainage Systems-Various Location	0	95,000	0	85,000
CGI00593 Valleyford Holding Tank, Dartmouth ($50k pre-apprvd)	0	50,000	860,000	0
CGR00788 Studies & Investigations(Var.Locations)	407,000	94,000	0	85,000
CGU00689 Chandler Drive PS, Sackville	0	50,000	150,000	0
CGU00688 Greenhead Road PS	0	50,000	0	300,000
CGI00608 Beaver Crescent PS, Dartmouth ($40k pre-apprvd)	0	40,000	375,000	0
CGI00611 Bissett Lake PS, Dartmouth ($25k pre-apprvd)	0	25,000	175,000	0
CGI00675 Colpitt Lake PS, Herring Cove	0	25,000	0	100,000
CSU00317 BLT STP Odour Control System	50,000	0	450,000	0
CGI00610 Bedford Sackville Trunk Sewer	0	0	2,000,000	2,000,000
CGI00618 Auto Port PS, Eastern Passage	0	0	50,000	0
CGI00612 Cross Culvert Replacements	0	0	30,000	0
CGU00571 O'Dell Dr PS, Dartmouth	0	0	250,000	0

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Environmental Management Services (Continued)				
CGU00461 Sewer Laterals Replacements(Paving Proj.)	250,000	0	0	85,000
CGU00502 Wet Weather Flow Studies	100,000	0	100,000	0
CGI00595 Lyle St, Dartmouth - Upgrade Storm Sewer	0	0	250,000	0
CGU00690 Aerotech Lagoon Decommissioning	0	0	0	1,000,000
CWI00446 Otter Lake Cell 4	0	12,200,000	0	13,020,000
CWI00679 Highway 101 Landfill	0	250,000	305,000	575,000
CWI00681 Green Carts For New Residents	0	150,000	150,000	150,000
CTI00694 Bio-Diesel Recycled Fuel	0	60,000	0	0
CTI00695 Emisssions Reductions	0	60,000	0	0
CTI00696 Commuter Trip Reduction Program	0	40,000	0	0
Total	**137,048,995**	**119,745,000**	**89,011,000**	**89,290,000**

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 to internal clients, Council and the taxpayer, ensuring HRM provides value.

Financial Services staff provide central financial management functions in support of Council, EMT and Business Unit decision making, including:

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

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

STRATEGIC OUTCOMES	INDICATORS
Council and management decision making is supported by appropriate, complete financial information.	• Clearly defined process for Council reports that include Financial Services sign off • 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 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 • No qualifications in audit report. • Positive internal audit of transactions to ensure integrity

CLIENT BENEFITS	INDICATORS
High quality advice	• % of recommendations accepted by Council
Clear, relevant policy support	▸ Consultation occurs with stakeholders when policies are created or revised. ▸ Existing policies are reviewed with stakeholders. ▸ Instances of non compliance with policies are minimal ▸ Written policies for all major areas of financial decision making
High quality, timely reporting	▸ Positive feedback from internal client survey ▸ Response standards met or exceeded ▸ % 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

2004/2005 Net Operating Budget	**$4,273,277**	***2004/2005 Gross Capital Budget***	**$777,000**
2005/2006 Net Operating Budget	**$3,711,658**	***2005/2006 Gross Capital Budget***	**$575,000**
2004/2005 Approved FTE's	**152**	**2005/2006 Approved FTE's**	**156.5**

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 Team, Council and the public	• Integrated corporate scorecard goals into annual business plan; • Working with RPAM to improve consistency and quality of management agreements for HRM facilities; • Tracking levels of citizen participation in budget and business planning has been set as a priority within the Governance Theme Team. FS will continue to lead as project is further defined; • Service Level Agreements are completed for Transit, Revenue • Service Standards - Revenue Collection policy to be approved;

Key Initiative	Status
Ensure Financial Services staff have the right skills, tools, culture and work environment needed to deliver excellent service	• Interdepartmental Charges Policy is drafted and will continue in 05/06; • Support Integrated City Projects -A draft Tangible Capital Asset policy is in progress and will continue in 05/06. Revenue Tool Replacement Project well underway; Corporate Dashboard is moving forward with FS information being developed; By-law Integration is on schedule; Hansen customer service module being implemented for insurance and pavement; and customer service plan being developed; • Performance Measures are incorporated into the business plan templates; • Initial data collected and analysis underway regarding succession plan for FS including risk assessment; • Renovations/improvements to the workplace have begun. Reception area completed, which addressed security issues. Continue with renovations for 05/06; • Customer Contact Strategy is updated with call centre personnel; • Active involvement in Corporate Diversity. Lunches and guests are invited to discuss diversity; • Hand Held Ticket Issuers has been delayed due to provincial regulations changes being delayed to spring cabinet meetings; • Plan to include US customers in electronic billings for 2005 interim tax bill; • Parking Ticket Fine increases approved by Council in September; • Parking rate increase defeated by Council in Sept. Currently evaluating new meter locks to safeguard revenue; • Service Purchase Order project is moving ahead with demonstrations with IT; • Local Travel Policy was updated
A fiscal accountability framework which reflects HRM's needs and citizen expectations	• Inventory of policies, procedures/processes has been completed and a plan to update these policies is a priority for our 05/06 business plan; • Ongoing consultation, advice and recommendations to

Key Initiative	Status
	Council on significant issues: Harbour Solutions, Provincial Assessment, Natural Gas, Capital Cost Contribution Policy - New policy to be reviewed for Bedford Hwy Intersection; Supplementary Education - Proposal underway for reform; Funding levels from other levels of government - Fuel Tax proposal has been reviewed; Heritage Investment Plan & Cultural Policy; Capital Transportation Authority - Legislation expected in Spring; Housing - under review; Grants - Existing criteria was reformatted as interim financial tests added; Non Profit - Review is underway; Property Acquisition and Leasing - Review of criteria is under way. • Commercial and Residential Tax Burden draft Terms of Reference is done. Steering Committee to be formed. They will review; • Elimination of the Business Occupancy Tax is scheduled for spring legislature; • PSAB (Public Sector Accounting Board) compliant statements for March 31/05; • Analysis on compliance with financial policies and legislation policies is progressing. Documents have been collected and corporate compliance document work is almost complete. Findings to be developed • Review of MYFS is underway; • Environmental Management EPC rate increases and long term strategy are underway • Active involvement in the municipal assessment service delivery transition; • Internal revenue collection procedures have been upgraded with follow-ups on collection letters done quarterly; • Support the Business Systems and control Group goals and objectives; • Regional Planning being supported through costing and long term capital; • Assisting with Land Information System-Crystal Reporting;

Key Initiative	Status
With the CAO's office and other business units, establish effective working relationships with the Federal and Provincial Governments to resolve outstanding fiscal matters	• Active on Fair & Equitable Funding Committee; • Ongoing liaison with Association of Municipal Administrators; • Liaison with Federal and Provincial Departments • Participation on the SNSMR PSAB time-line project

Issue # 1 Fiscal accountability / stewardship

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

HRM's existing Policy Framework will be strengthened, building on our existing Multi-Year Financial Strategy and other financial policies. Financial Services will work with business units and Council to define roles and responsibilities of various stakeholders and develop a work plan to address known and identified issues.

Planning for the 2005/06 work has been approached from a risk management perspective and reveals several broad policy areas that govern the financial management and fiscal accountability for the municipality.

Assets: Accounting, Reporting and Investment Policies and related systems
Liabilities: Fiscal Policies including Debt and Reserves
Income: Tax and other Revenue Policies
Value: Reporting, Equity, Transparency and Scorecard (Performance Measurement & Outcomes)
Expenses: Management Policies including expenditure control, procurement policies and reporting

Areas where specific policy revision is required and will be undertaken in 2005-06 include:

- Inter-business unit charges
- Capital Assets
- Reserve Policy
- Grant criteria
- Debt Policy
- Revenue Strategy and Taxation Policies (CCC, Waste water charges, LICs, etc.)

A number of internal and external initiatives and challenges are driving the need to address the areas outlined above. It is in these areas where specific policy enhancement and clarity is required to move forward on a strong foundation within a broad framework. Some of the initiatives and conditions driving these required improvements include: 1) Regional Plan implementation; 2) required

compliance with Public Sector Accounting Board (PSAB) standards; 3) Business Occupancy Tax elimination and 4) bridging the capital infrastructure funding gap.

Risk Impact Category

Balanced Score Card Theme:	*Excellence In Governance*
Impact Category:	(1) Legal Liability
	(2) Financial
Balanced Score Card Theme:	*Excellence In Service Delivery*
Impact Category:	(1) Information Resources
Balanced Score Card Theme:	*Healthy, Vibrant, Sustainable Communities*
Impact Category:	(1) Economic Impact
	(2) Community Impact

Link to Corporate Scorecard Outcome:
Excellence in Governance

- Citizens feel they are making a difference/participating in the future direction of HRM
- Citizens feel the municipal services they receive are worth the taxes they pay
- Citizens are confident in the governance and management of HRM
- HRM has sound financial management practices and there is accountability for dollars spent

Outcome 2005/2008

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

Objectives 2005/2006

1. Update the **Multi Year Financial Strategy** (MYFS) to reflect the Corporate Scorecard Outcomes.
   - Update specific policies within the MYFS including the **Debt** and **Reserves** Policies.
   - Support the HRM Asset Management Initiative through the creation of a clear **Tangible Capital Asset Policy**, the scoping and implementation plan for a **Capital Asset Sub-Ledger** and in response to the Business Systems and Control Group report (January 05) in support of business unit operations, coordinate the development of a **Non-inventoried Asset management system and related policies**.

2. Complete the action plan to address the requirement that HRM comply with **PSAB**.

3. Develop a **Revenue Strategy** which responds to the Regional Plan recommendations, conclusions

from the tax (residential and commercial) burden project and the elimination of the Business Occupancy Tax, and which ensures sustainable and appropriate revenue sources for HRMs short, medium and long-term needs.

4. A **transfer pricing policy** will be complete in 2005-06. Changes will be made so that inter-business-unit charges comply with the new policy and to ensure accountability exists where decision-making occurs.

5. Support the mandate and business plan goals of the Business Systems and Control Group for 2005-06.
   - **Integrated Risk Management** approach in setting priorities and decision-making. Develop a Risk Management Vision Statement and Policy. Develop high-level training and incorporate further into business planning initiatives in future years. This is to build on the work done in 2003/04.
   - **Internal Process Audits**
   - **Development of a Fraud Policy**

Analysis of Proposed Changes

Objective	*Service Levels*	*Financial Budget*
Multi Year Financial Strategy reflecting Corporate Scorecard	Increase by making MYFS more consistent with HRM's outcomes under the scorecard	Envelope
Update Debt Policy	Increase. Will make our policy reflect our future and present service needs plus need to decrease debt over time	Envelope
Update Reserves Policy	Increased service in response to BU need for reserves	Envelope
Tangible Capital Asset Policy	Increase. In response to PSAB. Better accountability of assets	Envelope
Capital Asset Sub-Ledger	Increase. In response to PSAB and outstanding Audit issues. Better accountability and tracking of assets and replacement needs	Envelope
Non Inventoried Asset Management Policy & System	Increase. Start to scope the requirement to begin a project for better accountability and tracking of assets and inventoried items for replacement/repair needs. Requested funds for this project were not approved, therefore, we will attempt to start this project without extra resources.	Envelope
PSAB compliance	No Change	Envelope

Objective	*Service Levels*	*Financial Budget*
Revenue Strategy	Increase. By identifying revenue strategies to replace current tax structures, services and costs can be readily identified, which will increase opportunities to HRM for more revenue sources	Envelope 1 6 mo. term FTE
Transfer Pricing Policy	Increase. Will benefit HRM by supporting Fleet costs for better budgeting issues. Will then incorporate into job costing for more accuracy again	Envelope
Integrated Risk Management	Increase. Business Units will be able to identify risk management issues within their budgeting and business planning process	Envelope
Internal Process Audits	Increase. Audits to be done to look for efficiencies	Envelope
Fraud Policy	Increase. By creating a policy, we can reduce risk of fraud, which benefits all HRM	Envelope

Processes
To Be Communicated where changes occur

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

FTE: 0.5 (Term FTE's)

Performance Measures

- MYFS reflect Corporate Scorecard Outcomes
- Debt policy updated and supports Long Term Capital Plan.
- Reserve Policies updated and supports Long Term Capital Plan
- Tangible Asset Policy approved
- Capital Asset Sub-ledger scoped and implementation plan developed and meets municipal accounting standards and client needs
- Policy for non-inventoried asset management created:
  - Assets secured
  - Existence of system to accurately track any losses which occur
  - BS &CG conclude that controls in policies and procedures adequately safeguard assets
- HRM is in compliance with Public Sector Accounting Board requirements
- Transfer pricing policy will charge costs within the organization in a manner which supports corporate goals and operational effectiveness

Issue # 2 The service delivery needs of internal clients and of the citizen are growing.

Employee satisfaction levels and workplace environment directly affect the ability of the business unit to provide excellent service delivery. Communication, training, work-space improvements and succession planning are key issues. Financial Services has made progress in these areas in response to earlier employee surveys, but efforts must continue in 2005-06.

In addition to ensuring that the Financial Services team is positioned to deliver high quality service through the initiatives outlined above, the business unit must also ensure that adequate resources exist to support the core service delivery needs of the organization. This is significant due to the fact that in the Financial Services business unit both *Finance* and *Financial Services* functions reside. In other words, Service Delivery and Governance frequently go hand-in-hand and must both be supported by our business unit.

Risk Impact Category

Balanced Score Card Theme:	*Excellence In Service Delivery*
Impact Category:	(1) Corporate Image
	(2) Level of Service

Link to Corporate Scorecard Outcome:

Excellence in Service Delivery:

- Customers satisfied with level of services received from HRM
- Adequate financial resources to encourage staff development and retention.
- Adequate resources provided to staff to allow them to provide excellent service delivery.

Outcome 2005/2008

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

Objectives 2005/06

1. Continued implementation of the Financial Services **Succession Plan** including risk assessment and staff development plan.

2. Complete **workplace improvements/renovations** at 3rd floor Duke as outlined by the Corporate Accommodation Committee. Funding is unsecured at present time. A withdrawal from reserves may be required. RPAM and Financial Services are working together to complete the project that started last year.

3. A **resource plan** will be developed for all projects where Financial Services staff are required outside of their regular duties to ensure core responsibilities are not jeopardized.

4. Working with RPAM, complete the review and revisions of **management agreements** for HRM facilities.

5. Develop a **Customer Service Plan** for Financial Services.

6. **Parking Meter Upgrades**. Install new meters and repair / upgrade 1,600 others.

7. In response to the Capital District Business Association's request to make parking meters more convenient to the public, we will review **Parking Meter Cards** as a payment option as part of a broad examination of downtown parking issues.

8. **Fuel Depot Upgrades**. Our fuel depots do not meet current regulations and have not been designed for their present use. Our depots have provided service during recent EMO activities, but must be upgraded to meet legislative requirements and to continue to serve HRM without the liability of fuel spills which have occurred in the past. We have received capital money to start this project, however, new operating money was not approved for an FTE to be assigned. Will start capital project in 05/06.

9. With the Corporate Scorecard Steering Committee and EMT, **review the budget and business planning process** to ensure maximum effectiveness.

10. With the Governance and Strategic Initiatives business unit, participate in initiatives designed to **increase citizen participation in the budget and business planning process for HRM**.

Analysis of Proposed Changes

Objective	*Service Levels*	*Financial/Budget*
Succession Plan	No change.	Envelope
Workplace Renovations	Increase. Once divisions are realigned for customer service, SD should increase	Possible reserve usage
Resource Plan	No Change	Envelope
Management Agreements	Increase. Once implemented, service levels should improve.	Envelope
Customer Service Plan	Increase. Once implemented, service delivery to internal/external clients should improve/increase	Envelope
Parking Meter Upgrades	Increase. Service to citizens should improve	Envelope

Objective	*Service Levels*	*Financial/Budget*
Parking Meter Cards	Improve. In response to community requests, more options for meter payments investigated, pending approval of rate increase	Envelope. Offset by required rate increase, therefore no net cost
Fuel Depot Upgrades	Increase. By having depots that meet legislative requirements, HRM's need to respond to spills, etc, will be reduced, ultimately affecting HRM's safe communities goal and eliminating potential costs.	No additional money in Operating. Capital budget of 75k will start the process
Review budget business planning process	Ongoing improvement of efficiency and effectiveness	Envelope
Increase citizen participation	Increase.	Envelope

Processes:
To Be Communicated where changes occur

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: No change

Performance Measures

- Implementation of Succession Plan continued
  Risk positions identified
- Workplace improvements completed
  Increase in employee survey satisfaction results
- Resource plans done for projects where FS staff are required outside of regular duties
  - Core service delivery not jeopardized by emerging issues
- Revision to Management Agreements completed and implemented
- Customer Service Plan developed and presented to EMT
  - Baseline customer service data collected
- Parking Meter Upgrades complete
  - Revenues captured
- Fuel depot upgrades complete
  - Meet legislative requirements

Issue #3 Ongoing need for Finance support of Corporate and external initiatives.

Within HRM there will always be a need for Finance support, directly and indirectly, for the many initiatives which have a corporate impact. In addition, Federal and Provincial initiatives and changes to legislation can have a significant financial impact on HRM.

Risk Impact Category

Balanced Score Card Theme:	*Excellence In Service Delivery*
Impact Category:	(1) Corporate Image
	(2) Level of Service
Balanced Score Card Theme:	*Safe Communities*
Impact Category:	(1) Community Impact
Balanced Score Card Theme:	*Healthy, Vibrant, Sustainable Communities*
Impact Category:	(1) Economic Impact
	(2) Community Impact

Link to Corporate Scorecard Outcome:

Excellence in Governance

- Citizens believe HRM works with other levels of government to improve government responsiveness
- Processes to encourage citizen involvement are balanced and the cost of obtaining input and the quality of the information received
- Citizens are satisfied that HRM's vision and priorities have been implemented

Excellence in Service Delivery

- Efficiency in integrated service delivery.
- Customers satisfied with levels of services received from HRM.
- Citizens feel the municipal services they receive are worth the taxes they pay.

Outcome 2005/2008

1. To ensure adequate support is provided for internal and external corporate initiatives.

Objective 2005/06

1. HRM Corporate Initiatives identified and continue to support
    - **Revenue Tools Replacement (Financial Services lead) - vendor selected, implementation plan complete and in progress**
    - **Harbour Solutions Project**

- **Corporate Dashboard**
- **Data Storage**
- **By-law Integration**
- **Land Information System**
- **Capital Transportation Authority**
- **Regional Planning**
- **District Energy**
- **Pension Committee**
- **HRM Investment Committee**

2. External initiatives with corporate HRM impact
   - **Fair and Equitable Funding Committee**
   - **Land related information integration project**
   - **Fuel tax**
   - **Utility rate reviews (NSPI, HRWC)**
   - **Halifax International Airport Authority**
   - **Assessment delivery transition**
   - **Business Occupancy Tax elimination**
   - **Supplementary Education**
   - **MARM (Municipal Accounting Reporting Manual) and SNSMR revisions due to compliance with PSAB**

3. Actively participate in the Association of Municipal Administrators of NS.

Analysis of Proposed Changes

Objective	*Service Level ****	*Financial / Budget*
Corporate Initiatives		
Revenue Tools Replacement	Increase	Envelope
Harbour Solutions Project	Consult/involved	Envelope
Corporate Dashboard	Increase. By having information available on dashboard, service increases to clients	Envelope
By-Law Integration	Consult/involved	Envelope
Land Information System	Consult/involved	Envelope
Capital Transportation Authority	Consult/involved	Envelope
Regional Planning	Consult/involved	Envelope
District Energy	Consult/involved	Envelope

Objective	*Service Level* ***	*Financial / Budget*
Pension Committee	Lead	Envelope
HRM Investment Committee	Lead	Envelope
External Initiatives with Corporate HRM impact		
Fair and Equitable Funding	Consult/involved	Envelope
Land related information integration	Consult/involved	Envelope
Fuel Tax	Consult/involved	Envelope
Utility rate reviews	Consult/involved	Envelope
Halifax International Airport	Consult/involved	Envelope
Assessment Delivery transition	Consult/involved	Envelope
Business Occupancy Tax elimination	Consult/involved	Envelope
Supplementary Education	Consult/involved	Envelope
Other		
Association of Municipal Administrators of NS	Consult/involved	Envelope

*** **Business units who rely on Financial Services may experience competition for services and all of their priorities may not be able to be addressed in 2005/06 as resources are shifted to respond to more and more corporate priorities or external demands.** ***

Processes:
To Be Communicated where changes occur

FTE:
No change

Performance Measures

- Support to projects is maintained without compromise to day to day operations.
- Corporate Initiatives move forward or are completed within time schedule.
- External initiatives are managed to impact HRM in the least negative and most positive way possible through mutual negotiations.

Financial Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Administration:						
A301 Administration - Finance	$630,471	$550,539	$506,785	$556,985	6,446	1.2%
A317 Business Systems & Controls	152,689	196,762	166,064	196,762	0	0.0%
Total Administration - Finance	**783,160**	**747,301**	**672,849**	**753,747**	**6,446**	**0.9%**
Revenue:						
A311 Revenue - Administration	176,385	157,699	157,682	147,597	(10,102)	-6.4%
A312 Coin Room	177,991	186,255	190,082	186,623	368	0.2%
A313 Payment Processing	224,500	239,150	227,425	240,509	1,359	0.6%
A314 General Revenue	517,299	584,731	552,171	518,824	(65,907)	-11.3%
A315 Ticket Office	1,126,401	991,042	893,104	852,852	(138,190)	-13.9%
A316 Taxation	732,592	660,166	642,774	657,667	(2,499)	-0.4%
A319 Tools Replacement Project	0	0	94,985	0	0 -	
A360 Admin. & Mtce of Parking Meter	0	0	0	202,211	202,211 -	
Total Revenue	**2,955,167**	**2,819,043**	**2,758,223**	**2,806,283**	**(12,760)**	**-0.5%**
Accounting:						
A321 Accounting Administration	1,887,322	237,709	223,678	270,400	32,691	13.8%
A322 Financial Reporting	0	450,938	489,876	483,600	32,662	7.2%
A323 Capital & Disbursements	0	776,416	765,907	757,200	(19,216)	-2.5%
Total Accounting	**1,887,322**	**1,465,064**	**1,479,460**	**1,511,200**	**46,136**	**3.1%**
Procurement:						
A331 General Purchasing	1,256,569	1,391,204	1,419,568	549,396	(841,808)	-60.5%
A332 Inventory & Asset Mg	1,251,223	1,305,513	208,704	0	(1,305,513)	-100.0%
A333 Stores-Transit/Fire	0	10,600	575,815	588,329	577,729	5450.3%
A334 Stores-East/West	0	0	525,798	556,440	556,440 -	
A335 Procurement Field Support Reps	0	0	0	420,967	420,967 -	
A336 Procurement Staff	0	0	0	569,884	569,884 -	
A341 Outside Agencies	69,939	0	67,585	0	0 -	
Total Procurement	**2,577,731**	**2,707,317**	**2,797,470**	**2,685,016**	**(22,301)**	**-0.8%**
Service Delivery:						
A351 Service Delivery	0	635,890	642,678	722,900	87,010	13.7%
Total Service Delivery	**0**	**635,890**	**642,678**	**722,900**	**87,010**	**13.7%**
Financial Planning Services						
A810 Financial Planning	375,634	464,450	421,742	513,600	49,150	10.6%
A811 Grants-Administration	119,785	127,712	122,582	127,412	(300)	-0.2%
A318 Strategic Initiatives	15	0	0	0	0 -	
Total Financial Planning Services	**495,435**	**592,162**	**544,324**	**641,012**	**48,850**	**8.2%**
Total	**$8,698,815**	**$8,966,777**	**$8,895,004**	**$9,120,158**	**153,381**	**1.7%**

Financial Services

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Administration:						
A301 Administration - Finance	($217)	$0	($278)	$0	0 -	
A317 Business Systems & Controls	(2,500)	0	(2,737)	0	0 -	
Total Administration - Finance	**(2,717)**	**0**	**(3,015)**	**0**	**0 -**	
Revenue:						
A311 Revenue - Administration	(379)	0	3,471	0	0 -	
A314 General Revenue	(239,184)	(268,500)	(228,095)	(268,500)	0	-0.0%
A315 Ticket Office	(3,220,974)	(3,875,000)	(3,654,116)	(4,575,000)	(700,000)	18.1%
A316 Taxation	(549,875)	(550,000)	(556,804)	(565,000)	(15,000)	2.7%
Total Revenue	**(4,010,412)**	**(4,693,500)**	**(4,435,544)**	**(5,408,500)**	**(715,000)**	**15.2%**
Accounting:						
A321 Accounting Administration	(1,772)	0	(279)	0	0 -	
Total Accounting	**(1,772)**	**0**	**(279)**	**0**	**0 -**	
Procurement:						
A331 General Purchasing	(640)	0	(28,406)	0	0 -	
A332 Inventory & Asset Mg	(1,667)	0	(6,818)	0	0 -	
A334 Stores - East	0	0	(671)	0	0 -	
A341 Outside Agencies	(69,939)	0	(67,585)	0	0 -	
Total Procurement	**(72,246)**	**0**	**(103,480)**	**0**	**0 -**	
Service Delivery:						
A351 Service Delivery	0	0	7	0	0 -	
Total Service Delivery	**0**	**0**	7	**0**	**0 -**	
Total	**($4,087,147)**	**($4,693,500)**	**($4,542,312)**	**($5,408,500)**	**(715,000)**	**15.2%**

Financial Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Administration:						
A301 Administration - Finance	$630,254	$550,539	$506,507	$556,985	$6,446	1.2%
A317 Business Systems & Controls	150,189	196,762	163,327	196,762	0	0.0%
Total Administration - Finance	**780,443**	**747,301**	**669,834**	**753,747**	**6,446**	**0.9%**
						-
						-
Revenue:						
A311 Revenue - Administration	176,006	157,699	161,153	147,597	(10,102)	-6.4%
A312 Coin Room	177,991	186,255	190,082	186,623	368	0.2%
A313 Payment Processing	224,500	239,150	227,425	240,509	1,359	0.6%
A314 General Revenue	278,115	316,231	324,076	250,324	(65,907)	-20.8%
A315 Ticket Office	(2,094,573)	(2,883,958)	(2,761,012)	(3,722,148)	(838,190)	29.1%
A316 Taxation	182,717	110,166	85,970	92,667	(17,499)	-15.9%
A319 Tools Replacement Project	0	0	94,985	0	0	-
A360 Admin. & Mtce of Parking Meter:	0	0	0	202,211	202,211	-
Total Revenue	**(1,055,244)**	**(1,874,457)**	**(1,677,321)**	**(2,602,217)**	**(727,760)**	**38.8%**
						-
						-
Accounting:						
A321 Accounting Administration	1,885,550	237,709	223,398	270,400	32,691	13.8%
A322 Financial Reporting	0	450,938	489,876	483,600	32,662	7.2%
A323 Capital & Disbursements	0	776,416	765,907	757,200	(19,216)	-2.5%
Total Accounting	**1,885,550**	**1,465,064**	**1,479,181**	**1,511,200**	**46,136**	**3.1%**
						-
						-
Procurement:						
A331 General Purchasing	1,255,929	1,391,204	1,391,162	549,396	(841,808)	-60.5%
A332 Inventory & Asset Mg	1,249,556	1,305,513	201,886	0	(1,305,513)	-100.0%
A333 Stores-Transit/Fire	0	10,600	575,815	588,329	577,729	5450.3%
A334 Stores-East/West	0	0	525,127	556,440	556,440	-
A335 Procurement Field Support Reps	0	0	0	420,967	420,967	-
A336 Procurement Staff	0	0	0	569,884	569,884	-
A341 Outside Agencies	0	0	0	0	0	-
Total Procurement	**2,505,485**	**2,707,317**	**2,693,990**	**2,685,016**	**(22,301)**	**-0.8%**
Service Delivery:						
A351 Service Delivery	0	635,890	642,685	722,900	87,010	13.7%
Total Service Delivery	**0**	**635,890**	**642,685**	**722,900**	**87,010**	**13.7%**
						-
						-
Financial Planning Services						
A810 Financial Planning	375,634	464,450	421,742	513,600	49,150	10.6%
A811 Grants-Administration	119,785	127,712	122,582	127,412	(300)	-0.2%
A318 Strategic Initiatives	15	0	0	0	0	-
Total Financial Planning Services	**495,435**	**592,162**	**544,324**	**641,012**	**48,850**	**8.2%**
Total	**$4,611,668**	**$4,273,277**	**$4,352,693**	**$3,711,658**	**(561,619)**	**-13.1%**

Financial Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$6,982,599	$7,803,510	$7,574,629	$7,707,997	(95,513)	-1.2%
Office Costs	473,748	358,690	308,206	340,934	(17,756)	-5.0%
Professional Fees	95,870	97,194	97,641	81,200	(15,994)	-16.5%
Legal & Consulting Fees	15,115	69,779	20,105	23,550	(46,229)	-66.3%
External Services	653,680	460,576	529,976	539,850	79,274	17.2%
Uniforms & Clothing	11,834	8,700	13,908	12,100	3,400	39.1%
Salt	1,761	0	4,293	0	0	-
Supplies & Materials	140,281	76,600	90,888	78,750	2,150	2.8%
Building Costs	63	0	22,283	15,200	15,200	-
Equipment & Communications	108,584	68,773	27,366	72,047	3,274	4.8%
Vehicle Expense	2,496	485	1,015	0	(485)	-100.0%
Travel	26,767	35,123	42,731	30,557	(4,566)	-13.0%
Training & Education	25,639	77,706	37,442	63,805	(13,901)	-17.9%
Facilities Rental	177	776	(50)	400	(376)	-48.5%
Advertising & Promotion	12,760	19,594	28,457	18,700	(894)	-4.6%
Other Goods & Services	102,308	85,671	60,859	83,368	(2,303)	-2.7%
Interdepartmental	45,131	(226,400)	35,254	22,100	248,500	-109.8%
Transfer to/from Reserves	0	30,000	0	29,600	(400)	-1.3%
Total	**$8,698,814**	**$8,966,777**	**$8,895,004**	**$9,120,158**	**153,381**	**1.7%**
Revenues						
Fines and Fees	($3,440,434)	($4,125,000)	($3,860,754)	($4,825,000)	(700,000)	17.0%
Tax Certificates	(549,875)	(550,000)	(555,690)	(565,000)	(15,000)	2.7%
Other Revenue	(96,838)	(18,500)	(125,868)	(18,500)	0	-0.0%
Total	**($4,087,147)**	**($4,693,500)**	**($4,542,312)**	**($5,408,500)**	**(715,000)**	**15.2%**
Net Cost	**$4,611,667**	**$4,273,277**	**$4,352,692**	**$3,711,658**	**(561,619)**	**-13.1%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Financial Services				
CBM00711 Fuel depot Upgrade	0	75,000	300,000	300,000
CIM00566 Revenue Tools Replacements	0	500,000	300,000	300,000
Total	**0**	**575,000**	**600,000**	**600,000**

HALIFAX REGIONAL FIRE AND EMERGENCY 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.

Halifax Regional Fire and Emergency provides emergency response twenty-four hours a day, seven days a week through 60 stations located throughout HRM, staffed by career and volunteer firefighters. The services provided include 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 on non-emergency, EMO provides programs and leadership that will assist its clients to prepared for an eventual, but unknown peril.

Fire And Emergency Service Mission Statement: ***To enhance and preserve a safe quality of life, property and environment, we service commercial and industrial clients and the general public, through education, leadership, partnerships, emergency preparedness and effective responses to fires and other emergencies.***	
Strategic Outcomes	**Indicators**
Lives, property and environment protected from fire and other emergency event impacts	• # of times fire contained to unit or structure of involvement. • # of successful interventions for medical and rescue responses. • # of environmental issues mitigated • specialized teams such as Haz-mat and CBRN are maintained. • Urban Search & Rescue program is built and sustained.
The citizens of the Halifax Regional Municipality are confident in the dependability of service delivery.	• Post incident customer feedback
Client Benefits	**Indicators**
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.

Client Benefits	**Indicators**
Provision of appropriate, professional and skillful emergency service	• % of time appropriate apparatus and specialized teams dispatched • Average # of hours each firefighter trains on identified training as part of daily duties • % increase in training availability to the rural areas • % reduction in specific fire related incidents in targeted areas
Hazard awareness and knowledge of prevention	• # of educational programs delivered • # of public awareness initiatives • % increase in adoption of Risk Watch program. • Feedback on program quality from educational institutions, community groups, and the general public.

2004/2005 Net Operating Budget	**$40,031,969**	***2004/2005 Gross Capital Budget***	**$3,788,000**
2005/2006 Net Operating Budget	**$42,604,800**	***2005/2006 Gross Capital Budget***	**$568,000**
2004/2005 Approved FTE's	**461**	**2005/2006**	**464**

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.	Identified issues around Safe drinking water in all stations using wells as a source of drinking water. Equipment upgraded as identified by the risk management pilot project. Generator transfer switches have been installed in identified rural stations for emergency preparedness. 05-06 will see this initiative brought forward to develop solutions for identified issues and emergency preparedness.
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.	Response Standards have been developed, reviewed by the CAO, Safe Communities Theme Team, Finance and have been forwarded to Program & Service Review (Jan/05). Final steps - Council's approval of standards. 05/06 - Issue #2
Health and Wellness - To help members of the Fire Service maintain a level of health and wellness for acceptable job performance.	.5 Occupational Health position filled by Human Resources in 04/05. Health & Wellness program identified in new Collective Agreement. Heart Health, Nutrition, Life Style, Smoking Cessation and Ergonomics programs supported and implementation plans are in progress.
Post Implementation Support of Capital Initiatives - To support the Computer Aided Dispatch/Record Management System at post implementation. To have in place a corporate training centre.	2 Positions - 1 IT support position was filled in Shared Services 04/05. 1 - TMR Post implementation support position not permanently filled to date. This position is still being filled by staff secondment from Fire. Preliminary discussions have been held with RPAM regarding possible sites for a future corporate training centre. Ongoing for 05/06 - Issue 5.

Key Initiatives	Status
Community Emergency Preparedness - To ensure a coordinated response during emergencies and to ensure an adequate and appropriate infrastructure is in place to support emergency operations.	• Master EMO Plan and 2 sub set plans have been developed. • Telecommunications plans being developed. • 8 Business Unit Emergency Plans completed and reviewed. • 4 Business Unit Plans are in progress. Upgraded computers, fax machines, generators, etc. to support and sustain emergency operations. • Chemical Biological Radiological Nuclear Team - joint (CBRN) 22 members trained equipment purchases are ongoing. • Urban Search and Rescue (USAR) - 12 members trained in Calgary. Equipment purchasing taking place Jan-March 05. Ongoing for 05/06 - Issue 3.
Diversity - 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.	• Designated Recruitment conducted for African-Canadians with 11 hired in 2004. • Designated Recruitment for Woman developed, planned for 2005. • 2 Firefighters trained to promote and educate members on diversity.

Key Initiatives	Status
Safe Communities - To source community organizations to drive the implementation of reduction of injury; to expand Risk Watch; to implement the Passport for Safety Program; to engage Community Links; to liaise with various federal agencies and the port authorities; to clarify roles and responsibilities with DND; to develop First Nation service agreements; to review the feasibility of developing a contract for service with the Halifax International Airport Authority.	Committees established working on 3 priority areas: Falls Among Children & Seniors, Motor Vehicle Accidents, Self Injury/Suicide. Implemented Child Safety Seat & Booster Seat Compliance Programs and Risk Watch Pilot. Memorandums of Understanding (MOU) with Halifax Port Authority for Grain Elevator Property have been signed and are in place. Meetings being held with Dept. Of National Defence (DND) regarding sharing of resources. DND- Fire now on HRM TMR radio system. Draft Memorandum of Understanding developed with Millbrook Band. HRM Fire and Emergency section of an agreement for fire & emergency service with Shubenacadie First Nations Band completed. Approved by Council, Sept. 04. Discussions with Halifax International Airport Authority ongoing.
Administrative Offices - To support all personnel in the performance of their responsibilities by providing appropriate facilities to meet their needs.	Project lead from RPAM assigned. Additional space secured 3rd Floor of Alderney Gate. Completion in March 2005.
Volunteer Recruitment & Retention - To develop an infrastructure that is responsive to the needs of the rural areas in the attraction and retention and expanded use of volunteers.	A HR Consultant hired dedicated to rural stations. Complete.
Collective Agreement - To negotiate a long term collective agreement that will enhance working relationships between the union and management; secure management rights; and establish processes and procedures that will streamline the administration of the contract.	12 Year Collective Agreement successfully negotiated which does not will expire until May 31, 2016. This agreement eliminates the right to strike by Firefighters and will allow more flexibility with personnel for non-firefighting work. Complete.

Key Initiatives	Status
Code Enforcement - To implement an inspection schedule and to realign resources to comply with the Fire Safety Act and to work with other business units to streamline the implementation of By-laws M-100.	Funding received for 3 FTE's for Planning & Development to implement M-100. 1 Year Transition period over for transfer of responsibilities to Planning & Development effective March 7, 2005. Complete

Issue #1 Risk Identification & Mitigation

Based on the pilot risk assessment the development of a risk management plan which identifies deficiencies and mitigation strategies to align with industry standards will be particularly costly for our Service. The lack of safe drinking water in the rural areas has been identified as a risk and a program for identification and proposed mitigation for approximately 50 percent of the fire stations has been completed.

Risk Impact Category:
Balanced Score Card Theme: Safe Communities
Impact Category: (1) Safety for Employees, Public
(2) Community Impact

Link to Corporate Scorecard Outcome:
Safe Communities:
Buildings, properties and infrastructure in HRM are safe, healthy and well maintained
- By ensuring personnel have the appropriate equipment, safe vehicles, and are housed in and respond 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.

Outcomes 2005/2008:

1. To reduce liability and risk to firefighters and to the organization through continual improvements to facilities, training, communication systems and equipment.
2. To ensure emergency preparedness by addressing infrastructure in rural areas to respond to citizens during emergencies.
3. To develop a plan to identify risks in facilities, equipment, apparatus, training and processes to correct or minimize the risks through the employment of a risk manager.
4. Change service delivery model for Occupational Safety (corporate wide). Co-location with Occupational Health in future to create additional synergy.

Objectives 2005/2006

1. To integrate facility and equipment compliance issues with findings from the risk management plan as developed .
2. To complete the assessment of the drinking water needs at the remaining stations and to establish a plan to provide safe drinking water in all fire stations and community halls.
3. To review the existing equipment in regards to standards and regulations.
4. To develop risk management, inspection and monitoring programs to address compliance issues.
5. To approve RPAM's implementation plan for the roll out of improved physical asset management for rural fire including a preventative maintenance program.
6. To continue to identify locations for installation of generators and cooking facilities to support emergency operations and community comfort during emergency events.
7. To outfit one station in the rural area as part of the ongoing plan, with kitchen facilities, hot water and standby power from alternate source to allow for the use as an emergency shelter, when funding is available.
8. To establish a Logistical support position to ensure repair, installation, maintenance and sustainable operation of radio and paging hardware critical to the delivery of emergency service during daily operations and at extended emergency events.

Analysis of Proposed Changes

Service Levels:

- Failure to identify risks for facilities and equipment may result in increased injuries.
- Use of outdated/non-compliant equipment may result in injuries, liability and prosecution.
- Lack of preventative maintenance to infrastructure may result in emergency closures of fire stations impacting service levels to the community, other areas of risk are building or equipment failure, environmental pollution and injury to the members and the public.

Financial:

The exact financial implications of the risk management plan is difficult to estimate without the completion of the Risk Management Plan. Initial assessment is approximately $2 million capital for improvements in equipment to meet minimum standards.

- Approximately $52,000 for 1.0 FTE for risk management.
- Approximately $24,000 for the completion of the safe drinking water assessment - unfunded.
- Approximately $38,000 to establish a Logistical support position.

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 have been partially addressed by Fire.
- Assistance in developing the risk management plan will need to be addressed by Procurement,

the Insurers and Human Resources.
- Physical asset management by RPAM.

FTE's:
- 1.0 Risk Management
- 1.0 Logistical Support.

Performance Measures:

Objective	Measure
To integrate facility and equipment compliance issues with findings from the risk management pilot.	• $ being spent to maintain HRM infrastructure • % of buildings compliant • % of equipment compliant
To establish a plan to provide safe drinking water in all fire stations.	• Drinking water assessed • Plan in place to address findings
To review the existing equipment in regards to standards and regulations.	• Equipment reviewed.
To develop risk management, inspection and monitoring programs to address compliance issues	• 1.0 individual hired to develop programs • % of compliance issues addressed
To work with RPAM to implement an improved physical asset management plan for rural fire.	• Adequate physical assets in place to meet service delivery needs.
To establish a Logistical support position to ensure repair, installation, maintenance and sustainable operation of radio and paging hardware critical to the delivery of emergency service during daily operations and at extended emergency events.	• 1.0 Logistic Support hired.

Issue #2 Standards of Response Coverage

Upon approval by Council, the implementation of response coverage standards will assist the Fire Service to plan, monitor, and evaluate its service delivery to the citizens of HRM and those involved in emergency incidents within HRM. These non-regulatory standards are to be NFPA based but are endorsed by the International City Management Association (ICMA) and the International Association of Fire Chiefs. In addition to the Service Delivery Standards, Halifax International

Airport Authority (HIAA) currently are providing structural and air-side fire protection, however, the mandate for structural firefighting is the responsibility of HRM. HIAA presently maintains 8 additional Firefighters to provide this service and have brought this matter to HRM's attention.

Risk Impact Category:

Balanced Score Card Theme:	*Safe Communities*
Impact Category:	(1) Safety for Employees, Public
	(2) Community Impact

Link to Corporate Scorecard Outcome:

Safe Communities:

Timely and appropriate emergency response.

- Implementing standards will ensure emergency preparedness and timely and appropriate emergency response. This will result in increased citizen safety and will support the management of public expectations for the level of service provided.

Outcomes 2005/2008

1. To have response coverage standards in place.
2. To have a plan which monitors and evaluates service delivery.
3. To have a plan to address the risk should Halifax International Airport Authority (HIAA) withdraw structural firefighting service.

Objectives 2005/06

1. To obtain approval from Council for the response coverage standards.
2. To develop a multi-year plan for station locations and fleet that aligns with Regional Planning objectives.
3. To receive approval from Council to implement required staffing and equipment levels as identified in a multi-year plan.
4. 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 when standards are approved.

Financial:

- Based on current requirements, there will be a need to hire 81 additional firefighters by 2011.
- 2005/6, it is proposed to increase the complement by 16 Firefighters at a cost of $641,344 Year 1 cost for 4th Class Firefighters. Step level increases will be require in subsequent years as they progress to 1st Class Firefighter. Year 2 - $771,518, Year 3 - $925,494 and Year 4 - 1,076,250 when they reach 1st Class status. These FTEs were not approved for 2005/06.

Internal Service Providers:
- Human Resources for recruitment.

Processes:
- An audit measurement process will have to be developed to ensure Fire is meeting the standards.
- A multi-year strategy as proposed with the Service Delivery Standards to be implemented.
- Station location/consolidation and Fleet plans to be completed.

FTE's: None at this time.

Performance Measures:

Objective	Measure
To obtain approval from Council for the response coverage standards	• Council approval received • Citizen feedback
To obtain approval from Council for a multi-year plan to implement required staffing and equipment levels in accordance with the response coverage standards.	• Multi-year plan completed and approved by Council.
To integrate proposed rural, suburban and urban delivery standards into one service delivery document	• One service delivery document

Issue # 3 Community Emergency Preparedness

To ensure that HRM is prepared to respond to the needs of the citizens during times of crisis.

Risk Impact Category:
Balanced Score Card Theme: *Safe Communities*
Impact Category: (1) Safety for Employees, Public
(2) Community Impact

Link to Corporate Scorecard Outcome:
Safe Communities:
Timely and appropriate emergency response; and Buildings, properties and infrastructure in HRM are safe, healthy and well maintained.
- Ensure plans and procedures are in place for a timely and co-ordinated response during emergencies; and to allow for individual radio communications in areas where signals are low and need amplification.

Outcomes 2005/2008

1. To ensure a coordinated response during emergencies and to ensure an adequate and appropriate infrastructure is in place to support emergency operations. To ensure funding is provided to upgrade and sustain the City Watch system.

Objectives 2005/2006

1. Final implementation of the Master Plan and three subset plans:
    1. Emergency Evacuation
    2. Telecommunications
    3. Public Information
2. All HRM Departmental emergency plans completed and reviewed.
3. To develop a HRM-wide telecommunications systems with all HRM agencies.
4. To provide repeaters for all fire vehicles to allow individual radio communication from TMR implementation budget.
5. Complete purchasing of equipment, provide necessary training, and sustainable funding to ensure a response ready Joint CBRN Team.
6. To upgrade equipment and training from a MUSAR (Medium Urban Search and Rescue) capability to a HUSAR (Heavy Urban Search and Rescue) capability by the end of 2007.
7. To effectively utilize City Watch system by providing a resource to fully maximize its capacity and capability within the Municipality.

Analysis of Proposed Changes

Service Levels:
Improved coordinated response to major emergencies from all agencies.

Financial:

- $250,790 capital required for USAR training and equipment (HRFE's portion of the cost sharing agreement with federal government. HRFE contributes 25% $250,790 - Federal Government contributes 75% for a total commitment in 2005/06 of $703,160). Funding not available for this upgrade in 2005/06.
- Funding for the vehicle repeaters addressed under the Mobile Radio / Paging Project.
- Funding for software, system maintenance and coordinator for the City Watch Program identified as $85,000. FTE to report to EMO.

Processes:

- New processes to be outlined in EMO Master plan.
- New telecommunication system will require training.
- USAR 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.
- City Watch designated individual to capitalize on system capability, improve communications, re-call notifications and conduct telephone surveys, etc.

Internal Service Providers: Police, 911 Centre, Information Services and EMO.

FTE's: 1.0 City Watch Coordinator

Performance Measures:

Objective	Measure
Final implementation of the three subset plans: Emergency Evacuation Telecommunications Public Information	• The co-ordinated response of all services during an emergency. • Successful grade received on Bi-annual Provincial review.
All HRM Departmental emergency plans completed and reviewed.	• A co-ordinated response of all services during an emergency.
Maintenance of equipment and training in order to sustain a response ready Joint CBRN Team.	• Joint CBRN Team in place. • A co-ordinated response during an emergency.
To upgrade equipment and training from a MUSAR (Medium Urban Search and Rescue) capability to a HUSAR (Heavy Urban Search and Rescue) capability.	• Heavy Urban Search & Rescue Team in place by 2007.
Provision of repeaters needed for all required fire apparatus.	• Repeaters installed on all required apparatus
Resource City Watch Program to ensure future sustainability.	• 1 FTE hired to coordinate operation and training of system capability. • Hardware and software requirements are supported.

Issue # 4 Civil Response

Currently in HRM there is a lack of coordination of responses across business units to emerging non-emergency issues and urgent non-emergency issues.

Risk Impact Category:
Balanced Score Card Theme: *Safe Communities*
Impact Category: (1) Safety for Employees, Public
(2) Community Impact

Link to Corporate Scorecard Outcome:
Safe Communities:
Citizens Feel Safe.
- A coordinated response and control of emerging non-emergency issues and urgent non-emergency issues that confront the municipality will increase the citizen's confidence in dealing with the various Business Units in HRM when addressing matters of enforcement and public safety.

Outcome 2005/2008

1. To develop a resource plan that best meets the objectives of Safe Communities and Civil Response.

Objectives 2005/2006

1. Review the current situation in HRM regarding our response to emerging community safety issues and the non-urgent issues that impact a community's sense of safety.

Analysis of Proposed Changes
Service Levels:
Improve the citizens access and understanding of HRM's response to issues that are coordinated for a consistent delivery of service.

Financial:
$'s for backing filling costs $70,000 for 6 months provided funding can be found within budget capacity.

Processes:
No change for current budget. Future years will be dependant upon the project scope

FTE's: 0

Performance Measures:

Objective	Measure
Review the current situation in HRM related to our response to emergent community safety issues and non urgent emergencies.	• Plan has been developed and action items have been identified.

Issue #5 Long-Term Capital Plan - Information

Current infrastructure will not be adequate to meet the future needs of the community for fire and emergency service. Approval of capital projects at the current rate will leave the Fire Service with an aging infrastructure that will not be capable of supporting public safety.

Buildings - New Construction Projects

1. New Training Facility to be implemented in two phases: 1st Phase 05/06 $1,000,000 for a Live Burn Building, 2nd Phase - Training Centre 06/07 & 07/08 will require a total of $2,000,000. Note: $1,000,000 of Federal funding may be available towards the construction of the Training Facility. The dollars required to leverage Federal funding are included in 06/07 figure.
2. Penhorn Fire Station - Construction approved for 07/08. In years 05/06 and 06/07 funding will be set asided in a reserve account with the balance coming from 07/08 budget.
3. Zone 4 Fire Station - Site selection complete and with a consolidated building of Fire Station and Recreation Centre to be constructed. Current funding will see plans designed and site development begun. This project has change from original submission with the addition of the Recreation Centre. Capital cost of this facility will be approximately 4,000,000 with construction expected to commence in early 2006 pending the required budget approvals.
4. Moser River Fire Station previously approved is underfunded by approximately $400,000 based on quotes received. Plans are currently being revised in order to bring the quotes in line with the budget allocation.
5. A number of fire stations are currently at the end of or beyond their life expectancy and will require replacement in coordination with the Regional Plan and Service Delivery. In 05/06 - $800,000, 06/07 - $4,000,000, 07/08 - $3,000,000. For future growth in Bedford West/Bedford South a new station will be required at an estimated construction cost of $3,000,000 at today's construction costs.

Building - Upgrades: A number of fire stations do not have generator back-up to allow operation during extreme weather events and power outages. This results in communication failures and an inability to provide services on a timely basis. It has been proposed that $200,000 per year in 05/06, 06/07 and 07/08 be provided to upgrade deficient facilities as identified in an Operational Plan. General station upgrades include installation of vehicle extraction systems to capture diesel particulate at source and to deal with code compliance issues for 05/06 - $400,000; 06/07 - $400,000; 07/08 - $400,000.

Risk Impact Category:

Balanced Score Card Theme:	*Safe Communities*
Impact Category:	(1) Safety for Employees, Public
	(2) Community Impact

Link to Corporate Scorecard Outcome:

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

- Ensuring personnel are housed in and respond from adequate facilities for effective service delivery, supports the protection of all members and the community, and ensures emergency preparedness.

Outcome 2005/2008

1. To obtain sufficient capital funding to address the identified needs for infrastructure for fire and emergency service.

Objectives 2005/2006

1. To identify opportunities to meet capital funding needs.

Analysis of Proposed Changes

Service Levels:
To sustain current levels of fire protection in the municipality, station & fleet plans will have to be aligned with the Regional Plan, service delivery and capital allocations.

Financial:
Projected 3 Year Capital Deficiencies for Fire and Emergency Service totals approximately $18.5 million.

Processes:
Identify strategic plan in accordance with the Service Delivery Standard for the provision of Fire and Emergency Service in the municipality.

Internal Service Providers:
Real Property and Asset Management to manage station construction, upgrades and repairs.

FTE's: No anticipated impact.

Performance Measures:

Objective	Measure
If additional capital capacity is identified by the municipality, that such capacity will be apportioned to Fire and Emergency Service based on current needs.	• Fire receives additional capital funding if the municipality identifies additional capacity.

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Core Area:						
Core Area - General:						
F110 Operations	$22,745,605	$24,088,504	$24,419,006	$25,237,494	1,148,990	4.8%
F120 Training	1,081,542	1,172,948	1,219,243	1,205,692	32,744	2.8%
F130 Prevention	1,608,079	1,596,714	1,461,157	0	(1,596,714)	-100.0%
F140 Administration	1,538,705	1,263,867	1,251,150	1,273,464	9,597	0.8%
F141 Community Relations	0	19,982	182,687	583,639	563,657	2820.8%
F142 Fire & Explosion Investigation	0	0	0	459,776	459,776	-
F143 Fire Inspection	0	0	0	769,101	769,101	-
F150 Mechanical Maint.	1,496,421	1,512,841	1,541,080	1,811,400	298,559	19.7%
F160 Buildings & Logistic	1,445,171	1,395,090	1,539,137	1,602,185	207,095	14.8%
F170 Rural District Management	736,376	666,509	725,707	659,609	(6,900)	-1.0%
F190 Communications	196,856	198,850	153,988	148,850	(50,000)	-25.1%
Total Core Area - General	**30,848,756**	**31,915,305**	**32,493,154**	**33,751,210**	**1,835,905**	**5.8%**
Core Area, Safety & Strategic:						
F180 Safety & Strategic Initiatives	0	930,765	493,587	452,895	(477,870)	-51.3%
A451 Emergency Measures Recoveries	25,004	25,000	25,000	25,000	0	0.0%
C801 Emergency Measures Administrat	156,775	196,014	186,749	234,284	38,270	19.5%
Total Core Area, Safety & Strategic:	**181,779**	**1,151,779**	**705,336**	**712,179**	**(439,600)**	**-38.2%**
Total Core Area:	**31,030,535**	**33,067,084**	**33,198,490**	**34,463,389**	**1,396,305**	**4.2%**
Rural Departments:						
Rural Fire Common:						
F791 Rural Fire Debt Payments	537,917	501,300	501,218	719,001	217,701	43.4%
F792 Rural Fire Fleet Maintenance	228,124	124,000	115,545	145,000	21,000	16.9%
F793 Rural Fire - Rural Operations	4,951,781	5,672,054	5,373,491	5,705,440	33,386	0.6%
Total Rural Fire Common	**5,717,822**	**6,297,354**	**5,990,254**	**6,569,441**	**272,087**	**4.3%**
Contracted Operations:						
F724 Enfield	30,000	35,000	35,000	40,000	5,000	14.3%
F727 Milford Station	2,400	2,400	2,400	2,400	0	0.0%
F728 Hubbards Rural Fire	40,000	40,000	40,400	40,000	0	0.0%
Total Contracted Operations	**72,400**	**77,400**	**77,800**	**82,400**	**5,000**	**6.5%**
Zone 1 Rural Fire:						
F709 Lake Echo	121,921	0	0	0	0	-
F710 Chezzetcook	119,648	0	0	0	0	-
F711 Lawrencetown	109,565	0	0	0	0	-
F712 Musquodoboit Harbour	64,559	0	0	0	0	-
F713 Ostrea Lake	13,053	0	0	0	0	-
F714 Oyster Pond/Jeddore	47,147	0	0	0	0	-
F751 District 1 Fire	37,456	242,944	366,779	341,564	98,620	40.6%
Total Zone 1 Rural Fire	**513,349**	**242,944**	**366,779**	**341,564**	**98,620**	**40.6%**
Zone 2 Rural Fire:						
F715 Mooseland	0	0	0	0	0	-
F716 Moser River	19,287	0	0	0	0	-
F717 Mushaboom	18,279	0	(79)	0	0	-
F718 Three Harbours	31,000	0	0	0	0	-
F719 Sheet Harbour	50,375	0	0	0	0	-
F720 Tangier	32,459	0	0	0	0	-
F752 District 2 Fire	48,517	123,145	111,685	197,645	74,500	60.5%
Total Zone 2 Rural Fire	**199,917**	**123,145**	**111,606**	**197,645**	**74,500**	**60.5%**

Fire and Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Zone 3 Rural Fire:						
F721 Cook's Brook	11,179	0	0	0	0 -	
F722 Meagher's Grant	15,180	0	0	0	0 -	
F723 Middle Musquodoboit	19,752	0	0	0	0 -	
F730 Dutch Settlement	14,358	0	0	0	0 -	
F736 Upper Musquodoboit	19,835	0	0	0	0 -	
F753 Fire District 3 Revenue & Capital	116,296	103,031	97,437	157,987	54,956	53.3%
Total Zone 3 Rural Fire	**196,601**	**103,031**	**97,437**	**157,987**	**54,956**	**53.3%**
Zone 6 Rural Fire (Western):						
F701 Black Point	114,401	0	0	0	0 -	
F702 Lakeside	136,806	0	0	0	0 -	
F703 Bay Road	64,099	0	0	0	0 -	
F704 Seabright	67,725	0	0	0	0 -	
F705 Prospect Road	172,422	0	0	0	0 -	
F706 Harrietsfield/Sambro	90,991	0	0	0	0 -	
F707 Herring Cove	62,212	0	79	0	0 -	
F734 Upper Hammonds Plains	0	0	0	0	0 -	
F735 Hammonds Plains	183,731	0	0	0	0 -	
F756 District 6 Fire	37,740	467,889	612,753	729,754	261,865	56.0%
Total Zone 6 Rural Fire (Western)	**930,127**	**467,889**	**612,833**	**729,754**	**261,865**	**56.0%**
Zone 4 Rural Fire:						
F725 Zone 4	295,484	221,622	218,236	196,120	(25,502)	-11.5%
F731 Beaver Bank-Kinsac	47,046	0	0	0	0 -	
F755 District 5	0	0	0	0	0 -	
Total Zone 4 Rural Fire	**342,530**	**221,622**	**218,236**	**196,120**	**(25,502)**	**-11.5%**
Total Rural Departments	**7,972,746**	**7,533,385**	**7,474,945**	**8,274,911**	**741,526**	**9.8%**
Total	**$39,003,281**	**$40,600,469**	**$40,673,435**	**$42,738,300**	**2,137,831**	**5.3%**

Fire and Emergency Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$29,629,386	$31,202,600	$32,139,748	$33,459,036	2,256,436	7.2%
Office Costs	496,700	487,769	481,621	507,769	20,000	4.1%
Professional Fees	470	0	369	0	0	-
Legal & Consulting Fees	21,295	26,190	13,004	26,190	0	0.0%
External Services	220,786	324,620	284,530	379,910	55,290	17.0%
Uniforms & Clothing	1,161,566	569,260	650,922	569,260	0	0.0%
Salt	39	0	51	0	0	-
Supplies & Materials	215,684	179,700	190,694	184,700	5,000	2.8%
Utilities	290,340	335,926	381,440	343,500	7,574	2.3%
Building Costs	260,670	554,433	195,629	551,400	(3,033)	-0.5%
Equipment & Communications	2,089,626	2,490,785	1,561,647	1,674,415	(816,370)	-32.8%
Vehicle Expense	330,829	124,000	188,901	145,000	21,000	16.9%
Travel	47,237	159,332	97,296	169,400	10,068	6.3%
Training & Education	298,055	483,836	244,944	508,770	24,934	5.2%
Facilities Rental	0	4,850	13	49,950	45,100	929.9%
Advertising & Promotion	18,987	40,934	23,388	38,782	(2,152)	-5.3%
Other Goods & Services	637,139	806,193	589,111	803,917	(2,276)	-0.3%
Interdepartmental	2,383,219	1,992,741	2,661,076	2,291,300	298,559	15.0%
Debt-Interest	127,088	145,700	145,654	188,849	43,149	29.6%
Debt Principal	410,828	355,600	355,563	530,152	174,552	49.1%
Insurance Costs	2,563	0	2,875	0	0	-
Grants & Tax Concessions	30,770	31,000	29,956	31,000	0	0.0%
Transfer to/from Reserves	285,004	285,000	435,000	285,000	0	0.0%
Capital from Operating	45,000	0	0	0	0	-
Other Fiscal	0	0	0	0	0	-
Prior year Surplus/Deficit	0	0	0	0	0	-
Total	**$39,003,282**	**$40,600,469**	**$40,673,434**	**$42,738,300**	**$2,137,831**	**5.3%**
Revenues						
Tax Revenues	$87	$0	$0	$0	0	-
Area Rate Revenue	0	0	0	0	0	-
Transfers from other Gov'ts	0	(450,000)	0	0	450,000	-100.0%
Fines and Fees	(110,662)	(85,000)	(104,290)	(100,000)	(15,000)	17.6%
Licenses & Permits		0	(1,700)	0	0	-
Rental & Leasing	(80,497)	0	(54,426)	(21,500)	(21,500)	-
Transit Revenue	402	0	0	0	0	-
Other Revenue	(217,621)	(33,500)	(496,811)	(12,000)	21,500	-64.2%
Interdepartmental Revenue	0	0	0	0	0	-
Total	**($408,291)**	**($568,500)**	**($657,227)**	**($133,500)**	**$435,000**	**-76.5%**
Net Cost	**$38,594,992**	**$40,031,969**	**$40,016,207**	**$42,604,800**	**2,572,831**	**6.4%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Fire & Emergency Services				
CHJ00525 Rural Fire Water Supply	200,000	388,000	388,000	388,000
CEF00702 Opticom Signalization System	320,000	80,000	80,000	80,000
CEJ00632 Fire Station Alerting System	0	100,000	0	0
Total	**520,000**	**568,000**	**468,000**	**468,000**
Provided by Other Business Units:				
CB100080 Fire Services-Station Upgrades (Bundle)	328,000	224,000	233,000	233,000
CB300627 New Penhorn Fire Station	0	1,067,000	1,067,000	1,067,000
CVJ00703 Fire Fleet Apparatus Replacement	0	3,410,000	3,410,000	3,410,000
CVJ00704 Fire Fleet Utility Vehicle Replacement	0	230,000	400,000	400,000
Total	**328,000**	**4,931,000**	**5,110,000**	**5,110,000**

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 CAO and Governance. 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 $99.1 million worth of education costs, $36.8 million of principal and interest charges and a variety of other financial transactions not specific to any business unit.

Overview of 2005/06 Operating Budget

- Mandatory Education costs are budgeted to increase by $5.7 million over the 2004-2005 budget.
- Debt Charges (including those outside Fiscal Services) are expected to decline by approximately $400 thousand. Overall debt will decline by $8.0 million to $281.4 million.
- Full Interest is being paid on HRM reserves at a cost of $3.1 million.
- No Operating Surplus or Deficit is expected for 2004-2005. This assumption is included in the 2005-2006 Operating Budget.

Overview of 2005/06 Capital Budget

- Fiscal Services includes no capital projects. Debt charges from HRM capital projects (other than Transit, Solid Waste, Wastewater and some Fire projects) 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 2005-2006 is estimated at $23.5 Billion. The Province of Nova Scotia sets the Education Rate each year. In 2004-2005 the rate was set at 35.10¢ per $100 of uniform assessment. HRM has assumed the Education rate to remain at 35.10¢ for 2005-2006. This would produce a total liability for the municipality of $78.3 million, an increase of $5.7 million or 7.8% over the previous year's budget of $72.6 million.

Education Amounts Financed by HRM

	Residential Tax Rates	Commercial Tax Rates	Amount
Mandatory Education	General Rate	General Rate	78,266,000
Supplementary Education - Halifax	na	na	12,295,000
Supplementary Education - Dartmouth	na	na	5,239,200
Education - Former County/Bedford	na	na	3,312,000
Total			**$99,112,200**

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 2005-2006 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 2004-2004, an area rate of 3.7¢ was approved which raised just over $3.3 million for education funding. For 2005-2006, the proposed budget is unchanged over 2004-2005.

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, Wastewater Treatment and some Fire Service capital projects are allocated to their respective departments. Other debt costs include area rated debentures and loans. HRM's current debt charges of $54 million represent 9.0% of gross expenditures. The breakdown for debt costs is as follows:

HRM Principal and Interest by Business Unit - 2005-2006

	Principal	Interest	Total
Fiscal Services	29,426,406	8,474,302	36,764,509
Metro Transit	3,999,576	1,497,058	5,496,634
Wastewater	1,282,853	439,727	1,722,580
Solid Waste	5,786,208	2,036,763	7,822,970
Other	703,326	274,809	978,135
Total	**$41,198,365**	**$12,722,658**	**$53,921,023**

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

Issue # 3 Reserve Transactions

Fiscal Services provides for payment to reserves. There are a number of operating and capital reserves. Payments being budgeted in 2005-2006 include:

- $3,118,000 into reserve funds as interest on reserve balances;
- $4,200,000 to cover insurance premiums, insurance costs and the funding of the HRM self-insurance reserve;
- $5,000,000 into the Strategic Growth Reserve;
- $1,000,000 into the Ferry Replacement Reserve;
- $1,000,000 into the Capital Replacement Reserve.
- $2,853,000 into the Capital Surplus Reserve for use in future capital budgets
- $300,000 into the Fire Vehicle Equipment Reserve

In addition, several new reserves are being proposed:

- $450,000 into a Capital Cost Contribution (CCC) reserve
- $500,000 - to build a reserve for the development of cultural and public facilities, such as a new Metro Centre / expanded convention centre, a performing arts centre, or other

facility as determined by Council. Staff intends to make a presentation to Committee of the Whole regarding the Metro Centre, following approval of the 05/06 Budget. Contributions to this reserve may come from an increase in the Hotel Room Tax, after consultation with the tourism and hotel industry. A reserve business case will be forthcoming to Council for discussion and approval.

Each of these two new reserves will require a Council approved business plan. In addition, a business plan is required for the Capital Replacement Reserve.

Also, included within Fiscal Services is $4.0 million to provide for the operating costs associated with new capital projects approved for 2005-2006. This amount reflects an increase of $3.3 million over the 2004-2005 fiscal year. Funds for such projects are held in fiscal until such time as the capital project is complete. At that time they are transferred to the relevant business unit. Over $2m of the funds being held are for the expansion of the transit service.

In prior years, $200,000 in funding was included in Fiscal Services as a payment to the DNA reserve. It has been determined that there is currently sufficient funding in the reserve for 2005-06 to cover HRM's share of the charge. Therefore, nothing has been budgeted as a payment to the DNA reserve for 2005-06.

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 $4.5 million for 2004-2005. For 2005-2006, the amount budgeted will be about $4.4 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 $7,214,000 for 2005-2006 is based upon assumed changes in CPI and uniform assessment. This is an increase of $234,000 over 2004-2005.

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 was 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 in 2005-2006.

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:

	2005-2006
Community Grants	$563,700
Residential Tax Exemptions	674,000
Non-Profit Tax Concessions	1,680,800
Fire Protection Concessions	72,000
Total	**$2,990,500**

HRM's residential tax relief programs consist of rebate and deferral programs targeted at those with less than $26,000 in annual household income. For the 2005-2006 fiscal year HRM is expecting to increase assistance levels to the majority of these recipients.

Issue # 7 Operating Surplus/Deficit

HRM has assumed no operating surplus or deficit for 2004-2005 in the 2005-2006 Operating Budget. Provincial law requires that any surplus or deficit from the prior fiscal year be included in the 2005-2006 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 2005-2006 HRM has budgeted for $30.0 million in Capital from Operating. This is an increase from 2004-2005 when it was $26.0 million. $6.0 million of the capital from operating will be placed into a reserve for solid waste cells and equipment.

HRM has also included Provisions for Uncollected Debts. These amounts include approximately $1.5 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.

Fiscal Services
Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	$51,297,702	$53,497,828	$53,689,045	$52,784,900	($712,928)	-1.3%
M112 External Recoveries Debt Charge	(15,325,530)	(16,292,000)	(17,384,791)	(16,020,400)	271,600	-1.7%
Total Debt Servicing	**35,972,172**	**37,205,828**	**36,304,254**	**36,764,500**	**(441,328)**	**-1.2%**
Transfers to/fr Other Funds:						
M210 Social Assistance	0	0	0	0	0	-
M230 Correctional Centre	6,805,880	6,980,000	7,134,452	7,214,000	234,000	3.4%
M240 Met. Reg. HousingAut	2,240,000	2,200,000	2,133,002	2,350,000	150,000	6.8%
M250 World Trade Centre	504,480	594,700	519,110	544,700	(50,000)	-8.4%
M260 Hlfx. Reg. Port Auth	0	0	0	0	0	-
M280 Halifax Regional School Board	67,600,300	72,576,000	72,527,200	78,266,000	5,690,000	7.8%
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)	7,764,795	7,524,000	7,947,288	7,524,000	0	0.0%
Total Transfers To Outside Agencies	**105,761,655**	**110,720,900**	**111,107,252**	**116,744,900**	**6,024,000**	**5.4%**
Other Fiscal Services:						
M270 Compensation PPP	4,483,250	800,000	1,522,735	1,222,000	422,000	52.8%
M305 Pension Plan Administration	90,367	0	159,503	0	0	-
M310 Other Fiscal Serv.	569,463	1,550,395	1,218,913	7,701,328	6,150,933	396.7%
M311 Grants & Tax Concessions	3,283,885	2,996,500	3,035,678	2,990,500	(6,000)	-0.2%
M312 Capital Transportation Authority	75,000	499,800	32,450	0	(499,800)	-100.0%
M316 Strategic Growth Fund	5,000,000	4,000,000	4,000,000	5,000,000	1,000,000	25.0%
M317 Operating Costs for New Capital	350,836	622,510	0	2,974,200	2,351,690	377.8%
M318 Provincial Assessment System	4,384,429	4,523,000	4,473,836	4,434,000	(89,000)	-2.0%
M319 DNA Reserve	199,996	0	0	0	0	-
M321 Ferry Replacement Reserve	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M322 New Capital Replacement Reserv	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M341 Surplus/Deficit	(129,174)	0	(44,052)	0	0	-
M351 Managers Contingency	76,891	150,500	91,613	150,500	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M510 Property Tax	0	294,000	296,065	0	(294,000)	-100.0%
M530 Local Improvement Charges	851,246	1,191,100	999,892	1,825,100	634,000	53.2%
M555 Parkade	1,264,093	1,437,500	1,395,214	1,447,000	9,500	0.7%
M580 Fiscal Services	1,143	0	60	1,100,000	1,100,000	-
Total Other Fiscal Services	**22,570,424**	**20,134,305**	**19,250,907**	**30,913,628**	**10,779,323**	**53.5%**
Transfer to/from other funds:						
M320 Insurance Claims	3,285,000	4,200,000	4,237,868	4,200,000	0	0.0%
M411 Operating Stabilization Reserve	0	0	0	0	0	-
M421 Service Improvement Reserve	283,590	(581,000)	18,916	(256,000)	325,000	-55.9%
M441 Interest on Reserves	4,408,549	3,118,000	3,746,735	3,118,000	0	0.0%
M451 Valuation Allowance	1,452,181	2,501,000	2,729,748	2,301,000	(200,000)	-8.0%
M461 Capital Fr Operating	28,641,708	26,070,200	26,069,782	30,081,000	4,010,800	15.4%
M471 Other Transfers	300,000	300,000	300,000	300,000	0	0.0%
Total Transfers to/fr Other Funds	**38,371,028**	**35,608,200**	**37,103,049**	**39,744,000**	**4,135,800**	**11.6%**
Total	**$202,675,278**	**$203,669,233**	**$203,765,462**	**$224,167,028**	**$20,497,795**	**10.1%**

Fiscal Services
Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Transfers To Outside Agencies:						
M210 Social Assistance	$0	$0	$0	$0	0	-
M284 Supplementary Education- Halifa	(12,358,646)	(12,295,000)	(13,198,696)	(12,295,000)	0	-0.0%
M285 Supplementary Education- Dartm	(5,212,746)	(5,239,200)	(3,736,017)	(5,239,200)	0	-0.0%
M286 Supplementary Education-County	(3,283,065)	(3,312,000)	(3,252,256)	(3,312,000)	0	-0.0%
Total Transfers To Outside Agencies	**(20,854,457)**	**(20,846,200)**	**(20,186,969)**	**(20,846,200)**	**0**	**-0.0%**
Other Fiscal Services:						
M305 Pension Plan Administration	(90,367)	0	(159,503)	0	0	-
M310 Other Fiscal Serv.	(3,128)	(2,790)	16,203	0	2,790	-100.0%
M311 Grants & Tax Concessions	(16,919)	0	(1,528)	0	0	-
M555 Parkade	(1,264,093)	(1,437,500)	(1,395,214)	(1,447,000)	(9,500)	0.7%
M580 Fiscal Services	(2,220)	0	(1,160)	(600,000)	(600,000)	-
Total Other Fiscal Services	**(1,376,727)**	**(1,440,290)**	**(1,541,201)**	**(2,047,000)**	**(606,710)**	**42.1%**
Transfers to/fr Other Funds:						
M320 Insurance Claims	0	0	(37,868)	0	0	-
M411 Operating Stabilization Reserve	0	0	0	0	0	-
M421 Service Improvement Reserve	0	0	0	0	0	-
M451 Valuation Allowance	(65,197)	0	(85,362)	0	0	-
Total Transfers to/from Other Funds	**(65,197)**	**0**	**(123,230)**	**0**	**0**	-
Total	**($22,296,381)**	**($22,286,490)**	**($21,851,400)**	**($22,893,200)**	**($606,710)**	**2.7%**

Fiscal Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Debt Servicing:						
M110 Debt & Interest Chg	$51,297,702	$53,497,828	$53,689,045	$52,784,900	(712,928)	-1.3%
M112 External Recoveries Debt Charge	(15,325,530)	(16,292,000)	(17,384,791)	(16,020,400)	271,600	-1.7%
Total Debt Servicing	**35,972,172**	**37,205,828**	**36,304,254**	**36,764,500**	**(441,328)**	**-1.2%**
Transfers to/fr Other Funds:						
M210 Social Assistance	0	0	0	0	0	-
M230 Correctional Centre	6,805,880	6,980,000	7,134,452	7,214,000	234,000	3.4%
M240 Met. Reg. HousingAut	2,240,000	2,200,000	2,133,002	2,350,000	150,000	6.8%
M250 World Trade Centre	504,480	594,700	519,110	544,700	(50,000)	-8.4%
M260 Hlfx. Reg. Port Auth	0	0	0	0	0	-
M280 Halifax Regional School Board	67,600,300	72,576,000	72,527,200	78,266,000	5,690,000	7.8%
M284 Supplementary Education- Halifa	(63,646)	0	(903,696)	0	0	-
M285 Supplementary Education- Dartm	26,454	0	1,503,183	0	0	-
M286 Supplementary Education-County	28,935	0	59,744	0	0	-
M291 Fire Protection (Hydrants)	7,764,795	7,524,000	7,947,288	7,524,000	0	0.0%
Total Transfers To Outside Agencies	**84,907,198**	**89,874,700**	**90,920,283**	**95,898,700**	**6,024,000**	**6.7%**
Other Fiscal Services:						
M270 Compensation PPP	4,483,250	800,000	1,522,735	1,222,000	422,000	52.8%
M305 Pension Plan Administration	0	0	0	0	0	-
M310 Other Fiscal Serv.	566,334	1,547,605	1,235,117	7,701,328	6,153,723	397.6%
M311 Grants & Tax Concessions	3,266,966	2,996,500	3,034,150	2,990,500	(6,000)	-0.2%
M312 Capital Transportation Authority	75,000	499,800	32,450	0	(499,800)	-100.0%
M316 Strategic Growth Fund	5,000,000	4,000,000	4,000,000	5,000,000	1,000,000	25.0%
M317 Operating Costs for New Capital	350,836	622,510	0	2,974,200	2,351,690	377.8%
M318 Provincial Assessment System	4,384,429	4,523,000	4,473,836	4,434,000	(89,000)	-2.0%
M319 DNA Reserve	199,996	0	0	0	0	-
M321 Ferry Replacement Reserve	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M322 New Capital Replacement Reserv	1,000,000	1,000,000	1,000,000	1,000,000	0	0.0%
M341 Surplus/Deficit	(129,174)	0	(44,052)	0	0	-
M351 Managers Contingency	76,891	150,500	91,613	150,500	0	0.0%
M361 Councillors Discretionary Fund	69,000	69,000	69,000	69,000	0	0.0%
M510 Property Tax	0	294,000	296,065	0	(294,000)	-100.0%
M530 Local Improvement Charges	851,246	1,191,100	999,892	1,825,100	634,000	53.2%
M555 Parkade	0	0	(0)	0	0	-
M580 Fiscal Services	(1,077)	0	(1,100)	500,000	500,000	-
Total Other Fiscal Services	**21,193,697**	**18,694,015**	**17,709,705**	**28,866,628**	**10,172,613**	**54.4%**
Transfer to/from other funds:						
M320 Insurance Claims	3,285,000	4,200,000	4,200,000	4,200,000	0	0.0%
M411 Operating Stabilization Reserve	0	0	0	0	0	-
M421 Service Improvement Reserve	283,590	(581,000)	18,916	(256,000)	325,000	-55.9%
M441 Interest on Reserves	4,408,549	3,118,000	3,746,735	3,118,000	0	0.0%
M451 Valuation Allowance	1,386,984	2,501,000	2,644,386	2,301,000	(200,000)	-8.0%
M461 Capital Fr Operating	28,641,708	26,070,200	26,069,782	30,081,000	4,010,800	15.4%
M471 Other Transfers	300,000	300,000	300,000	300,000	0	0.0%
Total Transfers to/fr Other Funds	**38,305,831**	**35,608,200**	**36,979,819**	**39,744,000**	**4,135,800**	**11.6%**
Total	**$180,378,897**	**$181,382,743**	**$181,914,062**	**$201,273,828**	**$19,891,085**	**11.0%**

Fiscal Services
Summary by Expenditure & Revenue Type

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$5,066,242	$1,779,100	$2,429,383	$4,979,000	$3,199,900	179.9%
Office Costs	3,745	(31,300)	9,206	0	31,300	-100.0%
Professional Fees	23,046	201,600	24,182	0	(201,600)	-100.0%
Legal & Consulting Fees	131,860	0	62,465	0	0	-
External Services	343,641	0	354,401	1,458,700	1,458,700	-
Supplies & Materials	6,172	0	4,581	450,000	450,000	-
Utilities	0	0	0	0	0	-
Building Costs	3,690	0	0	0	0	-
Equipment & Communications	12,127	0	19,742	0	0	-
Vehicle Expense	236,319	0	290,517	0	0	-
Travel	1,613	0	19,144	0	0	-
Training & Education	9,243	0	182	0	0	-
Advertising & Promotion	0	0	0	0	0	-
Other Goods & Services	611,106	1,273,805	197,276	4,433,928	3,160,123	248.1%
Interdepartmental	83	0	3,184	83,400	83,400	-
Debt-Interest	10,066,496	9,384,528	8,967,854	8,312,100	(1,072,428)	-11.4%
Debt Principal	25,736,409	27,621,400	26,921,760	28,030,400	409,000	1.5%
Transfer Outside Agencies	102,751,430	107,719,900	107,697,829	113,654,900	5,935,000	5.5%
Insurance Costs	2,655,990	4,200,000	3,333,566	4,200,000	0	0.0%
Grants & Tax Concessions	2,982,667	3,065,500	3,041,420	3,559,500	494,000	16.1%
Transfer to/from Reserves	18,108,444	15,672,000	17,053,502	16,240,000	568,000	3.6%
Fire Protection	7,467,444	7,524,000	7,792,899	7,524,000	0	0.0%
Capital from Operating	22,941,708	19,570,200	19,569,782	24,081,000	4,510,800	23.0%
Debenture Discount	162,429	199,900	199,935	222,000	22,100	11.1%
Provision for Allowance	1,363,018	2,501,000	2,662,455	2,301,000	(200,000)	-8.0%
Other Fiscal	2,119,529	2,987,600	3,154,249	4,637,100	1,649,500	55.2%
Prior year Surplus/Deficit	(129,174)	0	(44,052)	0	0	-
Total	**$202,675,278**	**$203,669,233**	**$203,765,462**	**$224,167,028**	**$20,497,795**	**10.1%**
Revenues						
Area Rate Revenue	($20,854,457)	($20,846,200)	($20,186,969)	($20,846,200)	0	-0.0%
Interest Revenue	0	0	20,096	0	0	-
Other Revenue	(1,441,924)	(1,440,290)	(1,684,527)	(2,047,000)	(606,710)	42.1%
Total	**($22,296,381)**	**($22,286,490)**	**($21,851,400)**	**($22,893,200)**	**($606,710)**	**2.7%**
Net Cost	**$180,378,897**	**$181,382,743**	**$181,914,061**	**$201,273,828**	**$19,891,085**	**11.0%**

HALIFAX REGIONAL SCHOOL BOARD

SUPPLEMENTARY FUND BUSINESS PLAN

2005-2006

CONTENTS PAGE

1. INTRODUCTION/PLANNING CONTEXT

2. SERVICE PLAN

3. FINANCIAL SUMMARY

4. SUMMARY OF LAST YEAR'S (2004-2005) ACHIEVEMENTS AGAINST LAST YEAR'S BUSINESS PLAN

5. ISSUES ANALYSIS

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 pleased to be part of HRM's business planning and budget process to ensure students receive the programs and services expected by the citizens of our community.

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 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. To a lesser extent, the former Halifax County and Bedford communities have benefited from supplementary funding since 2000-2001.

This supplementary funding has been used to enhance and augment educational programs and services to students who live in these areas. **Supplementary funding allows students to benefit from programs and services that would not be affordable with the general funding received by the Halifax Regional School Board.**

The HRSB acknowledges that educational funding is a provincial responsibility, nonetheless, there is a mandate and expectation from the public for supplementary funding to continue and many councillors strongly support the enhanced program opportunities that are provided to students in their communities.

However, there is a need to address some 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 municipality.

The long term vision supported by 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 municipality to support all students, regardless of where they live.

It is important that almost 33,800 students in the former County and 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 33,800 students can begin to receive equitable treatment to their city counterparts.

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 the former County and Bedford 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.

As of February 11, 2005, the HRSB has not finalized budget proposals for supplementary funding. The Board will be developing expenditure proposals for 2005-06 based on several possible funding scenarios which will be available for discussion with Council in the near future.

The Board is hopeful that Council will support an increase in funding to move in the direction of taxpayer and student equity. At a minimum, the Board requests Council approve current levels of funding, plus amounts to offset negotiated salary increases in 2005-06.

The Board's final budget proposal will highlight the funds required to maintain the existing program enhancements currently provided to students. The majority of supplementary funding is for teacher's salaries and benefits. If funding is not increased to reflect negotiated cost increases, there will be a further reduction in programs and services for students.

In 2004-05, the HRSB requested an increase in 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 final 2004-05 Supplementary Fund Business Plan and Budget approved by the Board and provided to Council. There has not been an increase in supplementary funding since 2002-03, yet costs continue to increase.

The HRSB was pleased to see government acknowledge its commitment to review the public education funding formula. This review began in the early summer of 2004 and the report is scheduled to be released shortly. The Board is hopeful that this report, with support for implementation by government, will address many of the mandatory funding inequity issues.

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".**

To that end, the HRSB approved a motion to create an Ad Hoc Committee to examine proposals for resolving supplementary funding issues. The Board has invited representation from Council and one representative from each of the major provincial political parties.

The Board believes there is a vested interest in all of these organizations to address these issues in the interests of students and student success. The Board expects that this Committee can achieve some progress before Council approves supplementary funding for 2005-06.

It is within this context of seeking long term solutions and achieving student and taxpayer equity that a final business plan and budget will be approved by the HRSB.

2005-06 Supplementary Funding Proposal

As previously noted, the Board is seeking levels of supplementary funding that begin to address student and taxpayer equity.

The additional funds will be used to standardize the enhanced education resources throughout the municipality. Following approval of supplementary funding for 2005-06 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 Board's planning and budgeting process requires confirmation of approved funding before final resource allocation decisions are made. This has been the process in the past several years. The Board is able to provide various options for both additions and reductions in resources, programs and services, but the Board does not make final decisions until both mandatory and supplementary funding has been confirmed.

Another uncertainty relates to the calculation of cost drivers in 2005-06 for existing staff. A significant majority of the supplementary funds are spent for teachers' salaries and benefits. The teachers' collective agreement expires July 31, 2005 so, at this time, the Board is unable to determine with a high degree of accuracy, the overall cost increase for teachers' salaries in the 2005-06 fiscal year.

These factors result in the HRSB being unable to request an actual budget amount in supplementary funding with this business plan. As previously noted, the Board requires additional supplementary funding to address the equity issues, but at a minimum, existing funding plus cost drivers is necessary to avoid reductions in programs and services to students.

In the event that supplementary funding is reduced, or cost driver increases are not provided, the Board will be required to make program and service cuts. The Board will be guided by the following criteria in assessing what cuts will be made first:

1) Programs and services provided to small numbers of students;
2) Programs and services least related to student achievement in the core program.

In summary, the budget will be finalized after funding levels have been approved and final decisions will be made based on the best interests of students.

A history of supplementary funding is as follows:

	Halifax	Dartmouth	County-Bedford
1999-2000	$11,880,000	$5,062,000	$0
2000-2001	$11,880,000	$5,062,000	$2,355,000
2001-2002	$11,880,000	$5,062,000	$3,200,000
2002-2003	$12,295,800	$5,239,000	$3,312,000
2003-2004	$12,295,800	$5,239,000	$3,312,000
2004-2005	$12,295,800	$5,239,000	$3,312,000

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 137 schools serving almost 55,700 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 premise for setting goals and priorities for the Halifax Regional School Board is that every student can learn and every school can improve. A more focused mission that currently guides the Board's activities is that in 5 years time, the HRSB will be the most improved school board in Canada in terms of student achievement.

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.

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".	Indicators of student success on which the Board provides data to schools 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 next section requires indication 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 to County-Bedford schools.
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

CLIENT BENEFITS	INDICATORS
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 details of the current budget for each part of the Fund:

HALIFAX SUPPLEMENTARY FUND
2004-05 Budget

	STAFFING BUDGET (FTE) 2004-2005		BUDGET 2004-2005
Allocated Teachers			
Classrooms & Jr. High Specialists	46.7		$2,633,900
French	3.7		225,100
Physical Education	3.4		230,100
Music	4.6		255,300
Fine Arts	11.4		645,300
Art Instruction	13.0		733,000
Youth ESL	7.0		390,900
FLECs	4.0		187,500
Sub-total	**93.8**		**5,301,100**
Special Education			
Central Allocations:			
Resource Teachers	12.2		645,100
Behavior Support and Congregated Classes	11.3		585,400
Social Workers	4.0		273,200
EPAs	30.0		837,300
Family Allocations:			
Behavior and CDST	2.0		143,200
Sub-total	**59.5**		**2,484,200**
Library and Guidance			
Guidance	3.5		157,900
Library Technicians	27.3		760,900
Sub-total	**30.8**		**918,800**
School Administration			
VP and Principal	15.4		1,098,700
Sub-total	**15.4**		**1,098,700**
Other			
Student Services Secretaries	0.5		14,400
4 Plus Teachers	4.0		217,500
Secretaries	5.6		154,800
Student Support Workers	2.0		61,400
Sub-total	**12.1**		**448,100**
Substitutes and Benefits			
Substitute Teachers			252,700
Statutory Benefits			680,900
Medical/Dental/SalCon			151,800
Service Awards			84,300
Pension			156,500
Sub-total			**1,326,200**

	STAFFING BUDGET 2004-2005		BUDGET 2004-2005
Teaching Staff	**146.2**		**8,422,100**
Support Staff	**65.4**		**1,828,800**
Substitutes and Benefits			**1,326,200**
TOTAL SALARY AND BENEFITS			**11,577,100**
Instructional Funds Allocated to Schools			588,700
Program Support Resources			130,000
			718,700
TOTAL SUPPLEMENTARY FUND BUDGET:			**$12,295,800**

DARTMOUTH SUPPLEMENTARY FUND
2004-05 Budget

	STAFFING BUDGET (FTE) 2004-2005		BUDGET 2004-2005
Allocated Teachers			
Classrooms & Jr. High Specialists	10.2		$590,300
French	3.1		158,900
Physical Education	2.6		150,400
Music (Elem & Jr.)	5.5		283,300
Fine Arts	5.1		287,900
Art Instruction	4.4		262,200
Youth ESL	2.5		133,400
Junior High Support	3.0		151,600
Sub-total	**36.4**		**2,018,000**
Special Education			
Central Allocations:			
Resource Teachers	6.4		403,700
Behavior Support and Congregated Classes	3.0		202,800
Social Workers	2.0		124,300
EPAs	13.0		353,100
Family Allocations:			
Behavior and CDST	0.0		0
Sub-total	**24.4**		**1,083,900**
Library and Guidance			
Guidance	3.9		230,500
Library Technicians	15.4		430,900
Sub-total	**19.3**		**661,400**
School Administration			
Vice-Principal/Principal	1.5		155,300
Sub-total	**1.5**		**155,300**
Other			
Student Services Secretaries	0.2		5,600
4 Plus Teachers	2.0		106,900
Secretaries	3.9		104,200
Student Support Workers	1.0		31,900
Sub-total	**7.1**		**248,600**
Substitutes and Benefits			
Substitute Teachers			97,200
Statutory Benefits			283,400
Medical/Dental/SalCon			76,900
Service Awards			32,400
Pension			79,200
Sub-total			**569,100**

	STAFFING BUDGET 2004-2005		BUDGET 2004-2005
Teaching Staff	**55.2**		**3,241,500**
Support Staff	**33.5**		**925,700**
Substitutes and Benefits			**569,100**
TOTAL SALARY AND BENEFITS			**4,736,300**
Instructional Funds Allocated to Schools			388,700
Program Support Resources			114,000
			502,700
TOTAL SUPPLEMENTARY FUND BUDGET:			**$5,239,000**

HALIFAX COUNTY / BEDFORD SUPPLEMENTARY FUND

2004-05 Budget

CENTRALLY ALLOCATED FUNDS 2004-2005	STAFFING BUDGET (FTE) 2004-2005	BUDGET 2004-2005
Teachers:		
Resource Teachers	16.3	$948,600
ESL Teachers	2.0	123,000
4 Plus Teacher	1.0	44,500
Sub-total	**19.3**	**1,116,100**
Support Staff:		
4 Plus EPA	1.0	28,300
Sub-total	**1.0**	**28,300**
Substitute and Benefits		
Substitute Teachers		33,500
Statutory Benefits		75,300
Medical/Dental/SalCon		2,300
Service Awards		11,200
Pension		2,400
Sub-total		**124,700**
TOTAL SALARY AND BENEFITS (Centrally Allocated)		1,269,100

FAMILY ALLOCATED SUPPLEMENTARY FUNDS 2004-2005

	2,042,900
TOTAL SUPPLEMENTARY FUND BUDGET:	**$3,312,000**

SUMMARY OF LAST YEAR'S (2004-2005) ACHIEVEMENTS AGAINST LAST YEAR'S BUSINESS PLAN

HALIFAX

KEY INITIATIVE	*STATUS*	*IMPACT ON STUDENT ACHIEVEMENT*
Employ additional staffing to reduce the pupil-teacher ratio.	46.7 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 4.6 FTE's Physical Ed 3.4 FTE's French 3.7 FTE's 13.0 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 ➢ Student support workers who provide additional support for students

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
		➢ Educational Program Assistants who provide support for high needs students.
Provide schools with additional staffing support in the areas of library, guidance and resource.	27.3 Library Techs 3.5 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.	15.4 VP and 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: ➢ Enables a clear focus on a safe and inviting school which sets the context for learning ➢ Provides time to work collaboratively with the Principal to plan and support curriculum ➢ Provides time to better manage the supportive environment necessary for student achievement.
Provide additional school secretary staff for schools.	6.1 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 supplementary fund programs ➢ Special Education Programs ➢ Fine Arts ➢ Youth Foundation ➢ 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
Enhance the per pupil	$588,700	Schools are provided supplementary funds to augment

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
allocation for instructional materials and supplies and support school-based initiatives (i.e. School Improvement Plan).		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.	10.2 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.
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 5.5 FTE's French 3.1FTE's Physical Ed 2.6 FTE's Art 4.4 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.

KEY INITIATIVE	***STATUS***	***IMPACT ON STUDENT ACHIEVEMENT***
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	9.4 Specialist FTE's 2.0 Social Workers 13.0 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.	15.4 Library Technicians 3.9 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.	1.5 Vice 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 in their school resulting in a better learning environment for students. (See Halifax for details).
Provide additional school secretary staff for schools.	4.1 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).	$388,700	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).
Enhance the eligibility for student transportation by reducing the distance from 3.6 km to 2.8 km from the	$76,000	Elementary and junior high school students are the only students in HRM who receive this enhanced benefit which reduces long walking times to and from school. This has a positive impact on student achievement.

KEY INITIATIVE	STATUS	IMPACT ON STUDENT ACHIEVEMENT
school for junior high school students and from 2.4 km to 2.0 km for elementary students.		

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	16.3 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).
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.

Outcome #1

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

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. Obtain a commitment from HRM to provide annual funding increases to offset cost drivers.

3. Create a Committee of representative from the HRSB, HRM and each of the three provincial political parties, with a mandate to seek long term solutions to supplementary fund issues.

Analysis of Proposed Changes

The Board is confident that the recent review of education funding by the Province will lead to more equitable funding for the HRSB. As well, with a combined effort, HRM and HRSB can establish long term stability with supplementary funding.

The Board sees a link between achieving equity in mandatory funding and supplementary funding. The Board proposes 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) 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 often referred to, 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 of 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.

Outcome #2

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

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

In conjunction with progress from the Supplementary Funding Committee, the HRSB would commit to undertaking a review of the spending criteria for supplementary 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.

KEY FACTS

	Halifax	Dartmouth	County-Bedford
Schools	34	24	79
Enrolment-			
September 30, 2002	12,945	9,745	34,275
September 30, 2003	13,239	9,413	33,841
September 30, 2004	12,978	9,064	33,615

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	$5,239,000	$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	$5,239,000	$3,312,000
2004-2005			
Residential Tax Rate	9.8¢	8.1¢	3.7¢
Weighted Assessment	$12,546,734,000	$6,468,148,000	$8,951,351,000
Funding	$12,295,800	$5,239,000	$3,312,000
Funding per Student – 2004-2005	$947	$578	$98
Total Supplementary *Funded FTE's*			
(School Year 2004-2005)			
Teachers -	146.2	55.2	36.5
Non-teachers -	65.4	33.5	28.4

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.

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 ▸ evaluation results by participants

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

- Library service to meet community needs
- Welcoming, community environment
- use statistics
- customer feedback
- ratings in HRM residents survey

Operating and Capital Budget Totals

2004/2005 Operating Budget (net)	2004/2005 Capital Budget
$12,249,721	$49,000
2005/2006 Operating Budget (net)	**2005/2006 Capital Budget**
$12,693,000	$49,000

Full Time Equivalents

The Halifax Regional Library had 268 FTEs in the approved 2004/2005 operating budget. In 2005-06, the Library will have 270 FTEs (2 additional Term employees).

SERVICE PLAN SUMMARY TABLE
2004/2005

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 collections budget by 6% or $92,000 to keep pace with inflation in the 2004-2005 budget.	• Achieved. Funds provided in budget review
Implement express DVD service by March 2005.	• On target. Implementation in process
Review and reallocate Collections funds using the Materials Allocation Plan by December 2004.	• Completed. Funds allocated
Conduct an Operations Review of Suggestions for Purchase and recommend improvement strategies by November	• Report completed. Recommendations being implemented

SERVICE PLAN SUMMARY TABLE
2004/2005

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*
Develop a sustainable plan to increase library services which foster and promote family literacy using Colpitts bequest funds by March 2005.	• Completed • Multi- year plan developed • Staff person hired.
Complete phase 1 of the Working Together Project and prepare and apply for funding for phase 2 by March 2005.	• Asset mapping report completed. • Pilot programming offered December 2004 - March 2005. • Submission developed for phase 2 funding
Implement the Local History and Genealogy Service on e-branch by August 2004 and full service by December 31, 2004.	• Completed. • Website available Dec 31/04 • Service development is Phase II - plan available by Spring 2005.
Complete a review of remote service impacts on HRL to develop services and develop 2 action plans by March 2005.	• Operations review for (i.) suggestions for purchase - completed. (ii) holds review in progress
Determine long term plans for Home Delivery Service by August 31, 2005	• Teams established • Work is beginning in Jan 2005.
Identify major impacts on circulation of holds, work areas, procedures and workload volumes by December 31, 2004.	• Delayed • Holds operations review in progress. • Analysis started of workload impacts of Horizon
Develop promotional plans to reach new users with the highest ROI.	• All promotions plans developed in 2004/05 to include strategies for reaching new customers.
Develop promotion plans for specific services to include remote access, new catalogue, collections and booking software by March 2005.	• Catalogue promotions plan complete • Collection plan complete • Booking software promotions plan complete
Develop promotion plans targeting adults by March 2005.	• Included in all promotions plans for 2004-2005

SERVICE PLAN SUMMARY TABLE
2004/2005

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*
Install, implement and promote PC Booking software by November, 2004.	• Contracts negotiated • Project plan completed • WebEx training completed • Promotions plan completed • Interactive Voice Recognition (IVR) installed. • Installed at all branches.
Launch Kids catalogue by June 15, 2004.	• Completed on schedule
Secure funding for and open Alderney Gate Public Library on Mondays by May 31, 2004.	• Achieved. Service implemented on May 31, 2004
Conduct an Operations Review of Clubs and Organizations and Continuing Education databases by March 31, 2005.	• To be conducted between January - March 2005.
Explore the feasibility of 2 digital projects for e-branch by March 2005.	• History of Halifax North Public Library as commemoration of the Halifax Explosion. Launched Dec 6, 2004. • Literary virtual walking tour developed as component of Local History.
Within the Working Together Project, pilot a laptop based IT Learning Centre at Captain Wm Spry by July 2004	• Completed • Laptops purchased • Lab installed • Full time computer lab trainer hired • Pilot programs December 2004 - March 2005
Identify issues and trends impacting effective HRL service delivery to diverse communities by March 2005.	• Initial planning phase started • Report completed • Senior Management Team Presentation - March 2005

SERVICE PLAN SUMMARY TABLE
2004/2005

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*
Develop a Spring Garden Road Library Resourcing Plan for replacement by a Central Library by October, 2004	• Terms of reference for Capital Campaign consultant tender completed, May 2004 • Tender awarded to Ketchum Canada • Statement of Need completed, Interviews conducted • Final report presented to Board February 2005
Complete budgeted repairs to Spring Garden Road Library by March 2005 • elevator • oil tank replacement • brickwork	• Elevator repair completed, May, 2004. • Oil tank repair completed, December 2004 • Brickwork not done - deferred to 2005
Complete budgeted repairs to Halifax North Library by March 2005. • mechanical / electrical • Heinish Room refurbishing • Branch refurbishing • Landscaping	• Heinish Room completed • Branch reopened December 6. • Landscaping to be done in Spring 2005
Install disabled access automatic doors at Bedford, Cole Harbour, Sackville and Woodlawn by March 2005	• Woodlawn installed • Others in progress
Recarpet Sheet Harbour Library by March 2005	• Delayed to 2005 - 06.
Install interior book drops at Cole Harbour Library by March 2005	• Deferred pending space review

SERVICE PLAN SUMMARY TABLE
2004/2005

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*
Address recommendations in the Terrain Needs Assessment and Master Facilities Plan and develop appropriate budget proposals by September 30, 2004	• Final report received from Terrain • Presented to Council December 7, 2004 • Budget proposals submitted but not approved for funding.

SERVICE PLAN SUMMARY TABLE
2004/2005

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*
Assess the feasibility of implementing wireless hot spots by January 2005.	• 3 Pilot sites to be implemented by March 31, 2005 (Sackville, Keshen Goodman, Spring Garden Road).
Complete phase 3 of Search Station pilot program by June 30, 2004.	• Completed
Pilot access to French language software and keyboards at 2 locations by December 2004.	• Branches selected • Software profile completed • Implementation deferred to 2005-06.
Evaluate consolidated searching and make appropriate recommendations for purchase by September 31, 2004.	• Completed • Approved for 2005/06
Evaluate the use of Room Booking software and make appropriate recommendations for purchase by September 31, 2004.	• Completed • Not recommended for purchase at this time
Review current Technology Plan and assess need for new 5 year plan and develop plan by January 31, 2005.	• Completed • New plan in development for 2005-06.
Complete Horizon implementation and testing by September 30, 2004.	• Implementation completed. • System reliability test completed • Dataload test completed • Full load test to be done in March 2005 • Software testing completed
Carry out network security review and upgrade as appropriate by end of March 2005.	• To be carried out between January - March 2005

HALIFAX PUBLIC LIBRARIES Business Plan	Goal: Employee Relations Halifax Public Libraries provides a workplace environment that fosters employee innovation, commitment and competent service.

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

Key Initiatives	*Status*
Develop and implement a succession plan by December 31, 2004.	• Work in progress.
Conduct annual training needs assessment and update plan for 2004-2005 by September 2004.	• Needs assessment completed • Work in progress
Develop and implement job descriptions for all positions by November 30, 2004	• Work in progress • Continues in 2005-06
Conduct a job evaluation process audit by December 31, 2004.	• Phase I completed • Continues in 2005-06
Develop and implement an Attendance Support program by March 2004.	• Completed March 31, 2004.
Review collective agreement and prepare bargaining proposals by March 31, 2005	• Staff input received. • Bargaining team established. • Proposals in development for April 2005 bargaining start.
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 Consultant for 2005.

SERVICE PLAN SUMMARY TABLE
2004/2005

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*
Monitor and manage the partnership with C@P ensuring eligible branches apply for 2004-2005 funding.	• Partnership ongoing • Funding proposal completed and approved.
Identify volunteer opportunities within HRL and develop job descriptions for these positions by March 2005.	• Job descriptions completed for literacy & ESL volunteers.
Develop and implement a consistent regional volunteer recognition plan by March 2005.	• Plan completed • Implementation in progress.
Work with HRM in developing HRM Corporate Diversity initiatives and recommend options for library implementation.	• Participating in HRM diversity project
Continue to strengthen the Halifax Public Libraries brand and profile by: • Developing a signage plan for all branch libraries by March 2005 and recommend signage improvements by August 2004. • Providing a media training session for all managers by March 2005. • Complete an operations review of the Library Guide by March 2005 in order to ensure maximum ROI and alignment with strategic objectives. • Working with the CBC to identify at least 3 specific projects which address the missions of both institutions by March 2005. • Continue to develop vehicles within individual promotions plans that provide opportunities for cross promotion with other plans. (e.g. banners, resource lists such as those created for African Heritage Month 2004).	• Branch signage plan complete; funding not available for implementation • Branches have identified signage needs relative to plan • CBC Radio personalities recorded summer reading program • Keshen Goodman Library location for CBC Comedy Fest event • Discussions ongoing regarding (i.) CBC Kiosk and (ii)possible Website partnership with CBC and IWK • Library Guide operations review on target for March 2005.

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*
Participate in Service NS e-government initiative by completing the government @your service pilot at Captain William Spry Library by October 2004.	• Pilot underway. • Input given to improve provincial program • Awaiting further direction from Provincial Government.
Implement the Heinish Learning Centre at Halifax North Memorial Library by June 30 2004.	• Opened on June 30.

SERVICE PLAN SUMMARY TABLE
2004/2005

HALIFAX PUBLIC LIBRARIES Business Plan	Goal: Goal Oriented Measurable Performance Halifax Regional Library regularly assesses community needs and composition to ensure effective service delivery.
Summary of Last Year's Achievements Against Last Year's Business Plan	
Key Initiatives	*Status*
Verify the Spring Garden Road catchment area by reviewing use trends along the border with Keshen Goodman by December 31, 2004.	• In progress; completion by March 31, 2005
Participate in the Strategic Knowledge Network to develop mechanisms for sharing, accessing and analysing community data and incorporate results in Branch Profiles by January 31, 2005.	• Ongoing; mechanisms being developed.

HALIFAX PUBLIC LIBRARIES Business Plan	Goal: Accountability and Stewardship Ensure that the Financial Resources of the Library are managed and safeguarded and that assets are planned for, maintained and replaced as necessary.

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

Key Initiatives	*Status*
Implement the Debt Collect program by January 31, 2005.	• Program installed • To be activated in 2005-06
Evaluate the feasibility of implementing on-line charity donation services by January 31, 2005.	• Referred to Ketchum Canada for opinion by March 2005.
Acquire new vendor source for catalogue data by June 30, 2004.	• Completed. June, 2004. Data acquired through Z.39.50 software.
Develop a financial plan for PC sustainability by September 30, 2004.	• Completed
Sustain grant opportunities and explore additional grant/sponsor opportunities by March 31, 2005.	• Applications made for sustaining opportunities
Review Miser Model base budget assumptions with HRM Finance by September 30, 2004.	• Meeting requested. HRM Finance unable to meet by deadline.
Complete a GAP analysis of facility maintenance/inventory issues by September 30, 2004.	• Gap analysis completed. Shortfall of $250,000 annually not fully funded.
Negotiate a Service Agreement for maintenance service with Real Property and Asset Management by December 31, 2004.	• Results of interim operations assessed • Meeting with Director requested. • Issues with maintenance priorities to be discussed and resolved.

SERVICE PLAN SUMMARY TABLE
2004/2005

HALIFAX PUBLIC LIBRARIES Business Plan	Goal: Accountability and Stewardship Ensure that the Financial Resources of the Library are managed and safeguarded and that assets are planned for, maintained and replaced as necessary.
Summary of Last Year's Achievements Against Last Year's Business Plan	
Analyse the cost/benefit and feasibility of creating full-time positions from part-time positions	• Ongoing Review with Branch Operations Manager • Changes made as vacancies occur.
Review financial procurement and requests for goods and services procedures with all divisions by December 2004.	• Deferred to 2005-06.

Performance Measures Highlights
2004/2005
April -December

The performance measures year to date for 2004/05 continue to reflect increased use in many library activities. Of note is the dramatic increase in visits to the Library's website, as well as, the increases in in-person visits to the Library, the number of people registered, the number of items checked out and placed on hold and meeting room bookings.

- **1,796,643 people visited the library**, a 3.1% increase in person visits.
- **589,747 visits were made to the library website;** a substantial increase of 35.6% over last year.
- **187,109 people are registered with Halifax Public Libraries**, an 8.02% increase over last year's 173,216.
- **17,425 people registered for a Halifax Public Libraries card**; a decrease of 13.2% over 2003-04
- **3,308,026 items were checked out and/or renewed**; an increase of 2.3%, over the same period last year.
- **740,938 items were placed on hold**; a 29.8% increase over last year.
- **255,457 information activities were asked**; representing a -0.4% decrease over the previous year.
- **2,329 programs were attended by 65,818 people.**

  11,503 adults attended 612 programs; a 6.5% increase and a 8.2% decrease respectively.

  54,315 children attended 1,717 programs; decreases of 14.3% and 17.6% respectively.

  - 5414 children registered for the **Summer Reading Program**.

- **4,078 deliveries** were made to people through the **Homebound Service**; an -2.2% decrease.
- **216,277 computer bookings were made**; a 3.1% decrease.
- **2,391 meeting room bookings** were made; an increase of 23.8%.

Awards:

- The Library received an Honourable Mention for **Original Children's Summer Reading Club Material.** Halifax Public Libraries were recognized for their outstanding efforts in the area of Library Public Relation by the Best of Show/Swap & Shop Committee of the Public Relations and Marketing Section of the Library Administration and Management Association of the American Library Association.

- The Library won the IMANI Award, in recognition of faithful commitment to celebrating African Heritage Month in Nova Scotia, from the Black History Month Association.

Section II - Where Do We Want To Be

Issue #1 Facilities: Central Library Construction and Capital Campaign

Goal: Construction of a Central Library to replace the Spring Garden Road Library.

Halifax Regional Library Internal/External Issues 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 all of HRM. 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. Repair and maintenance of the current building is becoming cost prohibitive. The projected population within the peninsula, and commuter traffic downtown indicate that the Spring Garden Road Library requires an increase to available floor space. A new library on Spring Garden Road, or in the immediate vicinity in Halifax, will consolidate resources cost effectively.

Issue:

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 backup plan for interim service and a long-term solution.

Issue Analysis:

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 by Halifax City Regional Library 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%.

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. 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.

2004 Terrain Needs Assessment and Master Facilities Plan Study completed recommending construction of central library as first priority. Accepted by Council, December 2004.

2004 Capital District Public Facilities Needs and Opportunities Study recommended project as immediate priority.

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 2004/2005 to replace the building by 2008/2009 was not

approved.
- $761,200 has been spent on repairs since 1997/1998.
- An additional $165,000 will be spent in 2004-2005 by Real Properties and Asset Management.

Risk Impact Category:
CSC Theme: *Healthy, Sustainable, Vibrant Communities.*
Excellence in Service Delivery
Safe Communities

Impact Category Factors:

B1 Corporate Image
- (a) adverse publicity
- (b) political exposure

B2 Level of Service
- (f) Customer Demands - Value Added Service
- (i) Accessibility
- (m) Laws/Regulations - Building Code Issues
- (j) Complexity of Operations - size, number of units, assets, etc.

C1 Safety for employees, Public
- (e) Laws/Regulations

D2 Economic Impact
- (c) Debt
- (f) Economic Conditions
- (h) Infrastructure

D3 Community Impact
- (c) Participation Levels
- (e) Accessibility
- (f) Infrastructure

Risk Assessment:

- Building deficiencies pose potential health and safety liabilities.
- Unable to offer the level of service required and expected by customers e.g. self service checkout, public use computers, public seating.
- Building may be forced to close.
- Repair and maintenance becoming cost prohibitive.
- Building does not meet building code.
- Building too small to service catchment population.

Link to Corporate Scorecard Outcome:
Healthy Sustainable Vibrant Communities.

Outcomes 2005-2008:

1. Construction of a Central Library to replace the Spring Garden Road Library.

Objectives 2005-2006

1. Designate and secure building site at the corner of Spring Garden Road and Queen Street in 2005 through the Queen Street Master Plan Study.
2. Establish a reserve account funded by unanticipated Provincial grant increases to initiate resourcing of the Central Library.
3. Design capital campaign (funded in 2004-05 Capital budget and reserve funds).

Analysis of Proposed Changes:

Capital campaign success depends on formalizing the project and providing tangible evidence that the project will proceed.

Service Levels:

A Central Library consolidates services and employees, providing centralized services from a strong core. It houses specialized collections and resources, supports branches, and makes the overall system stronger through efficiencies. A Central Library on Spring Garden Road would be in proximity to stakeholder organizations, including HRM City Hall, hospitals, businesses and universities. A new Central Library presents an opportunity to feature a landmark building in the HRM downtown core. It offers an advantageous operating environment for Halifax Public Libraries, as the current scenario of providing central services from multiple Branches is less than fully efficient. Finally, a modern Central Library will make a strong statement of the municipality's commitment to literacy and learning, and their role in building a strong community. Central Libraries generate economic spin-offs and spark business development.

Financial Impact:

Establish Reserve Account
Queen Street Master Plan funded through Capital District.

Processes:

- Application for federal infrastructure program funds.
- Negotiation with Province for land and capital contribution.
- Library Capital Campaign and Council Commitment.
- Completion of Queen Street Master Plan in conjunction with RPAM and Capital District.
- Formation of Library Foundation.

FTEs:

2 FTE's for Capital Campaign (Term)

Performance Measures:

- Funds raised
- Public Support
- Land acquired

Implication of Proposed Business Plan:
Capital Funds required in subsequent years.

Internal Service Expectation:
Review with EMT, RPAM, Capital District

Issue #2 Facilities Maintenance and Upgrades

Goal: Halifax Public Libraries delivers service to residents in high quality, safe, maintained buildings.

Halifax Regional Library Internal/External Issues Analysis:

Library service is delivered through 14 branch facilities that vary in quality and condition. Some are HRM owned; some are leased facilities. A continuous improvement program supported by annual funding is needed to refurbish this aging infrastructure to properly maintain buildings in good repair and provide the public with attractive spaces.

Issue:

There is a annual capacity gap of approximately $250,000. The Library cannot refurbish facilities in a complete and timely fashion without additional funds. RPAM only deals with HRM owned buildings and not all requests to RPAM are accepted.

Risk Impact Category:

CSC Theme:	*Healthy, Sustainable, Vibrant Communities* *Safe Communities*
Impact Category/Factors	**C1** (e) Laws/Regulations
	D3 (e) Accessibility
	(f) Infrastructure

Risk Assessment:
- non-compliance with building codes
- occupational health and safety complaints
- cost/benefit of maintenance and repairs
- customer feedback
- facilities not remaining accessible to persons with disabilities

Link to Corporate Scorecard Outcome:
Healthy, Vibrant, Safe Communities.
Attractive, well maintained safe buildings positively reflect HRM's corporate image. Occupational health and safety and public safety are impacted by building deficiencies. Library facilities impact the level of service provided and impact community life.

Outcomes 2005-2008:

1. Barrier free access will be provided at all library facilities.
2. Buildings are maintained, repaired and refurbished annually.
3. Budget will be increased to address the capacity gap.

Objectives 2005-2006:

1. Installation of disabled access doors at J.D. Shatford Library.
2. Renovate Circulation desk areas at Dartmouth North Library.
3. Install interior book drops at Cole Harbour Library.
4. Improve air circulation systems at Halifax North Systems Department.

Analysis of Change:

- Responds to patron complaints
- Responsible stewardship of community spaces
- Provides for attractive comfortable spaces for community use

Services Levels:

Required to maintain current service levels.

Financial/Budget:

Capital budget envelope of $49,000 allocated in 2005-06.

Processes:

No change. Work in HRM buildings coordinated with RPAM.

FTEs:

No Change

Performance Measures:

- compliance with building codes
- occupational health and safety complaints
- # of customer visits
- cost/benefit of maintenance and repirs
- customer feedback

Issue #3 Aligned Relationships

Goal: Halifax Public Libraries provides a workplace environment that fosters employee and staff innovation, commitment and competent service.

Issue:

The Collective Agreement with NSUPE Local 14 expires March 31, 2005. The parties will commence bargaining a new Agreement early in 2005.

Other HR projects are carried forward.

Risk Impact Category:

CSC Theme:	Excellence in Service Delivery	
Impact Category/Factors:	**B1**	(d) Compensation Levels
	B2	(d) Morale

Risk Assessment

- labour stoppage
- grievances and poor morale
- employee turnover/recruitment problems

Link to Corporate Scorecard Outcome:

Excellence in Governance.

Outcomes 2005-2008:

1. Maintain positive Employer/employee relations and improve the workplace to retain and attract competent, productive employees.

Objectives 2005-2006

1. Negotiate new Collective Agreement with NSUPE Local 14 by September 30, 2005.
2. Complete drafting of job descriptions by June 2005.
3. Review job evaluation process and document changes.
4. Complete succession planning and employment equity policy projects.

Analysis of Change

Service Levels
No impact.

Financial/Budget:
Allowance for collective bargaining included in base budget.

Processes:
Internal process improvements.

FTEs:
No impact.

Halifax Regional Library

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	$1,299,804	$1,429,845	$1,619,921	$1,465,100	$35,255	2.5%
B012 Technical Services & Systems	2,262,203	2,306,298	2,146,402	2,399,400	93,102	4.0%
B013 Communications & Marketing	361,827	354,721	364,542	367,600	12,879	3.6%
B014 Information Services	678,029	694,961	706,202	707,300	12,339	1.8%
Total Administration - Library	**4,601,863**	**4,785,825**	**4,837,067**	**4,939,400**	**153,575**	**3.2%**
Alderney Gate Library:						
B021 Alderney Gate Adult	986,100	1,075,757	1,053,420	1,104,300	28,543	2.7%
B022 Alderney Gate Youth	372,777	413,552	404,453	410,800	(2,752)	-0.7%
Total Alderney Gate Library	**1,358,878**	**1,489,309**	**1,457,873**	**1,515,100**	**25,791**	**1.7%**
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	293,353	316,840	343,392	319,400	2,560	0.8%
B032 Spring Garden Road - Adult	855,916	851,113	881,426	892,100	40,987	4.8%
B033 Spring Garden Road - Youth	346,070	360,398	357,166	362,000	1,602	0.4%
Total Spring Garden Rd. Mem. Libra	**1,495,339**	**1,528,351**	**1,581,985**	**1,573,500**	**45,149**	**3.0%**
Branch Libraries:						
B041 Branch Library Services	611,727	622,036	661,606	686,800	64,764	10.4%
B042 Cole Harbour Library	717,963	748,530	764,732	763,300	14,770	2.0%
B043 Dartmouth North Library	216,605	239,796	257,918	248,700	8,904	3.7%
B044 Sackville Library	894,854	922,915	922,247	924,400	1,485	0.2%
B045 Woodlawn Library	543,013	553,009	577,155	623,300	70,291	12.7%
B046 Bedford Library	605,770	604,386	605,403	647,600	43,214	7.2%
B047 Captain William Spry Library	703,613	708,514	730,504	731,500	22,986	3.2%
B048 Halifax North Library	526,158	528,263	843,169	546,100	17,837	3.4%
B049 Keshen Goodman Library	1,473,943	1,474,282	1,528,033	1,522,400	48,118	3.3%
B050 Outreach Services	239,151	263,008	256,232	255,800	(7,208)	-2.7%
B051 Musquodoboit Harbour Library	205,175	216,517	218,391	231,200	14,683	6.8%
B052 Shatford Memorial Library	135,070	138,907	144,914	146,700	7,793	5.6%
B053 Sheet Harbour Library	175,883	182,756	177,972	189,600	6,844	3.7%
B054 Tantallon Library	811,642	839,717	837,878	864,000	24,283	2.9%
Total Branch Libraries	**7,860,568**	**8,042,636**	**8,526,154**	**8,381,400**	**338,764**	**4.2%**
Special Projects:						
B061 Special Projects	205,981	0	303,368	0	0	-
B062 Colpitts Donation	0	0	8,383	0	0	-
Total Special Projects	**205,981**	**0**	**311,751**	**0**	**0**	-
Total	**$15,522,629**	**$15,846,121**	**$16,714,830**	**$16,409,400**	**$563,279**	**3.6%**

Halifax Regional Library

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	($3,123,327)	($3,082,100)	($3,561,289)	($3,162,500)	(80,400)	2.6%
Total Administration - Library	**(3,123,327)**	**(3,082,100)**	**(3,561,289)**	**(3,162,500)**	**(80,400)**	**2.6%**
Alderney Gate Library:						
B021 Alderney Gate Adult	(63,552)	(69,800)	(73,111)	(68,900)	900	-1.3%
Total Alderney Gate Library	**(63,552)**	**(69,800)**	**(73,111)**	**(68,900)**	**900**	**-1.3%**
Spring Garden Rd. Library						
B032 Spring Garden Road - Adult	(106,547)	(107,400)	(113,801)	(105,400)	2,000	-1.9%
Spring Garden Rd. Library	**(106,547)**	**(107,400)**	**(113,801)**	**(105,400)**	**2,000**	**-1.9%**
Branch Libraries:						
B042 Cole Harbour Library	(44,893)	(41,700)	(50,274)	(44,900)	(3,200)	7.7%
B043 Dartmouth North Library	(6,214)	(6,000)	(6,609)	(6,000)	0	-0.0%
B044 Sackville Library	(47,151)	(52,200)	(59,065)	(55,200)	(3,000)	5.7%
B045 Woodlawn Library	(37,655)	(33,500)	(43,711)	(41,700)	(8,200)	24.5%
B046 Bedford Library	(32,558)	(30,900)	(35,533)	(32,900)	(2,000)	6.5%
B047 Captain William Spry Library	(23,680)	(25,200)	(26,535)	(25,900)	(700)	2.8%
B048 Halifax North Library	(13,064)	(12,200)	(11,292)	(12,200)	0	-0.0%
B049 Keshen Goodman Library	(97,449)	(79,100)	(110,465)	(102,400)	(23,300)	29.5%
B051 Musquodoboit Harbour Library	(7,372)	(7,800)	(8,763)	(7,800)	0	-0.0%
B052 Shatford Memorial Library	(6,767)	(6,900)	(7,618)	(7,300)	(400)	5.8%
B053 Sheet Harbour Library	(4,103)	(4,000)	(4,338)	(4,000)	0	-0.0%
B054 Tantallon Library	(43,660)	(37,600)	(43,131)	(39,300)	(1,700)	4.5%
Total Branch Libraries:	**(364,565)**	**(337,100)**	**(407,335)**	**(379,600)**	**(42,500)**	**12.6%**
Special Projects:						
B061 Special Projects	(205,093)	0	(303,368)	0	0	-
B062 Colpitts Donation	0	0	(8,383)	0	0	-
Total Special Projects	**(205,093)**	**0**	**(311,750)**	**0**	**0**	-
Total	**($3,863,084)**	**($3,596,400)**	**($4,467,285)**	**($3,716,400)**	**($120,000)**	**3.3%**

Halifax Regional Library

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Administration - Library:						
B011 Administrative Services	($1,823,523)	($1,652,255)	($1,941,368)	($1,697,400)	($45,145)	2.7%
B012 Technical Services & Systems	2,262,203	2,306,298	2,146,402	2,399,400	93,102	4.0%
B013 Communications & Marketing	361,827	354,721	364,542	367,600	12,879	3.6%
B014 Information Services	678,029	694,961	706,202	707,300	12,339	1.8%
Total Administration - Library	**1,478,536**	**1,703,725**	**1,275,778**	**1,776,900**	**73,175**	**4.3%**
Alderney Gate Library:						
B021 Alderney Gate Adult	922,549	1,005,957	980,309	1,035,400	29,443	2.9%
B022 Alderney Gate Youth	372,777	413,552	404,453	410,800	(2,752)	-0.7%
Total Alderney Gate Library	**1,295,326**	**1,419,509**	**1,384,762**	**1,446,200**	**26,691**	**1.9%**
Spring Garden Rd. Mem. Library:						
B031 Spring Garden Road - General	293,353	316,840	343,392	319,400	2,560	0.8%
B032 Spring Garden Road - Adult	749,368	743,713	767,626	786,700	42,987	5.8%
B033 Spring Garden Road - Youth	346,070	360,398	357,166	362,000	1,602	0.4%
Total Spring Garden Rd. Mem. Libra	**1,388,792**	**1,420,951**	**1,468,184**	**1,468,100**	**47,149**	**3.3%**
Branch Libraries:						
B041 Branch Library Services	611,727	622,036	661,606	686,800	64,764	10.4%
B042 Cole Harbour Library	673,070	706,830	714,458	718,400	11,570	1.6%
B043 Dartmouth North Library	210,392	233,796	251,310	242,700	8,904	3.8%
B044 Sackville Library	847,703	870,715	863,182	869,200	(1,515)	-0.2%
B045 Woodlawn Library	505,358	519,509	533,443	581,600	62,091	12.0%
B046 Bedford Library	573,212	573,486	569,870	614,700	41,214	7.2%
B047 Captain William Spry Library	679,933	683,314	703,969	705,600	22,286	3.3%
B048 Halifax North Library	513,094	516,063	831,877	533,900	17,837	3.5%
B049 Keshen Goodman Library	1,376,494	1,395,182	1,417,568	1,420,000	24,818	1.8%
B050 Outreach Services	239,151	263,008	256,232	255,800	(7,208)	-2.7%
B051 Musquodoboit Harbour Library	197,804	208,717	209,628	223,400	14,683	7.0%
B052 Shatford Memorial Library	128,303	132,007	137,296	139,400	7,393	5.6%
B053 Sheet Harbour Library	171,780	178,756	173,635	185,600	6,844	3.8%
B054 Tantallon Library	767,982	802,117	794,747	824,700	22,583	2.8%
Total Branch Libraries	**7,496,003**	**7,705,536**	**8,118,820**	**8,001,800**	**296,264**	**3.8%**
Special Projects:						
B061 Special Projects	889	0	0	0	0	-
Total Special Projects	**889**	**0**	**0**	**0**	**0**	-
Total	**$11,659,545**	**$12,249,721**	**$12,247,545**	**$12,693,000**	**$443,279**	**3.6%**

Halifax Regional Library

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$10,780,631	$11,301,400	$11,321,999	$11,826,700	$525,300	4.6%
Office Costs	588,548	507,444	486,935	516,400	8,956	1.8%
Professional Fees	8,555	7,275	14,507	7,300	25	0.3%
Legal & Consulting Fees	15,187	9,700	103	9,700	0	0.0%
External Services	80,404	77,891	110,707	107,100	29,209	37.5%
Uniforms & Clothing	1,733	2,000	603	3,800	1,800	90.0%
Supplies & Materials	90,966	102,300	107,552	106,900	4,600	4.5%
Utilities	263,990	272,261	261,169	279,300	7,039	2.6%
Building Costs	181,474	256,067	495,868	269,500	13,433	5.2%
Equipment & Communications	610,677	580,351	556,683	532,400	(47,951)	-8.3%
Vehicle Expense	92,688	99,357	54,383	94,400	(4,957)	-5.0%
Travel	39,189	32,010	43,723	36,000	3,990	12.5%
Training & Education	62,116	58,200	91,497	58,200	0	0.0%
Facilities Rental	904,689	862,330	871,450	884,100	21,770	2.5%
Advertising & Promotion	30,267	25,220	40,095	25,200	(20)	-0.1%
Other Goods & Services	1,670,587	1,652,315	1,814,461	1,652,400	85	0.0%
Interdepartmental	100,927	0	232,096	0	0	-
Transfer to/from Reserves	0	0	210,999	0	0	-
Total	**$15,522,630**	**$15,846,121**	**$16,714,830**	**$16,409,400**	**$563,279**	**3.6%**
Revenues						
Transfers from other Gov'ts	($3,062,601)	($3,062,600)	($3,527,200)	($3,141,200)	(78,600)	2.6%
Fines and Fees	(467,395)	(451,700)	(524,181)	(484,300)	(32,600)	7.2%
Rental & Leasing	(10,966)	(31,400)	(12,680)	(11,000)	20,400	-65.0%
Sales Revenue	(16,932)	0	(15,412)	(17,200)	(17,200)	-
Other Revenue	(305,190)	(50,700)	(387,813)	(62,700)	(12,000)	23.7%
Total	**($3,863,084)**	**($3,596,400)**	**($4,467,285)**	**($3,716,400)**	**($120,000)**	**3.3%**
Net Cost	**$11,659,545**	**$12,249,721**	**$12,247,545**	**$12,693,000**	**$443,279**	**3.6%**

Halifax Regional Municipality
Proposed 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Halifax Regional Library				
CBW00481 Facilities Review & Plan Implementation	43,000	49,000	49,000	49,000
Total	**43,000**	**49,000**	**49,000**	**49,000**
Provided by Other Business Units:				
CB100066 Regional Library-Facility Upgrades	182,000	90,000	194,000	194,000
	182,000	**90,000**	**194,000**	**194,000**

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 business unit is aligned with the goals and outcomes of 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 the people in our organization 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.*

The issues raised in our business plan are reflective of the concerns facing the organization, including the challenges of an aging workforce and succession planning. Additionally, new legislation in the areas of federal and provincial jurisdictions has 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	Statistics
Productivity and effectiveness of HRM programs supported	• Absenteeism rates • Training budget as % of salary budget • Training budget as % of total operating budget	2002 10.0 days; 2004 9.0 days ⇓ 2004 1.0 % 2004 0.4 %
Improved HRM management/staff relations	• % of grievances resolved without arbitration • Employee Survey 2000 - Quality of labour management relations	Grievances Filed 2004 118 Grievances Filed 2003 148 Grievances Filed 2002 253 Arbitrations Concluded 2004 4 Arbitrations Concluded 2003 5 Arbitrations Concluded 2002 2 2000 2003 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	2000 2003 65% 74% 9% ⇑ 65% 72% 9% ⇑ 43% 48% 5% ⇑ 78% 84% 6% ⇑ Please note, for comparative purposes, these surveys are conducted approx. every 3 years
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) 2002 10.0 days 2004 9.0 days ⇓ 2000 2003 53% 67% 14% ⇑ 29% 45% 16% ⇑ 67% 81% 14% ⇑ 78% 81% 3% ⇑ 86% 91% 5% ⇑ 17% 29% 9% ⇑

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** **2004** 7 7 2000 2003 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)	3:2 (excluding Fire & Police) 2000 2003 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 Conflict Resolution Support Delivery Support

Client Benefits	**Indicators**	
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) 2000 2003 78% 81% 3% ⇑
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	• Client feedback - % employees indicating they used training on job 6 months after training completed	Total # Training days 102 Total # of participants 1467 Total # of programs 84 Programs rated: Very High ROI for last year: average productivity rating increase on 3 programs evaluated 14%; Average dollar value of productivity $2559 per employee
SAP Training	12 Programs	sessions offered 88 # of participants 454
Fair and effective compensation, benefits and payroll programs	• % payroll delivered accurately and on time • Employee Survey Questions: 3(b) 3(c) • Market study • LTD Rates • WCB Experience	104,827 items processed: 1477 adjusted - 98.6% accuracy 2000 2003 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 ATU Personnel ⇑ - Claims General Transit 2000 - 93 84 2001 - 77 82 2002 - 84 83

Proactive employee health and safety management	• Employee Survey Questions: 3 (l) 2000 - 11(s) / 2003 - 13(s) • Wellness Programs	56% 65% 9% ⇑ 56% 62% 6% ⇑ Active Living Challenge 185 part. Health Screening Program 231part. Fitness Programs 32 participants Ergonomics Seminar 32 participants Foot Health 12 participants Nutrition Wksps 42 participants Flu Shot Prgm. 1054 participants ⇑ Hepatitis Immunizations - 208 inoculations ⇑ Hearing Conservation 175screenings⇑
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)	

2004/2005 Net Operating Budget	**$3,753,831**	***2004/2005 Gross Capital Budget***	**$97,000**
2005/2006 Net Operating Budget	**$3,887,470**	***2005/2006 Gross Capital Budget***	**$130,000**
2004/2005 **Approved FTE's**	**49 including contract positions**	**2005/2006 Proposed FTE's**	**49**

References to Employee Survey Questions:

V. 2000	V. 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 (c)	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
Issue # 1 - *Client Needs and Service Requirements* 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	• HR Assistants and HR Consultants have been hired and are currently located within client business units.
Issue # 2 - *Corporate Human Resource Planning & Development* 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.	• The Corporate Succession Planning model is developed and many of the components pertaining business unit specific plans are being developed in concert with HR. • Local government leadership competencies have been developed for various levels of management. • The Mentoring Program has been developed and will be rolled-out to the organization.
Issue #3 - *Labour Relations Strategy - Next Phase* A respectful, strong and effective labour relationship between management and unionized employees and a climate of labour stability.	• Grievances down except for MAPP and ATU. • 2. Bargaining more productive and less adversarial • NSUPE 14 and IAFF LMR meetings in place and effective. • More face-to-face grievance meetings.
Issue #4 - *Health, Safety and Wellness* In light of Bill C-45, HRM needs to undertake a Safety Audit immediately to examine and 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	• Safety Officers are working as a coordinated unit under the leadership of Fire & Emergency Services. • HR is providing policy and stewardship guidance from within the team. • New safety strategy being developed as part of a coordinated safety unit.

Key Initiative	Status
Issue #5 ***Strategic Diversity*** *- Building and Managing a Diverse Workforce* 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)	• Diversity Project and action plans completed • Ongoing efforts are moving from reactive work to proactive work including change management efforts in concert with business unit cooperation. • Refinements to 2005 process to be available for 2005 PDP process.
Issue # 6 - ***Management and Leadership Development (Local Government)*** Develop strong leaders in HRM who will mentor, coach and develop other employees in HRM on Excellence in Governance and Excellence in Service Delivery. Building leadership capacity in HRM that will change organizational culture to embrace technology, new processes and improved labour relations climate.	• Junior, Middle and Executive Development Programs have been designed around local government leadership competencies • Local government leadership workshops have been put on for Directors and Managers in HRM • Local government leadership competencies have been developed for Director group and for management.
Issue # 7 - ***Compensation Strategy*** A well-designed compensation strategy that is inclusive of all employees that is a strong source of competitive advantage to HRM. It should help reduce employee turnover, and attract quality candidates to HRM and it will help address some of the fairness and compression issues currently affecting several business units.	• HR has completed a survey in 2004 of market pay for non-union personnel, and has conducted a number of special pay studies • HR has included benefits issues as part of collective agreement talks with our bargaining representatives in this regard • HR will conduct a pay study every two years beginning in Spring 2006 to ensure our pay remains competitive. • Audits of non-union and NSUPE positions were conducted in 2004.

Key Initiative	Status
Issue # 8 - *Change Management/ Culture Change* 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.	• Corporate Scorecard, Integrated City, Customer Service Strategy are all built into programs offered by HRM. Programs such as the Employee Orientation Program, Project Management, Customer Service Training, etc • The Corporate Scorecard perspectives around Learning & Growth and Internal Processes drive how change management will become part of every day culture in HRM
Issue # 9 - *Customer Service Strategy* 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.	• Facilitate the development of service standards (that are specific and measurable) for services that are delivered to the public
Issue # 10 - *Human Resource Management System* 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.	• Preparatory work for Phase II+ will continue during Fiscal 05-06 • Report development and refinement of business processes will continue during the fiscal year. • SAP HR training will continue to be offered to users throughout the fiscal year, as new reports and functionality are implemented

Issue # 1 Corporate Human Resource Planning and Employee Development

A significant strategic human resource issue remains 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 and HR has begun to implement the plan within business units.

Link to Corporate Scorecard Theme Outcome:
Excellence in Service Delivery:
HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service

Outcome 2005/2008

1. 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. HR policies, processes and behaviours will be realigned to the corporate scorecard, integrated city and the changing culture of the organization.

Objectives 2005/2006

1. Continue the support for succession planning throughout each business unit and /or communication of the succession planning systems model.
2. Encourage strategies for building knowledge, capital experiences and assignments through secondments, job shadowing, mentor-protege relationships, etc
3. Roll out of local government leadership (LGL) competencies for all management positions
4. Rewrite management position job descriptions to reflect LGL competencies
5. Provide direct support to business units in the facilitation and formation of developmental or other training plans for business unit specific skills or other leadership development skills.
6. Roll out of new recruitment practices for HRM. Recruitment practices that will align with the future needs of this organization. This will include revised policies pertaining to internal hires, developmental opportunities for employees, better screening and interviewing processes and ensuring that qualifications for positions are not overstated.
7. Human resource policies and practices that are aligned with the corporate scorecard and reflective of the strategic direction being taken by HRM.
8. Knowledge management and knowledge transfer opportunities.

Analysis of Proposed Changes

Service Levels: The current service has been enhanced by appropriate staffing levels. The Succession Planning model is developed and HR staff will begin developing short and long term plans for each business unit.

Financial / Budget: HR is properly resourced to deliver on the succession planning initiative. However, there may be a need for external consultant services for market studies pertaining to particular business needs or affecting specific business units. *2005/2006 Budget:* $10,000 *for external consulting services*

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 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.

Risk Analysis:

- There is a risk to the organization if the majority of people exercise their options to take retirement under the rules of 75 and 80. This would create a huge demand for an immediate replacement or succession program depending on the need. It should also be noted that retention of key personnel who have self-identified or who the organization would like to retain are an important component of the succession plan. It is in HRM's interest to encourage certain employees to stay on longer and work for us.
- The out migration of students and immigrants to other Provinces is a challenge. These people who leave HRM deplete the potential pool of candidates for our organization to recruit from.
- There is an expectation that our compensation systems must be adjusted immediately to reflect private sector wages in some disciplines. Recruitment into the public service will require that prospective candidates understand that government does not pay the highest and best wages.

FTE's: None required.

Performance Measures:

- Employee Survey questions
- Ratio of internal versus external hires
- Total # Training Hours
- Total # of participants
- Total # of programs

Issue # 2 Labour Relations Strategy - Next Phase

Our goals for labour relations include both concrete results and more effective processes. We will remain focused on providing efficient and effective service to our citizens, but ensure we do it in a way that appropriately engages our unions and ensures that we consider the long-term impacts on employee recruitment, retention, recognition and morale.

The concrete goals in the current rounds of bargaining include reducing excessive and unpredictable amounts of overtime and gaining clarity in parts of the agreements which have caused confusion and conflict. Ideally, we will achieve these goals without a work stoppage.

We will also contribute to labour relations stability by continuing our trend towards long-term agreements. Both MAPP (Police) and IAFF (Fire) are in the early stages of twelve-year agreements. While there will be re-openers (the first MAPP re-opener is March 31, 2006), the long-term agreements ensure there will not be a work stoppage or even the disruption of a potential work stoppage. If we can negotiate longer agreements, particularly with the NSUPE 13 (Inside

Workers), we can guarantee a broadening of this labour stability.

Even though grievance numbers are an imperfect measure of labour relations, we will continue to strive to reduce the numbers of grievances. Often grievances reflect a lack of successful communication in bargaining; at times they reflect an inability to reach compromise. Regardless of the cause, they are expensive and time consuming, especially when they reach the arbitration stage. HRM has a limited number of grievances (with the exception of the CUPE Local 108, the outside workers), and has a minimal number of arbitrations.

On the process side, we have engaged the Unions in a more purposeful way in bargaining. In bargaining with IAFF the bargaining teams were very clear in their respective goals and found a way to accomplish all of them to some extent. NSUPE 13 and CUPE bargaining both began with discussions of broader goals and the discussion has been more productive as a result. At both tables, management has focused on the citizen perspective rather than engaging in confrontation.

We also plan to maintain successful labour-management meetings that have been rejuvenated in the past year for the IAFF and NSUPE 13 groups. We will continue to maintain our long-standing labour-management committees in place with MAPP, CUPE, and NSUPE 14 (library workers).

In the Spring of 2003, through a re-structuring, HR created three Labour Relations Consultant positions. One Labour Relations Consultant was assigned to each bargaining unit, with the exception of the Consultant who is responsible for both IAAF and ATU. The consistency, communication and focus have improved significantly and have advanced our approach to a more desirable labour relations climate. Additionally, we have a team of two personnel who form the Conflict Resolution Team. The efforts are now moving to a more proactive change agent phase and the team's mandate has been changed to reflect this. They are now referred to as the Change & Dispute Management.

In the fiscal year 2005/6, we will be expanding the respectful, interest-based, citizen-focused, approach beyond HR and the bargaining tables. We have partnered with Saint Mary's University in a certificate program which will help supervisors, managers and consultants explore critical theories, concepts, and models that will help them understand the negotiation, mediation, and conflict resolution processes. The program will emphasize how to work toward optimal solutions using techniques that result in firm commitment and buy in. The components will be 1) Effective Negotiating and Influencing Skills, 2) Mediation Skills and 3) Conflict Resolution, Breaking the Impasse. This program has been extremely well received so far.

We will also improve our direct interactions with individual employees. Supervisory and Management training will ensure we address employee performance issues without causing unnecessary grievances and confrontations with our unions. HR's Modifying Employee Behaviour

training will consist of 1) Coaching, 2) Progressive Discipline, and 3) Conflict Management.

Link to Corporate Scorecard Theme Outcome:
Excellence in Governance
Citizens are confident in the governance and management of HRM
HRM has sound financial management practices

Excellence in Service Delivery
Customers are satisfied with the level of services received from HRM

Outcome 2005/2008

1. A respectful, strong and effective labour relationship between management and unionized employees which ensures effective delivery of services to HRM citizens, all in a climate of labour stability.

Objectives 2005/2006

1. Continuous improvement of the management of day-to-day employee relations
2. Development of better communications tools and process between managers, supervisors, employees and union representatives (cooperation not conflict)
3. Reduce the number of grievances in CUPE Local 108
4. Reduce the number of arbitrations
5. Continue to develop the interest-based approach to bargaining
6. Continue to develop the environment of respect through the bargaining process
7. Successfully conclude two rounds of collective bargaining that are currently underway: CUPE Local 108 (Outside Workers) and NSUPE Local 13 (Inside Workers)
8. Successfully conclude collective bargaining with NSUPE Local 14 (Library workers), whose agreement expires March 31, 2005.
9. Prepare for, and begin negotiations with the MAPP Union (Police officers), whose collective agreement has a re-opener date of March 31, 2006.

Analysis of Proposed Changes

Service Levels: The challenge to conclude three collective agreements will require dedicated resources and commitment.

Financial / Budget: HR will continue to retain an outside consultant to assist with the labour relations negotiations given that there will be four rounds of negotiations at various points throughout the year. We will operate within existing budget envelope.

Processes: HR is focusing its efforts on improving the communication processes between management 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 for the three different processes. This will require the service of the Financial Consultants that would normally be familiar with Fire Services (IAAF), Public works and Transportation, EMS and RPAM (CUPE); and NSUPE (Finance, Planning & Development, PWT and Shared Services). Similarly, Legal Services expertise will be required to assist with collective bargaining language and assistance to the bargaining team. The other affected business units will be required to assign staff from their units to the bargaining teams noted above.

Risk Analysis:
- Unless we have a good labour relations climate, the ability for managers to manage is compromised.
- The needs currently identified by business units to deliver their services is restricted by the collective agreement and unless changes are made to some agreements, alternate ways to provide the services may have to be considered.

FTE's: No change

Performance Measures:
- Grievances Filed
- Absenteeism rate
- Arbitrations

Issue # 3 Health, Safety and Wellness

Human Resources Services has a stewardship role with respect to organizational health and safety. We have a responsibility to promote, support and deliver effective health, safety and wellness practices in our workplace with the ultimate goal of impacting the health of our organization.

Human Resources has established a partnership with Fire and Emergency Services to ensure that HRM is providing and maintaining a safe workplace for all employees. While HR will continue to maintain a stewardship role for occupational safety; Fire Services will manage the daily operations.

Health and Wellness Services:
HR had been faced with the challenge of providing the very minimum level of service in the area

of occupational health & wellness because of staff capacity. As a result of a review and budget support, we have now increased our FTE count to include a full time nurse and an occupational therapist.

The Occupational Health & Wellness team is now working on service delivery improvements and will continue on this course of action over the next fiscal year. This will include enhancements to health and safety policies, hazard identification, ergonomic assessments, health surveillance and maintenance, hearing conservation, sight conservation, lung function testing, rehabilitation and accommodation, immunization, support for disability case management, return to work assessments and health education.

With first responders, shift work and an aging workforce it is even more critical that we are able to provide occupational health services so that we maintain a healthy organization through improving, protecting, maintaining and restoring the health of HRM employees.

Outcomes 2005/2008

10. Effective Occupational Health & Wellness programs, business practices and services that will effectively meet the needs of the HRM organization and meet legislative requirements.
11. A coordinated approach to corporate safety in HRM under the stewardship of Human Resources and under the leadership of Fire and Emergency Services who will (in partnership) promote, develop, support, facilitate and maintain a safe workplace for all HRM employees.

Objectives 2005/2006

12. Complete corporate operational review of our health and wellness as an organization with recommendations for service improvements and performance measures.
13. Roll out of revamped Health and Wellness Programs and services to the organization, as well as educational programs and training on workplace safety.
14. Establish appropriate policies and business practices, programs and services to support a healthy workplace.
15. Prepare bi-annual report card on health and wellness and corporate safety trends in HRM
16. Continue to enhance service delivery effectiveness based on best practices.
17. Complete Corporate Safety Audit to identify any deficiencies and risks.
18. Complete reorganization of Corporate Safety Services in partnership with Fire Services to improve effectiveness

Link to Corporate Scorecard Theme Outcome:
Healthy, Sustainable, Vibrant Community:

- HRM is working with its citizens to examine community and safety issues, and to develop and implement joint decisions
- HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service.
- To address issues in the Employee Opinion Survey:

Analysis of Proposed Changes

Service Levels:
Health Services: The standard of care will be improved in HRM. It supports our goal of improving, protecting, maintaining and restoring health of HRM employees; thereby influencing the health of our organization. Some outcomes could be:

- Employees will understand the options available towards a well balanced work life.
- Improved productivity and morale
- Improved organizational and employee health
- Additional health programming
- Reduced sick leave
- Improved response time with respect to employee and employer consultations
- Establishment of proactive occupational health policies and practices

Financial / Budget: n/a

Processes:
The Occupational Health Team will work in collaboration with the employee, employer, unions, health professionals and other stakeholders to deliver integrated health care services. The scope of practice will include conducting health examinations; assessing work environments; providing primary, secondary, and tertiary prevention strategies; providing/supporting health education programs, providing counselling interventions; conducting health surveillance programs; monitoring injury/illness trends ; as well as program planning, policy development and strategies to enhance the performance and productivity of our employees.

Risk Analysis:
By putting proactive health care in place we will be able to: improve response times, investigate and address injury trends, improve working conditions for our aging employees, reduce sick leave absences, better manage WCB and long term disability claims, improve on work place health issues and a provide a healthier work environment for employees.

FTE's: None

Performance Measures:

- WCB Experience
- Absenteeism rate
- LTD rate increase / decrease

Issue # 4 Strategic Diversity - Building and Managing a Diverse Workforce

Workforce diversity has evolved from broad policy and education initiatives to a strategic business imperative. As an organization, we need to focus resources on leadership development to make diversity an organizational advantage rather than a problem to be addressed.

The objective of the diversity program in HRM is to lead, support and/or facilitate initiatives that advocate a more inclusive culture; to develop action plans, including a more proactive recruitment strategy to move our organization forward.

Over the next year, the Diversity team will be primarily focussed on implementing phase one of the Corporate Diversity Plan. This plan was developed by a project team from across the organization who represented a variety of Business Units, skills sets and positions. The primary goal of the project was to examine our Diversity Program to determine why we continue to have diversity challenges and develop an Action Plan to address them.

Link to Corporate Scorecard Theme Outcome:
Healthy, Sustainable Vibrant Communities:
HRM is a desirable and attractive place to work, learn, play and live.

Excellence in Governance:
Citizens are confident in the governance and management of HRM

Outcome 2005/2008:

1. To lead the building of an organizational culture which is inclusive to our diverse employees and the communities we serve. The Halifax Regional Municipality is recognized as a good corporate citizen providing leadership for other large corporations in the area of diversity (preferred employer, hiring practices, advocacy, profile, and governance)

Objectives 2005/2006

1. Implementation of year one activities from the Corporate Diversity Plan.
2. Continue to improve job prospects for the disabled community, new immigrants and members of other diverse communities.

3. Continue to work towards the creation and maintenance of a positive work environment through effective prevention and resolution of conflict.
4. Increase capacity to deliver workplace education, coaching and mentoring regarding the value of diversity.
5. Reinforcement of the key message that those in leadership positions are accountable for diversity in their respective, sections, cost centres, business units.
6. Demonstrate accomplishments in accommodation.

Analysis of Proposed Changes

Service Levels:
A high level of effort will continue to be given to address diversity challenges within HRM. This will require a team effort between Human Resources, business units and community stake holders.

Financial / Budget:
HR has submitted a budget of $25,000 to support the implementation of the Corporate Diversity Plan. This continues to be a corporate issue and HR will prioritize its service deliverables to undertake this project.

Risk Analysis:
Internal scans have shown a lack of accountability and strong leadership as a pressing concern for all levels of the organization except from the CAO's Office.

FTEs: N/A

Performance Measurement:
- Employee survey indicates that staff understands diversity
- Survey of Council indicates understanding of cultural diversity in HRM
- Visual and vocal support for diversity initiatives from ALL in postions of responsibility
- Diversity Award is presented annually

Issue # 5 Management and Leadership Development (Local Government

HRM needs both good managers and good leaders to effectively deliver services to the citizens of HRM. HRM has many effective managers. What we lack, as identified by HRM Managers themselves, is effective leaders. Improving the quality of leadership will contribute to better employee relations, teamwork, productivity and, ultimately, citizen satisfaction.

Leaders can be front line supervisors, Managers or Directors. The program we have selected for development of the required leadership skills for this group is called Local Government Leadership, or "the LGL Program". The LGL Program, obviously, is directly applicable to the municipal government context. In the past year, HR has engaged the majority of the target group in LGL sessions, with very positive feedback.

The LGL Program has success factors that describe the personal attributes and skills that leaders in the municipal context must have. While HRM has been successful in hiring managers to focus on required competencies, the existing competencies have not reflected some of the unique requirements needed for public servants managing in local government. Beyond those mentioned above, the LGL Program develops the competencies of facilitating, mentoring, and coaching other employees. In the coming year, all of the LGL competencies will be developed and integrated with HRM's existing Competency Dictionary. Additionally, we will promote the key success factors for good governance and local government leadership in HRM.

The next step will be to link the LGL competencies to the Leadership Development training that has been developed for three levels of management: Junior Leadership, Middle Management and Executive Development Training.

Link to Corporate Scorecard Theme Outcome:
Excellence in Service Delivery:
Citizens are satisfied with the level of service received from HRM

Excellence in Governance:
Citizens are confident in the governance and management of HRM

Outcomes 2005/2008

1. Develop strong leaders in HRM who will mentor, coach and develop other employees in HRM. Building leadership capacity in HRM that will change organizational culture to embrace technology, new processes and improved labour relations climate.

Objectives 2005/2006

To roll out programs that have been developed for succession planning and local government leadership development which include:
1. Roll out of the mentorship program
2. Roll out of Junior Leadership Development Program
3. Roll out of Middle Management Leadership Development Program
4. Roll out of Executive Leadership Development Program
5. Implementation of local government leadership competencies.
6. Establishment a competency dictionary reflecting the broad spectrum of competencies required

across the organization which includes local government leadership competencies
7. Develop key success factors for good governance and local government leadership in HRM
8. Revise management job descriptions to reflect local government leadership competencies.
9. Alignment of 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.

Analysis of Proposed Changes

Service Levels:
This is an initiative that will enhance HRM competence in public service and our commitment to Excellence in Governance and Excellence in Service Delivery

Financial / Budget:
Required training will be funded through corporate and business unit training budgets; as well as provided directly by HR training consultants and other Senior HRM staff. Some specialist consulting work may be required but will be managed within the budget envelope.

Processes:
Local government leadership competencies will fundamentally change how we recruit, train and develop those who manage our people and financial resources in HRM. It will change how we do the business of government.

Internal Service Providers:
Requires cooperation of all business units and management in leading the change effort. Directors / managers can coach and mentor those who are challenged with the changes required.

Risk Analysis:
Poor leadership results in bad decisions that affects employee morale / employee motivation which impacts productivity. Additional costs are incurred due to sick time, lost wages or other stress related illnesses. With the number of potential retirements it is imperative that new people are given the proper skills to handle the pressures of being a manager and a leader in changing times.

FTE's: None required.

Performance Measures:
Strong leaders in HRM who will build a learning organization and develop other employees.

Issue # 6 - Compensation Strategy

Compensation is just one aspect of an integrated human resource strategy. Its purpose is to ensure that HRM is administering its total compensation package (benefits, incentives, recognition and rewards programs, base pay, etc) in a strategic manner. That is, it must be designed to attract, retain and motivate a quality workforce. It should also provide management with a solid sense of the market value of positions in HRM and a structure that compensates employees fairly relative to competitive and economic conditions in HRM and in support of HRM's Corporate Scorecard culture and objectives. Finally, the structure should be flexible enough to support the organizational and structural changes that will continue as we grow and move forward.

In some HRM employee groups the wages have been developed in an ad hoc manner. It follows that any systematic assessment of the relative value of those jobs will lead to some change: some jobs will be shown to be underpaid, some will be overpaid. Movement towards a fair system will cause some dissatisfaction and disruption. HR's effort will be to communicate that this dissatisfaction and disruption is necessary–both legally and ethically–in order to move towards a compensation scheme that is consistent and fair. These efforts will take significant resources in 2005/6.

Link 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.

Outcome 2005/2008

1. To have a well-designed and maintained compensation strategy that should help reduce employee turnover, and attract quality candidates to HRM and address some of the fairness and compression issues currently affecting several business units.

Objectives 2005/2006

1. For positions in HRM, continue to establish benchmark public sector agencies and labour market areas that constitute our competitive market.
2. Move towards standardized costing of benefits in concert with a strategy to contain rising health care costs associated with LTD, absenteeism or other causes.
3. Continue to conduct labour market analysis to determine how HRM compensation varies from desired compensation on a total compensation basis.
4. Maintain the HRM position rating methodology to ensure internal equity is maintained
5. For all positions, continue to ensure consistency of policy and application across the various employee groups, recognizing the different working conditions of each.
6. In early 2006, conduct a labour market study to determine the appropriateness of pay scales for Non-

Union personnel.

Analysis of Proposed Changes

Service Levels:
HR business outputs related to this proposal will not be affected as the proposal involves the use of existing resources - primarily in-house with some external consulting assistance. If the organization wishes to take this on entirely in-house, it will require a team of staff working collaboratively with HR and other business partners. The commitment for business unit resources is currently limited given the other corporate projects underway.
The actions proposed will enhance organizational effectiveness, improve employee relations and educate employees on compensation issues relative to our competitors.

Financial / Budget: No impact

Internal Service Providers:
Cooperation and support is required from other business units to assist in the development of guidelines, tools and training...in an advisory capacity.

Risk Analysis:
Highly skilled employees in HRM are sought by other institutions and organizations. It is important that HRM maintain a well-designed compensation strategy to maintain a competitive advantage for HRM. It should reduce the risk of employee turnover, and attract quality candidates to HRM. In this era of aging populations, it is important to have a retention strategy.

FTE's: No change.

Performance Measures:
- Employee turnover
- Attraction / retention of quality candidates to HRM.

Issue # 7 Change Management/ Culture Change

A number of significant changes have impacted HRM over the past few years. These range from organizational restructuring changes that have affected virtually every business unit in HRM to major shifts in organization strategy endorsed by EMT and HRM Council. As HRM is a dynamic organization, undoubtedly, there will be more change as we align with the Regional Plan, Integrated City initiatives and new initiatives such as the Capital Transportation Authority.

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 have traditionally done

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 corporate changes that are taking place 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

Link to Corporate Scorecard Theme Outcome:
Excellence in Governance:
Citizens are satisfied that HRM vision and priorities have been implemented.

Excellence in Service Delivery:
Integrated City characterized by accessible customer services and e-government, and the potential this concept brings to HRM in terms of achieving its strategic goals.

Outcome 2005/2008

1. To effectively communicate the organization's strategies in a way that is meaningful and impactful and that strengthens the relationships of the people and business units in HRM
2. To help reduce the stress and anxiety that is a normal part of change
3. To improve operational efficiency, information exchange, activity reporting, data quality and knowledge management

Objectives 2005/2006

1. To help reduce the stress and anxiety that is a normal part of change
2. To assist business units in a series of workshops that engage management and employees in solution seeking opportunities and facilitate a better understanding of corporate strategies

Analysis of Proposed Changes
Service Levels: Change management around the Corporate Scorecard and Integrated City is an organizational priority and HR staff will continue to be primarily focussed on facilitating the

communication and knowledge transfer on the outcomes and benefits of the scorecard to our organization

Financial / Budget: HR will operate within its budget envelope.

Processes: The changes proposed will enhance organizational effectiveness, improve local government leadership, increase matrix partnerships and align our systems. HR will ensure that orientation programs for new employees within all business units incorporate the business strategies and change culture issues.

Internal Service Providers: Support required from Shared Services for technology, IT information and expertise for delivery of education programs on Integrated City.

Risk Analysis: Failure to support culture change and change management initiatives will lead to continued cultural resistance to change; unclear performance expectations; and no clear lines of responsibility, authority and accountability for affecting change.

FTE's: No change.

Performance Measures:
- How well did we communicate the need for change
- # of key messages communicated
- Employee survey on how well they understand the need for change

Issue # 8 Customer Service Strategy

The Customer Service Strategy aims 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. 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.

Customer service excellence is a team effort and the success of establishing a customer service culture requires effort on an individual, team and corporate basis.

Link to Corporate Scorecard Theme Outcome:
Excellence in Service Delivery:
- HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment and competent service

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

Outcome 2005/2008

4. HRM will have a citizen-focused customer service strategy and culture that encompasses integrated technology, customer care, quality standards and service level agreements that will all form part of an effective delivery system.

Objectives: 2005/2006

1. Complete Corporate Customer Service Strategy and roll out throughout HRM.
2. Update Customer Service training and recognition programs where required.
3. Corporate Customer Service Team to facilitate customer service oriented issues that impact HRM's effectiveness e.g. geographic boundaries in partnership with the business units.
4. Continue to partner with business units in the development of business unit Customer Service Plans
5. Liaise with Integrated City and Corporate Scorecard Teams to develop culture shifts / change management plans
6. Facilitate the development of service standards (that are specific and measurable) for services that are delivered to the public

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 change management 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.

Processes:
A major thrust will be put on two perspectives of the Corporate Scorecard. (1) Internal Process and (2) Learning & Growth perspectives. The continuos learning cycle as represented by these two scorecard perspectives will be the driving force for changes in improved customer service at the front lines.

FTEs: None required

Issue # 9 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 to do every day

business. We have implemented the payroll, benefits and compensation system and the next phases entail continuing to expand the functionality of SAP HR.

Links to Corporate Scorecard
Excellence in Service Delivery:

Outcome 2005/2008

1. To continue 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 2005/2006

1. To continue 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.
2. 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.
3. To continue to convert and implement the functionality of the former Human Resource Information System - Stargarden - to the SAP HR module.
4. Communication and consultation with users, integrating business unit and human resources requirements.
5. 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:
Continuing improvements to level of service is expected and a decrease in response time for access to HR information as the project continues to implement various modules.

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.
$100,000 in Capital funds / $130,000 in Operating

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 FI/CO and HR modules but is not presently estimated to be a heavy requirement.

Shared Services - Server capacity has been increased to accommodate the increased demands of the SAP HR system and continuing expansion will have to be considered as more users get on the system.
Risk Analysis: To mitigate risk to HR data. With the cost of wages and salaries the highest single cost factor for HRM, a properly designed and responsive system is required to appropriately manage the significant budget dollars involved. Failure to implement the business procedures or configuration of the software will hamper the ability of HRM to manage this cost factor effectively.

FTEs: 1.0
A Project Manager will be recruited only for a term of one year to deliver on the scope and design of the next two Phases.

Performance Measures:
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

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
A205 Administration	$210,380	$221,451	$263,122	$330,450	$108,999	49.2%
A210 Health and Wellness	1,052,264	1,658,007	1,403,355	1,572,840	(85,167)	-5.1%
A220 Employee Relations	943,732	1,106,558	1,085,491	1,230,480	123,922	11.2%
A221 Client Services Temp Employee F	0	0	0	0	0	-
A230 Total Compensation	815,344	768,862	834,143	753,700	(15,162)	-2.0%
A235 HR SAP Project	8,400	(1,047)	(4,738)	0	1,047	-100.0%
Total	**$3,030,119**	**$3,753,831**	**$3,581,373**	**$3,887,470**	**$133,639**	**3.6%**

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
A210 Health and Wellness	($37)	$0	($33,144)	$0	$0	-
A220 Employee Relations	(27)	0	(564)	0	0	-
A230 Total Compensation	(3,365)	0	(2,095)	0	0	-
A230 Total Compensation		0	(715)	0	0	-
Total	**($3,428)**	**$0**	**($36,518)**	**$0**	**$0**	-

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
A205 Administration	$210,343	$221,451	$229,977	$330,450	$108,999	49.2%
A210 Health and Wellness	1,052,237	1,658,007	1,402,791	1,572,840	(85,167)	-5.1%
A220 Employee Relations	940,367	1,106,558	1,083,396	1,230,480	123,922	11.2%
A221 Client Services Temp Employee F	0	0	0	0	0	-
A230 Total Compensation	815,344	768,862	833,428	753,700	(15,162)	-2.0%
A235 HR SAP Project	8,400	(1,047)	(4,738)	0	1,047	-100.0%
Total	**$3,026,691**	**$3,753,831**	**$3,544,855**	**$3,887,470**	**$133,639**	**3.6%**

Human Resources

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$2,689,450	$3,052,494	$2,619,967	$2,968,800	($83,694)	-2.7%
Office Costs	103,702	67,140	77,518	67,730	590	0.9%
Professional Fees	114,457	188,277	123,864	135,000	(53,277)	-28.3%
Legal & Consulting Fees	52,139	39,285	19,780	61,150	21,865	55.7%
External Services	29,053	53,072	132,538	68,000	14,928	28.1%
Uniforms & Clothing	35	0	0	0	0	-
Supplies & Materials	1,254	1,500	569	5,500	4,000	266.7%
Equipment & Communications	7,134	3,225	4,930	2,990	(235)	-7.3%
Travel	19,114	17,244	22,038	17,700	456	2.6%
Training & Education	250,396	359,057	331,568	373,000	13,943	3.9%
Advertising & Promotion	376	4,000	6,079	4,000	0	0.0%
Other Goods & Services	112,244	244,637	235,940	183,600	(61,037)	-25.0%
Interdepartmental	(349,234)	(276,100)	6,584	0	276,100	-100.0%
Total	**$3,030,119**	**$3,753,831**	**$3,581,373**	**$3,887,470**	**$133,639**	**3.6%**
Revenues						
Other Revenue	($3,428)	$0	($36,518)	$0	$0	-
Total	**($3,428)**	**$0**	**($36,518)**	**$0**	**$0**	-
Net Cost	**$3,026,691**	**$3,753,831**	**$3,544,855**	**$3,887,470**	**$133,639**	**3.6%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Human Resources				
CIN00200 SAP HR Phase 2	0	130,000	0	0
Total	**0**	**130,000**	**0**	**0**

Integrated Emergency Services (911 Centre)

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 a coordinated emergency service response to the citizens, visitors and businesses within Halifax Regional Municipality in an efficient and professional manner in order to safeguard and protect life and property. In the 2005/06 business year, the centre will begin receiving and processing all 911 emergency calls within Halifax Regional Municipality . The centre handles emergency and non-emergency dispatching for both the Halifax Regional Police and Halifax Regional Fire & Emergency Services and will be expanding to provide emergency and non-emergency dispatching for the Halifax Detachment of the Royal Canadian Mounted Police.

Business Unit Mission:*To provide a coordinated 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**
Citizens receive skillful & 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.
Citizens confident in dependability of service	Ongoing Quality Control resulting in increased efficiency of information relayed to emergency services. Decrease in complaints from public.
Emergency service response is coordinated and citizens receive the appropriate service when required	Citizens are able to access emergency services easily and in a timely manner through a single request.
CLIENT BENEFITS	**INDICATORS**
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
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.

Highly competent staff to handle emergencies	Mandatory training completed

2004/2005 Net Operating Budget	**$4,606,035**	***2004/2005Gross Capital Budget***	**$0.00**
2005/2006 Net Operating Budget	**$6,090,490**	***2005/2006 Gross Capital Budget***	**$0.00**

2004/2005 Approved FTE's	**1 Manager** **56 FTE** **6 Part time** **4 Environmental Ill** **Staff (not working)** **1 seconded to CAD/RMS Project** ***68 FTE Total***	**2005/2006**	***1 Superintendent*** ***(Seconded)*** ***1 Manager*** ***1 Admin Assist*** ***64 CCRT*** ***8 CCRT (Part time)*** ***75 FTE Total***

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
911 Call Taking Moving to integrating all 911 calls within HRM to one PSAP for handling	IES will take over all 911 call taking for HRM on or about April 1, 2005. The calls presently handled by the RCMP for the previous county area will all be directed to the HRM centre. Four new FTE are being requested this business year to handle the increased call answering..
Police Dispatching Integrated Dispatch Initiative is moving forward with projected completed date in spring of 2005	The RCMP have agreed to centralize the dispatching to the HRM Centre and will be dispatched on the same computer aided dispatch (CAD) as the Halifax Regional Police and Halifax Regional Fire and Emergency Services. Two (2) additional FTE are being requested this business year to handle the increased dispatching .
Staffing	Four (4) staff were added in the 2003/04 year to provide additional fire dispatching support.
Facility	Integrated Dispatch Centre plans are completed and the building tender has closed. Contract negotiations are beginning. Tentative completion date of fall 2005.

Key Initiative	Status
Alarms	No further action has been taken. Internal report is being prepared by IS as to the companies and locations.
Radio & Communications	Trunked Mobile Radio upgrade is complete for fire and police.

Issue #1 Centralization of 911 Call Receipt for all of HRM

The centralization of the 911 call answering for all of HRM will begin on or about April 1, 2005. This change will direct all 911 calls from residences and businesses within HRM to the HRM dispatch centre and allow of a single point of emergency call receipt. This is the first stage of a two part process to streamline and coordinate emergency response within HRM. The second part is the transfer of emergency dispatching responsibility for the RCMP Halifax Detachment to the HRM Centre. (Issue 2)

Risk Impact Category
Balanced Scorecard Theme: *Safe Communities*
Impact Category: C1 Safety for Public
C2 Community Impact

Link to Corporate Scorecard Outcome
Safe Community
Excellence In Service Delivery Themes

Outcome 2005/2008

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

Objectives 2005/2006

1. Solidify funding between HRM Dispatch Centre, RCMP and Province of Nova Scotia EMO.
2. Smooth transition to new integrated dispatch centre with new service partners (RCMP)

Analysis of Proposed Changes

Service Levels:
The transfer of the responsibility for 911 call taking will reduce the amount of time needed to access the appropriate emergency response organization. Emergency calls in HRM will be answered and dispatched from a single centre allowing a coordinated and timely response by various agencies. There will be an increase in the number of 911 calls answered at the HRM centre.

Financial/Budget:
The funding requirement is 4 new FTE call takers. The funding is available from the reduction in the Shared Service Allocation which will not be paid to the RCMP for dispatching services due to the transfer of the responsibility to HRM . (The 2004/05 Shared Service Allocation was 10.48 x $93,400 = *$ 978,832)* No new monies required.

Processes:
Aliant will redirect 911 calls from within the previous county area to be answered at the HRM Public Safety Answering Point (PSAP). Minimal cost and programming completed with the assistance of the Emergency Measure Organization of Nova Scotia.

FTE:
Four (4) FTE

Issue #2 Centralization of Police Dispatching to a Single Centre

Police dispatching within HRM occurs from two centres within HRM. One is controlled by the RCMP and located on Oxford Street and provides dispatching to the Halifax Detachment of the Royal Canadian Mounted Police . The second is the HRM Centre , located at 15 Convoy Run in Bedford, and provides dispatching to the Halifax Regional Police and the Halifax Regional Fire & Emergency Services (HRF&ES).

There has been an agreement between the Halifax Detachment of the RCMP and the HRM , that on the "go-live " date of the new Versadex Computer Aided Dispatch (CAD) , both the Halifax Regional Police and the Halifax Detachment of the RCMP will be dispatched from the HRM Convoy Run location. Both police agencies will be directed by a single dispatch centre and will be responding on a "closest car" model for emergency situations.

Risk Impact Category

Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	C1 Safety for Public
	C2 Community Impact

Balanced Scorecard Theme: *Excellence in Governance*
Impact Category: B3 Financial

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

Outcome 2005/2008

1. To improve the efficiency and effectiveness of police service delivery through a centralized coordinated dispatch.

Objectives 2005/2006

1. Continue negotiations with the RCMP with the intent of having all police dispatch within HRM provided from the HRM owned centre.
2. Continue with planning and implementation of the project plan integrating dispatch services under one roof.
3. Go live with the new Computer Aided Dispatch for both the Halifax Regional Police and the Royal Canadian Mounted Police.
4. Create a Service Level Agreement for service provision to the users of the centre.

Analysis of Proposed Changes

Service Levels
Service levels will improve as police dispatching is coordinated . Emergency calls will be responded to by the closest car, regardless of agency. The movement to a single dispatch platform with all police and fire response to be coordinated as well.

Financial/Budget
The funding requirement is 2 new FTE call takers. The funding is available from the reduction in the Shared Service Allocation which will not be paid to the RCMP for dispatching services due to the transfer of the responsibility to HRM . (The 2004/05 Shared Service Allocation was 10.48 x $93,400 = *$ 978,832)* No new monies required.

Internal Service Providers
The 911 calls for service will be received by the HRM Centre and dispatched to the appropriate police service providers based on geography and threat level of the call.

Processes
Integrated Emergency Services will have to work closely with the RCMP and the HRP to make sure

that the dispatching and response protocols are discussed and decided upon. HRM will see an increase in the number of calls answered and dispatched. Dispatching for all police and fire within HRM will be handled from one point .

FTE's
Two (2) FTE.

2005/06 Budget
Reallocation of funding will result in no increase to the taxpayer within HRM

Issue #3 Configuration and Move to the IDTC Eric Spicer Building

The Integrated Dispatch and Telecommunication Centre (IDTC) has been designed, tendered and the final contract award is about to be decided. There will be a requirement to work through the procurement , selection and installation of the internal operating systems for the new facility throughout this year. Employee input is being sought for configuration and selection of equipment. The time line of the building has a completion date of late fall 2005.

Risk Impact Category

Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	C1 Safety for Public
	C2 Community Impact

Link to Corporate Scorecard Outcome
Safe Communities - Citizens feel Safe
Excellence in Service Delivery - Customer satisfaction with levels of services received.

Outcomes 2005/2008

1. To set-up, test and complete the move to a new, larger integrated dispatch centre to meet current and anticipated future needs
2. Move the required systems to the new Centre with no service interruptions to the public.
3. Develop integration and career path for new employees in conjunction with Corporate Services
4. Explore options for the maintenance of the Convoy Run location as a back-up dispatch centre location.

Objectives 2005/2006

1. Identify equipment requirements for new dispatch centre
2. Develop plan to migrate from the current locations to the new dispatch centre
3. To integrate and move the current dispatch centres to a new larger location at the Eric Spicer

building.
4. Identify new policy requirements for the new Integrated Emergency Services Dispatch Centre

Analysis of Proposed Changes

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

Financial/Budget
The Capital build account is covering the build and major equipment purchases. There may be some need to access operation accounts to assist with the migration.
The maintenance of the Convoy Run location as a back-up location will require funding to maintain the necessary the infrastructure.

Internal Service Providers
Halifax Regional Police, Halifax Regional Fire and Emergency Services, Royal Canadian Mounted Police, Real Property Services, Information Services and Shared Services will all cooperate to ensure that the move is efficient and completed without loss of emergency services to the citizens of the HRM.

Processes
There will be a need to fully explore all present policies and procedures as they relate to the physical structure.

2005/06 Budget
It is anticipated that the operation will be financed from the Capital funds available and the use of the existing operational envelope.

Issue #4 Implementation of the Computer Aided Dispatch (CAD) System

Implementation of the new Record Management System (RMS) is complete. The Computer Aided Dispatch (CAD) will be going live between April and June 2005. This will require all Integrated Emergency Staff to be trained on the new system.

Risk Impact Category

Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	C1 Safety for Public
	C2 Community Impact

Link to Corporate Scorecard Outcome
Safe Communities - Citizens feel Safe
Excellence in Service Delivery - customer satisfaction with level of services received.

Outcome 2005/2008

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

Objectives 2005/2006

1. Develop implementation plan to bring new solution on-line
2. Complete necessary training to enable HRM staff to take advantage of the new technology.
3. Begin using the new Computer Aided Dispatch system operationally
4. Begin dispatching for the Royal Canadian Mounted Police using CAD.

Analysis of Proposed Changes

Service Levels
- No change at present although once implemented, the centralization of 911 calls for service to a single centre and the input into a single CAD for both police agencies and fire within HRM will allow for reduced input time and will allow for more timely dispatch.
- More accurate information shared across all agencies.
- Better capture of response time and a single window for communication should result in increased client satisfaction ratings.

Financial / Budget
Cost efficiencies to be realized through integration of several systems into one. Less money 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.

Issue # 5 Improved administrative support and management

The IES Dispatch Centre is a 24/7 operation providing emergency and non-emergency call taking for HRM. In this coming year IES will be taking on new 911 call taking duties to include all of HRM; implementing a new computer aided dispatch system; taking over dispatching of the RCMP in HRM; and moving to a brand new building. The centre will have 75 employees and does not have any clerical or administrative support. There is a need to provide this support to the Superintendent and Manager to allow all of these important projects to be successful.

Risk Impact Category
Balanced Scorecard Theme: *Excellence in Governance*
Impact Category: A2 Financial
A3 Information Resources

Link to HRM Corporate Scorecard Outcome
Safe Communities
Excellence in Service Delivery

Outcomes 2005/2008

1. Formalize the administrative processes for the IES.
2. Create operational and administrative policies for the centre.

Objectives 2005/06

1. Successfully complete the listed projects
2. Streamline the office operation of IES

Analysis of Proposed Changes

Service Levels:
The Administrative Assistant will provide Monday to Friday administrative support to the employees of the Centre and be available to field both internal and external inquiries . The position will process administrative policies related to human resources, discipline maters, budget and Business Planning.

Financial/Budget:
This would be a new position , requiring an FTE. The salary range for this position is a Level A2 of Non-Union salary ladder, anticipated starting salary range $30,201 - $35,531, salary commensurate with education and experience. There are sufficient monies available from the RCMP Shared Service Allocation transfer to cover this position. This position would be instrumental to the success in bringing over the RCMP dispatching processes.

Processes:
This is a new position and a job description has been created and approved. Funding for a 3 month term position has been secured and a candidate should be selected in January 2005 to fill the position until April 2005. If the position is approved as full time, Human Resources will review the applicants for a full time placement.

FTE:
One (1) FTE

Issue # 6 Staff Recognition and Identity Development

The staff of the Integrated Emergency Services require an identity within HRM. Many of the staff have previously worked in either police or fire services as communication professionals and feel that they are unclear who they report to. There is a need to provide an identity , clarification and recognition for the staff . The Centre has been called the 911 centre , Emergency Communications, police dispatch and fire dispatch. With the new title, Integrated Emergency Services, there is an opportunity to increase the morale of staff and build stronger operational cohesiveness. This direction does not limit or attempt to reduce the connection with the other emergency service providers, but rather to celebrate the communication professionals we have working in HRM. There will be a website created that will link to the HRM and emergency service providers pages now in existence. The new name will be used this year in Business Planning and will be showcased in upcoming HRM news and documents. Staff will be encouraged to become ambassadors of HRM and present at conferences or training opportunities.

Risk Impact Category

Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B1 Corporate Image
	B4 Information resources
Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	C1 Safety for Public
	C2 Community Impact

Link to HRM Corporate Scorecard Outcome

Excellence in Service Delivery- when staff feel good about what they do and know that it is important to the community , they will provide better service.

Outcomes 2005/2008

1. Improve the morale and diversity of the staff.
2. Educate HRM on what Integrated Emergency Services can offer
1. Showcase HRM's emergency response systems as a best practice
2. Develop a dedicated group of communication professionals

Objectives 2005/06

1. Change signage and forms to reflect the new name
2. Create and maintain a web page
3. Create an identity with the staff
4. Reinforce and recognize the employees for the good work they do
5. Seek out opportunities for the staff to present publicly what they do.
6. Encourage staff to bring forward their ideas and act on them to create best practices

Analysis of Proposed Changes

Service Levels:
Increasing the morale of the staff will assist in providing a high level of service to the community they serve.

Financial/Budget:
This initiative will be completed from the existing operational budget. .

Processes:
The IES Recognition Committee and staff will work together to decide on how best to educate. IES will use the existing recognition and communication tools within HRM and within the emergency communication community to showcase HRM and the staff. .

FTE:
No new FTE.

Integrated Emergency Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Emergency 911 Communications:						
A450 911 Commun. Centre	$4,192,738	$4,222,435	$4,115,209	$5,179,790	$957,355	22.7%
Total Emergency 911	**4,192,738**	**4,222,435**	**4,115,209**	**5,179,790**	**957,355**	**22.7%**
Radio Communications:						
M315 Trunk Mobile Radio	309,085	578,000	659,779	0	(578,000)	-100.0%
Total Radio Communications	**309,085**	**578,000**	**659,779**	**0**	**(578,000)**	**-100.0%**
Dispatch Centre:						
N711 Dispatch Centre	0	0	0	77,800	77,800	-
Total Dispatch Centre	**0**	**0**	**0**	**77,800**	**77,800**	-
Police						
N721 HRP	0	0	0	336,700	336,700	-
Total Dispatch Centre	**0**	**0**	**0**	**336,700**	**336,700**	-
Fire:						
N731 Core Fire & EMO	0	0	0	157,600	157,600	-
N732 Rural Fire	0	0	0	458,600	458,600	-
Total Fire	**0**	**0**	**0**	**616,200**	**616,200**	-
Total	**$4,501,822**	**$4,800,435**	**$4,774,988**	**$6,210,490**	**1,410,055**	**29.4%**

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Emergency 911 Communications:						
A450 911 Commun. Centre	($119,054)	($194,400)	($182,154)	($120,000)	74,400	-38.3%
Total	**($119,054)**	**($194,400)**	**($182,154)**	**($120,000)**	74,400	-38.3%

Integrated Emergency Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Emergency 911 Communications:						
A450 911 Commun. Centre	$4,073,684	$4,028,035	$3,933,055	$5,059,790	$1,031,755	25.6%
Total Emergency 911	**4,073,684**	**4,028,035**	**3,933,055**	**5,059,790**	**1,031,755**	**25.6%**
Radio Communications:						
M315 Trunk Mobile Radio	309,085	578,000	659,779	0	(578,000)	-100.0%
Total Radio Communications	**309,085**	**578,000**	**659,779**	**0**	**(578,000)**	**-100.0%**
Dispatch Centre:						
N711 Dispatch Centre	0	0	0	77,800	77,800	-
Total Dispatch Centre	**0**	**0**	**0**	**77,800**	**77,800**	-
Police						
N721 HRP	0	0	0	336,700	336,700	-
Total Dispatch Centre	**0**	**0**	**0**	**336,700**	**336,700**	-
Fire:						
N731 Core Fire & EMO	0	0	0	157,600	157,600	-
N732 Rural Fire	0	0	0	458,600	458,600	-
Total Fire	**0**	**0**	**0**	**616,200**	**616,200**	-
Total	**$4,382,768**	**$4,606,035**	**$4,592,834**	**$6,090,490**	**1,484,455**	**32.2%**

Integrated Emergency Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$3,755,357	$3,562,970	$3,800,409	$4,593,800	$1,030,830	28.9%
Office Costs	108,782	127,920	96,315	169,560	41,640	32.6%
External Services	750	0	125	0	0	-
Supplies & Materials	0	970	2,747	1,000	30	3.1%
Building Costs	0	0	360	0	0	-
Equipment & Communications	560,138	859,205	856,389	1,163,530	304,325	35.4%
Travel	2,036	1,940	2,525	1,900	(40)	-2.1%
Training & Education	35,906	198,850	14,144	136,100	(62,750)	-31.6%
Facilities Rental	0	0	(501)	0	0	-
Advertising & Promotion	0	0	196	10,000	10,000	-
Other Goods & Services	3,853	13,580	2,210	99,600	86,020	633.4%
Interdepartmental	35,000	35,000	68	35,000	0	0.0%
Total	**$4,501,822**	**$4,800,435**	**$4,774,988**	**$6,210,490**	**1,410,055**	**29.4%**
Revenues						
Other Revenue	($119,054)	($194,400)	($182,154)	($120,000)	74,400	-38.3%
Total	**($119,054)**	**($194,400)**	**($182,154)**	**($120,000)**	**74,400**	**-38.3%**
Net Cost	**$4,382,768**	**$4,606,035**	**$4,592,834**	**$6,090,490**	**1,484,455**	**32.2%**

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 and to assist in preserving the assets of the municipality. The Legal Services business unit reports directly to the Deputy Chief Administrative Officer.

Business Unit Mission: ***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 ▸ accessibility of service

Legally informed clients	• Narrative describing approach to preventive law, illustrations of counseling offered

2004/2005 Net Operating Budget	**1,636,490**	***2004/2005Gross Capital Budget***	**$0.00**
2005/2006 Approved Net Operating Budget	**$1,632,410**	***2005/2006 Approved Gross Capital Budget***	**$0.00**
2004/2005 Approved FTE's	**14**	**2005/2006**	**16**

Issue # 1 Service Levels

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. In addition the recent retirement of a senior legal staff member has placed increased pressure on these resources. 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.

Risk Impact Category

Balanced Score Card Theme: *Excellence In Service Delivery*
Impact Category: (1) Level Of Service
(2) Financial

Balanced Score Card Theme: *Excellence In Governance*
Impact Category: (1) Legal Liability
(2) Financial

Link to HRM Corporate Scorecard Outcome

Excellence in Service Delivery - provide legal services in a 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.

Outcomes 2005/2008

1. To raise the quality of HRM legal services to a level that is a benchmark for other municipalities across the country
2. Increase the level of customer satisfaction such that 90% of the clients are satisfied or very satisfied with the service delivery level.

Objectives 2005/2006

1. Implement the current national benchmarks for measuring the delivery of legal services.
2. Improve level of customer satisfaction.

Analysis of Proposed Changes

Service Levels:
The implementation of current national benchmarks for measuring the delivery of legal service should in the long run result in the more efficient and effective delivery of legal services as the bar against which we are measured will be raised.

Financial/Budget:
An increase in the External Legal Services budget of approximately $100,000 in 2004/05 enabled Legal Services to come closer to meeting its budgetary targets than it did in the last 5 years. Increased work load will continue to put pressure on the budget. The recent retirement of a senior legal staff member has placed increased pressure on these resources. Increases in service levels will continue to be achieved within the current envelope by making adjustments between external and internal service delivery.

Processes:
Outsourcing of Motor Vehicle prosecutions is expected to free up resources for more municipally oriented work.

FTE:
The staff is being adjusted to provide an additional litigator as well as an additional support person. These additional staff are being funded through savings in external legal services budget.

Performance Measures:
Benchmarks applied
Client satisfaction increased to 90%

Issue # 2 By-Law Enforcement

The effective enforcement of the laws of the Municipality, which reflect community standards and

expectations, contributes to safe, healthy, sustainable and vibrant communities. The enforcement of laws begins with developing by-laws which not only reflect the goals of the Municipality but which are legally and administratively enforceable. Enforcement staff need to have the appropriate technical, investigative and communication skills, as well as a customer service oriented motivation. 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.

Risk Impact Category

Balanced Score Card Theme:	*Safe Communities*
Impact Category:	(1) Safety For Public
	(2) Community Impact
Balanced Score Card Theme:	*Healthy, Sustainable, Vibrant Communities*
Impact Category:	(1) Environment

Link to HRM Corporate Scorecard 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.

Outcomes 2005/2008

1. To continue 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.
2. Develop a closer working relationship with enforcement agencies to better anticipate service demands so that the business unit may respond more effectively.

Objective(s) 2005/06

1. Continue to offer training to enforcement staff.

Analysis of Proposed Changes

Service Levels:
As the power to issue Summary Offence Tickets is expanded in our various by-laws, we expect that many 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. Both formal training and informal guidance will be offered to enforcement personnel to attempt to reduce these incidents.

Financial/Budget:
No significant changes. Completion of the outsourcing of motor vehicle prosecutions in 2004-05 should free up sufficient internal resources to be able to enhance service to by-law enforcement.

Processes: No significant changes.

FTE:
No changes in FTE's is identified.

Performance Measures:
- % of Summary Offence Tickets (SOT's) requiring corrective action
- % of referrals resulting in prosecution

Issue # 3 Governance Legislation

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 the flexibility to be able to deliver a local level of service to communities in respect of any issues that arise, and in whatever way it deems appropriate, without having to approach the Province to obtain authority along with the financial resources to meet those service needs.

Risk Impact Category

Balanced Score Card Theme:	*Excellence In Governance*
Impact Category:	(1) Legal Liability
	(2) Financial

Link to HRM Corporate Scorecard Theme outcome
Excellence In Governance
Legislation will allow HRM to become a responsible layer of government with the flexibility to be able deliver a local level of service to communities in respect of any issues that arise and in whatever way it deems appropriate without having to approach the Province to obtain authority along with the financial resources to meet those service needs.

Outcomes 2005/2008

1. Legal Services will continue to work towards the production of a Charter which will provide a more appropriate framework for modern municipal governance.

Objective 2005/06

1. Develop a proposal on governance to the Province that would better meet the needs of the municipality.

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.

FTE:
No changes in FTE's is identified.

Performance Measures:
- Legislation developed, approved by Regional Council and delivered to the Province.

Issue # 4 Case Management System

For the last few years, Legal Services has hoped to have undertaken the development of an electronic case management system. Because of financial constrains this has not been achieved. 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 with the Integrated City Project to develop this Architecture.

Risk Impact Category

Balanced Score Card Theme:	*Excellence In Service Delivery*
Impact Category:	(1) Level Of Service
	(2) Information Resources

Link to HRM Corporate Scorecard Outcome

Excellence in Service Delivery - to provide legal services "in a timely and effective manner".

Outcomes 2005/2008

1. Legal Services participates in a municipal-wide Information Records Management document management pilot project and Integrated City initiative.

Objective(s) 2005/06

1. Legal Services develops, in coordination with the Integrated City project team, an 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:
Implementation of this system will enable legal staff to be more efficient and reduce costs by eliminating duplication of services and "re-inventing the wheel". Service levels will increase due to reduced time spent searching for or re-developing documents.

Processes:
Will work with Integrated City to develop Architecture.

FTE:
No changes in FTE's is identified.

Performance Measure

- Electronic case management system scoped and recommendation developed

Issue #5 Succession Planning

Succession planning will be a priority as one senior layer has recently retired and as of January 205, three of the remaining lawyers have 25+ years at the Bar while six have less than 10 years. The more experienced lawyers could potentially retire in the next five years. Over the last year, a review of the professional compensation package was 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 as has been the case in the past. The senior lawyer who did retire was replaced with a lawyer with 13 years experience. If other senior layers do retire, the plan will be to attempt to replace them with other than entry level staff so as to bridge the experience gap as much as possible. 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.

Risk Impact Category

Balanced Score Card Theme:	*Excellence In Service Delivery*
Impact Category:	(1) Level Of Service
	(2) Corporate Image

Link to Corporate Scorecard Outcome

Excellence in Service Delivery - to provide legal services "in a timely and effective manner".

Outcome 2005/2008

1. Increase the skills of less experienced lawyers so that they are ready to assume responsibilities handed on by retiring senior legal staff.

Objective 2005/2006

1. Continue on-the- job training program for less experienced legal staff.

Analysis of Proposed Changes

Service Levels

If senior lawyers do retire, this will have a short term negative effect on service levels. However, hiring mid-range experience lawyers as replacements as well as fast-tracking the training of junior lawyers should at least mitigate against this drop in service level. The negative effect on service level will be diminished the longer senior staff can be encouraged to stay with HRM.

Financial/Budget

No significant changes.

Processes
No significant changes

FTE
No specific changes in FTE's is identified. However retention of further in-house staff is being considered to be funded through transfers in the external budget to bridge experience gap.

Performance Measure
Increase in number of lawyers available to assume duties of senior staff.

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
Determine the current national benchmarks for the delivery of legal services.	Report received November, 2004 and currently being analysed. (Refer to Current Issue #1)
Improve level of customer satisfaction over that surveyed in 2002.	Survey was carried out in Spring 2004. Slight increase in service level from that measured in 2002. Positive results in most service areas with an overall approval rating of 85%. (Refer to Current Issue #1),
Increase percentage of referrals from enforcement agencies which are moved forward for prosecution on the first referral.	Results in this area are improving with a majority of referrals being moved forward in the first instance, indicating that skills of enforcement staff are improving . (Refer to Current Issue #2)
All referrals analyzed and processed in accordance with accepted time lines.	This objective was achieved. Given current resources, present standards will be maintained for the next year. (Refer to Current Issue #2)
Develop enabling legislation to be presented for consideration by the Province.	Progress being made. Will be completed in 2005/06 as planned. (Refer to Current Issue #3)
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. RFP to be released in January 2005. (Refer to Current Issue #1)
Legal Services electronic document system implemented.	Financial constraints did not permit this to proceed again this year. It is hoped that this will proceed under the Integrated City Initiative. (Refer to Current Issue #4)

Legal Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
A101 Administration	$0	$0	$562	$0	$0	-
A110 Legal Services	1,845,998	1,660,494	1,764,165	1,656,410	(4,084)	-0.2%
Total	**$1,845,998**	**$1,660,494**	**$1,764,727**	**$1,656,410**	**($4,084)**	**-0.2%**

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
A101 Administration	$0	$0	$0	$0	0	-
A110 Legal Services	(24,619)	(24,000)	(91,772)	(24,000)	0	-0.0%
Total	**($24,619)**	**($24,000)**	**($91,772)**	**($24,000)**	**$0**	**0.0%**

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
A101 Administration	$0	$0	$562	$0	0	-
A110 Legal Services	1,821,378	1,636,494	1,672,393	1,632,410	(4,084)	-0.2%
Total	**$1,821,378**	**$1,636,494**	**$1,672,955**	**$1,632,410**	**($4,084)**	**-0.2%**

Legal Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$1,056,712	$1,101,350	$1,144,183	$1,073,570	($27,780)	-2.5%
Office Costs	28,806	37,500	30,910	42,940	5,440	14.5%
Legal & Consulting Fees	608,383	388,000	455,038	390,000	2,000	0.5%
External Services	55,050	51,410	35,216	55,000	3,590	7.0%
Building Costs	130	2,182	329	2,000	(182)	-8.4%
Travel	8,017	6,790	7,408	6,000	(790)	-11.6%
Training & Education	1,096	6,790	3,426	7,800	1,010	14.9%
Advertising & Promotions	0	0	1,100	0	0	-
Other Goods & Services	87,617	66,472	85,310	79,100	12,628	19.0%
Interdepartmental	186	0	1,808	0	0	-
Total	**$1,845,998**	**$1,660,494**	**$1,764,727**	**$1,656,410**	**($4,084)**	**-0.2%**
Revenues						
Sales Revenue	($24,000)	($24,000)	($89,000)	($24,000)	$0	-0.0%
Other Revenue	(619)	0	(2,772)	0	0	-
Total	**($24,619)**	**($24,000)**	**($91,772)**	**($24,000)**	**$0**	**-0.0%**
Net Cost	**$1,821,378**	**$1,636,494**	**$1,672,955**	**$1,632,410**	**($4,084)**	**-0.2%**

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	Heritage Incentitive Program	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
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 have been completed within the required time frame
Development is environmentally and financially sustainable	• % of streets accepted during the subdivision process which meet the life cycle expectations established
Buildings are safe, healthy and accessible	• % of successful insurance claims compared to total # of permits issued

CLIENT BENEFITS	INDICATORS
Timely, accurate and useful information which is presented concisely and in plain language to citizens, development industry and decision makers	• % of supplementary reports compared to the number of original reports, where corrections or missing information was required from the original report
Consultative processes which ensure effective stakeholder participation in the development and decision making processes for policies and regulations	% of Council, PAC, WAB, HAC & ad hoc committee members surveyed, who report that the policy development process, recommendations & advice significantly contribute to decision making
Timely, accurate, consistent and fair implementation of policies and regulations	Time elapsed between when the application was received and the permit was issued for new residential single construction

2004/2005 Net Operating Budget	**$4,824,490**	**2004/2005 Gross Capital Budget**	**$292,000**
2005/2006 Net Operating Budget	***$4,851,525***	**2005/2006 Gross Capital Budget**	***0***
2004/2005 Approved FTE's	**134**	**2005/2006 Approved FTE's**	**136**

FTEs

Planning & Development had a complement of 134 FTE's (full time union and non-union) approved for the 2004/05 budget. Planning & Development proposes to add "2" FTE's to its staff complement in 2005/2006.

⇨ Two additional **Development Technicians** to maintain and enhance delivery of our Land Use Compliance Program

Summary of Achievements of Last Years's Business Plan to Date

Key Initiative	Status
Maintain acceptable Project Planning & Community Planning service levels during *Regional Planning* project	Hired 4 full time and 1 term - Planner I's. New hires are currently undergoing on-site and corporate training as part of 6-month probationary process.
Improved level of reporting for Council & senior management	Land Management Coordinator in conjunction with IT, exploring various report format and content options. Draft report has been prepared. Roll out to Council expected in January 2005.
Continue to support the Land Information System (LIS) project through further roll out of the Land Management module. Implementation of the *Dynamic Portal & Mobile Solutions*	One Manager has been assigned to the project full-time. IT is leading the Dynamic Portal project. Pilot of Mobile technology scheduled for January 2005 *(2 Building Officials)*
Complete investigations of outstanding land use complaints, gather adequate evidence and refer violations to Legal Services for prosecution	60-70% of original 2003 balance of outstanding complaints have been addressed and progress continues; volume of new complaints is significant but new procedures have reduced processing times substantially. Assessment of the need for additional FTE's *(Development Technician's)* is now complete and existing staff will be reallocated to enforcement support as of October 25, 2004 for a one year term. Recruitment to backfill the resultant temporary vacancy is complete.
Regional Sign Bylaw	Staff to meet with the sign industry in January 2005 and hold public information meetings in early February. Based on input, staff will finalize the bylaw and present it to Regional Council in March 2005.
Regional Subdivision Bylaw	Updated parkland dedication standards reviewed with industry Jan/05 - report to Council for public participation anticipated Feb/05 with adoption by Council in early April
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*

Key Initiative	Status
Implement LIS Customer Service module to track and manage citizen complaints	Customer Service module implemented within P & D on November 8th, 2004
Effective administration and proactive enforcement of the Blasting Bylaw	The staff person responsible for blasting has been hired and training completed.
Continue staff participation on Bylaw Rationalization committee	On-going participation. Manager of Permits & Inspections assigned to represent P & D
To establish and consistently meet level of service benchmarks	Monitoring is ongoing and so far time frames have been met.
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	All vacant positions filled; *1 Planner II position remains vacant (RPAM)*; Planning projects for RPAM have been reassigned to individual planners in order to maintain service commitment.
Ongoing of cross training of Building Officials in both Building and Plumbing Code regulations	Ongoing. "Transition Plan" has commenced. Former Plumbing Inspector retiring in March 05 has been assigned to mentor/train other Building Officials in plumbing skills *(knowledge transfer)*.
Prepare a work plan and assignments based on known commitments	Ongoing. Plan in place to systematically review MPS related issues in peninsula neighbourhoods. Currently developing / implementing procedures to ensure prompt follow-up to Council status items and to organize and develop policy response to a large number of individual requests for water and/or sewer extensions.
Mandatory sign off of Council reports by all stakeholders. This will infer consultation, review & verification of facts	This is currently being done for all reports going to Regional Council
Herring Cove street scape study	Consultants engaged; community meetings held. Community questionnaires prepared, circulated and being tabulated. Project is entering a design phase. Completion expected in first quarter of 2005

Key Initiative	Status
Barrington street scape study	Steering Committee representing business owners, property owners, DHBC, Heritage Trust and HAC have met regularly for past year. The committee has developed draft conservation design guidelines and has developed draft policies to implement a proposed heritage conservation district. The group is currently preparing recommendations respecting heritage and tax incentives. Report to Heritage Advisory Comm & Regional Council expected Spring 2005
Continue to implement training plans and a mentor ship program to address staff training needs	Currently working with Legal Services to organize a training session on preparing for/providing expert witness testimony at the NSURB. Corporate training for new staff being undertaken as part of overall professional development training plans.
Continue to enhance services through new initiatives and process adjustments'	Ongoing process enhancements such as Solid Waste, Noise, Parking, etc. Combined "final" inspections into one for low density construction. Closing "gaps" on Streets & Services information. Staff intending to retire are being utilized formally to transfer corporate knowledge.
Create and promote developmental experiences and assignments for succession planning	Building Official recruitment *(5 full time positions)* filled; Supervisor recruitment *(1 full time + 1-12 month term)* positions have been filled
Hire 2 full time Building Officials to capture "unreported" construction activity	Hired 2 full time building officials to capture unreported construction activity
Develop a work plan to collect, monitor and report on compliance	Program commenced September 1st. 1300 plus records captured to date. Monitoring Program underway. First report on "impact" due from the Province at the end of February, 2005.
Realize $16 million in additional assessed value as a result of construction projects identified through this program	The total lift in assessed value for the 2005 Tax Roll (2004 activities) was approximately $3.2 million. This was a result of the original "pilot". The actual program which commenced in September 2004 (2005 activities) will result in an anticipated lift of $16 million on the 2006 Tax Roll.
Develop and maintain a sustainable housing issue's research and base knowledge capacity to service community agencies, governments and decision makers	Respond to a request by the Metropolitan Housing Authority for data related to housing need in the urban core. Investigate process for developing housing reserve fund.

Key Initiative	Status
Provide ongoing research that supports policy development for Regional and Community Planning	SCPI Funding Proposal *"Transforming Knowledge and Ideas Into Action"* for September completed and submitted. Developed & distributed brochure on HRM Housing Resource Group *(an integrated team of professionals working in a coordinated way to assist community in addressing affordable housing issues).* Collecting information and consulting departmentally on feasibility of waiving fees for affordable housing development projects. Drafting final reports for 1) "Diversity Issues and Affording Housing, and 2) Homelessness in HRM.
Facilitates internal efforts to develop a housing policy and supporting strategies for HRM	Looking to set up an internal interdepartmental reference team. Also, working with Grants and Financial Planning to develop fiscal tools. Priorities: Criteria for bonus zoning and housing reserve fund - on-going
Support community based efforts to reduce homelessness and increase the supply of affordable housing	CAH Steering and Research committees' regular events and meetings. Ongoing consultation & liaising with Federal, Provincial & community agents. Advise on pre-development study for harm reduction program model, arrange planning and development supports
Advocate for affordable housing programs, particularly with the Province of Nova Scotia to urge the implementation of the Federal / Provincial Affordable Housing framework	Prepared presentations for Atlantic Mayors Congress *(Minister of Housing attended).* Discussions held with Provincial officials on potential innovations regarding density bonusing criteria. FCM NHPOT Technical Team has completed a revised up to date national housing strategy paper aimed at influencing Federal and Provincial governments in order to enhance efforts in realizing effective affordable housing program funding.
Ensure effective administration of M-100 through resource allocations and development of sound business practices utilizing all available tools including skills, technologies, legislation and interdepartmental service agreements	Business process improvements have been realized between P&D and Fire Service relative to confirmation of Land-use status and actions taken under Bylaw M100. Corporate technologies have been deployed in the Fire Service and P&D *(Hansen Customer Service Module)*, providing a more direct link between service providers and clients.
Complete renovations to 2nd Flr Alderney Gate & provide sufficient space for current staffing requirements	Renovations 95% completed. Some deficiencies are outstanding; currently negotiating for additional space to accommodate hotel stations for Housing staff

Key Initiative	Status
Restore Acadia Centre to its original condition while taking advantage of the opportunity to incorporate changes which will improve overall functionality	Renovations completed; overall functionality improvements were achieved.
Carry out renovations for additional office space leased at West End Mall to accommodate additional staff and file storage requirements	Furniture installed on June 26, 2004, renovations complete
Continue to develop a diversity training program	Diversity training program (2 full days) has been prepared for P & D staff and will be rolled out for all new recruitments. In process of assessing a 3rd day for staff who has completed the 2-day session.

Summary of Achievements <u>not</u> indicated in Last Years Business Plan

Key Initiative	Status
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
Case Module *(HANSEN)*	One Manager assigned full-time to design & implement case module within HANSEN to track and monitor complaints related to bylaws.
M100/Fire Safety Act	Planner assigned to draft report and prepare bylaw amendments

Key Initiative	Status
Halifax Waterfront	Terms of reference to re-engage EDM are being prepared. Consultant to conduct additional meetings with original focus group. Revised report and draft MPS policies to be completed Spring 2005
Boarded up *(vacant)* building's	Currently drafting report for Council, to be completed February 2005
Heritage Incentive Program	Agreement with Tourism, Culture & Heritage to assume those aspects of the program which apply to registered heritage properties under private ownership. Ongoing discussions on details of assigned budget to sustain a program fiscally over long term.
W-101 - design review for sewer discharge from MICI buildings	Background work completed; Bylaw W-101 to be amended
Electrical permits & inspections	Currently working with NSP to determine opportunities
Servicing boundary analysis	All requests for service boundaries identified, documented in draft report and evaluated with internal stakeholder groups. Draft report prepared and is currently being reviewed by senior staff.
Provincial immigration strategy	Participating with other business units on a committee to identify gaps and issues re: municipal roles and responsibilities. Greater Halifax Partnership engaged to prepare a regional strategy in association with preparation of a provincial strategy. Staff group to prepare a municipal action plan *(time frames unknown)*
Underground electrical services	Project scope expanded extensively to determine most cost effective & stable service for new developments, Capital District; investigate opportunities for integration with Harbour Solutions
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

Issue # 1 Support of Strategic Corporate Initiatives

Planning & Development will be a major supporter of a number of strategic initiatives in 2005/06 by investing staff resources in the following corporate priorities: *Land Information System -Phase II, Bylaw Integration Project, Regional Planning, Capital District, Asset Inventory.*

In 2005 Planning & Development Services anticipates having 12 to 15 percent of its 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 will be with less experience staff.

Risk Impact Category

Balanced Scorecard Theme:	*Excellence in Governance*
Impact Category:	(A1) Legal liability
	(A2) Financial
	(A3) Information Resources

Links to HRM Corporate Scorecard Outcome

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

Outcome 2005/2008

1. Planning & Development Services successfully contributes to the outcomes of the key corporate strategic initiatives.

Objectives 2005/2006

1. Maintain acceptable Project Planning and Community Planning service levels during *Regional Planning* project
2. Continue to support the Land Information System project through further roll out of the Land Management module;
   - ⇨ Implementation of the Case (Bylaw) module;
   - ⇨ Implementation of the *Dynamic Portal* (on-line applications);
   - ⇨ Carry out a pilot for *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).* Special project capacity limited.

Financial/Budget
Will be done within existing budget envelope.

Processes
N/A

FTE's:
Assigned 2 additional senior staff to work on policies and regulations related to the Regional Plan

Performance Measures

- Maintain acceptable Project Planning and Community Planning service levels
- Increased level of reporting for Council and management
- Implementation of Case *(Bylaw)* module for land use complaints
- 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 compliance *(zoning, development agreements, etc.)* This issue has been discussed annually and although many options have been explored, the best opportunity for success is to resource this function exclusively with Community Standards Officers. There are presently three full-time Community Standards Officers on staff and two Development Technicians *(funded from vacancies)* presently supporting this program. Public awareness of this program has resulted in an increase in the number of complaints which has necessitated an increase in staffing levels to ensure timely responses and success.

Risk Impact Category

Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	(1) Level of service
	(2) Information Resources

Links to HRM Corporate Scorecard Outcome
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

Outcome 2005/2008

1. Enhance the effective enforcement of land use regulations, sign bylaw and blasting including benchmarks on level of service.

Objectives 2005/2006

1. Hire two new Development Technicians and fund 2 existing Development Technicians from Strategic Funding to ensure timely, effective research to determine course of action of land use complaints as they are received
2. Fund one Community Standards Officers *(currently 2 vacancies)* to ensure timely investigation and resolution of land use complaints
3. Complete investigations of outstanding land use complaints, gather adequate evidence and refer violations to Legal services for prosecution
4. Effective administration and proactive enforcement of amended Blasting Bylaw
5. Implement proactive enforcement of new proposed Sign bylaw
6. Continue staff participation on Bylaw Rationalization Committee
7. To establish and consistently meet level of service benchmarks

Analysis of Proposed Changes

Service Levels
Council and public are more satisfied with time frames to respond to complaints 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. However, limited resources continue to restrict turn around times and success of the program.

Financial/Budget
There are currently 2 Development Technicians being funded from vacancies to support the Land Use Compliance program. Planning & Development cannot sustain not filling vacancies and risking service levels in other areas and is requesting Strategic Initiative funding for the following positions to continue to meet public and Council expectations.

- ⇨ 1 Community Standards Officer (CSO) - $60,000 for sign enforcement
- ⇨ 2 Existing *(unfunded)* Development Technicians $105,000
- ⇨ 2 new Development Technicians $105,000

Processes
Ongoing process improvements will be implemented with Environmental Management Services, Fire Services, Legal Services, Finance, Public Works, Community Services and Provincial Department of Environment and Labour.

FTE
Two vacant Community Standards Officer positions will be filled and one additional CSO position is requested. As well, three Development Technician positions are being requested to support and ensure success of the land use compliance program *(presently 1.5 term Development Technician FTEs are assigned to this function and are funded through vacancies).*

Performance Measures
- Council feedback
- Clean up of proliferation of illegal signs
- Decrease in blasting complaints
- 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 Staffing, Retention and Recruitment Issues

Within the next 5 years, a significant percentage of experienced Planning & Development staff will be eligible for retirement. For Permits & Inspections this translates into the potential for 26% of Building Officials to leave the organization over the next two years, many with more than 20 years experience. For Planning Applications the ability to recruit experienced Planners to replace imminent retirements, secondments and other departures has proven virtually impossible. In fact, it is a national problem. The majority of the new hires have been recent graduates with little or no professional experience.

The organization is currently at a difficult point in its ability to both recruit and retain Engineers. Given that so many Senior Engineers have left the organization, the demand to recruit has increased. It is difficult recruiting based on our current salary structure. Civil engineers are currently in a high demand nationally. This shortage in qualified Engineers has resulted in a demand on existing staff resources and an overall increase in workloads. Any reduction in staff levels, even for short periods of time will create significant capacity and skill gaps.

Risk Impact Category

Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	(B1) Corporate Image
	(B2) Level of Service

(B3) Financial

Balanced Scorecard Theme: *Safe Communities*
Impact Category: (C1) Safety for Public
(C2) Community Impact

Link to HRM Corporate Scorecard 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

Safe Communities
Buildings, properties and infrastructure are safe, healthy and well maintained

Outcome 2005/2006

1. To have an adequately resourced and capable staff to ensure our organization remains strong in its ability to provide appropriate and effective service delivery.

Objective(s) 2005/06

2. Develop and implement a strategic succession planning model incorporating training and development opportunities to fill supervisory and management positions vacant due to retirements
3. Budget sufficient resources to ensure the efficient training of new and succession employees
4. Promote opportunities to keep employees informed about Business Unit activities and opportunities for succession planning.
5. Continue to implement training plans and a mentorship program to address staff training needs and succession planning
6. More timely and sufficient recruitment of staff to fill the service gap resulting from retirements, resignations, etc
7. Recruitment strategy - work with local universities to recruit Municipal Engineers
8. Work with HR to develop a compensation strategy to attract and retain Municipal Engineers to HRM

Analysis of Proposed Changes

Service Levels
The implementation and delivery of the Strategic Succession Planning Model will provide Planning & Development with trained staff for smooth succession when staff resign or retire. Continue to enhance services through new initiatives and process adjustments.

Financial/Budget
The implementation of the Succession Plan will be done within the current budget envelope. There may be some financial impact in the area of compensation for Engineers.

Processes
By improving processes in cooperation with industry, we will ensure better response to private sector requests which may reduce the currently lengthy approval process.

FTE - No change in complement.

Performance Measures
- Timely recruitment of staff (anticipating succession planning, etc.)
- Retention of staff
- Enhanced customer service on resolution of issues and review of applications
- Processing time relative to applications (Planning, Construction)

Issue # 4 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 the coming year, we are going to explore implementation of the research findings i.e. affordable housing demonstration project and review of how municipal standards affect housing affordability. We will also continue to research initiatives and partnerships on an on-going basis.

Risk Impact Category

Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	(C1) Safety for Public
	(C2) Community Impact

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

Outcomes 2005/2008

1. Build effective and strong relationships with other governments, and community-based stakeholders to reduce homelessness and increase the supply of affordable housing
2. To develop accurate and timely info about housing affordability and homelessness issues in the region
3. Facilitate internal efforts to develop a housing policy and supporting strategies for HRM.
4. Review municipal standards (zoning, fees) and how they affect housing affordability

Objectives 2005/2006

1. Develop and maintain a sustainable housing issues research and base knowledge capacity to service community agencies, governments and decision makers
2. Provide ongoing research for informed policy development for regional and community planning
3. Support community-based efforts to reduce homelessness and increase the supply of affordable housing
4. Affordable Housing Demonstration project looking at construction design (interior & exterior) & municipal regulations *(may involve partnerships with other levels of government)*
5. Maximize the effectiveness of Health and Safety regulations in existing residential buildings.
6. Advocate for affordable housing programs, especially with the Province of Nova Scotia to urge implementation of the Federal-Provincial Affordable Housing Framework Agreement

Analysis of Proposed Changes

Service Levels
No change in service level, continued focus on research and cooperation. Not moving into the area of a housing provider.

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 by

providing for the addition of a full time research project consultant and project proposal funds *(recently renewed to the end of fiscal year 2005).*

Processes
N/A

FTE's
No change in complement.

Performance Measures

Track and monitor resolution and remedies of all complaints
Update and maintain accuracy of housing affordability reports and data collected in 2004

- *Homelessness in HRM, A Portrait of Streets & Shelters - Jan 2004*

Issue # 5 Quality of the Workplace

Planning & Development Services will be introducing new technology over the next year to staff *Case (Bylaw) Module of Hansen* to assist in the recording and tracking of citizen requests related to Land Use Compliance issues. Planning & Development will continue to reinvest in the workplace by carrying out renovations and office enhancements, providing a better working environment for all staff.

Risk Impact Category

Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	(B2) Level of Service
	(B4) Information Resources

Links to HRM Corporate Scorecard 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

Outcome 2005/2008

1. To ensure Planning & Development staff has the right skills, tools, culture, management structure and work environment to deliver excellent service.

Objectives for 2005/2006

1. Investigate opportunities and solutions for current and future file storage
2. Continue to implement training plans for Planning & Development staff
3. Develop a succession plan
4. Ongoing cross training of Building Officials in both Building and Plumbing Code regulations
5. 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 and staff, 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
Any costs incurred as a result of these renovations will be covered within existing budget envelope.

Processes
Supervisors will be located closer to staff to provide for more effective communication and management of the day to day activities.

FTE's
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)* 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

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	$253,813	$297,297	$279,766	$278,650	($18,647)	-6.3%
C420 Subdivision & Development	1,360,405	1,751,093	1,563,763	1,762,832	11,739	0.7%
C430 Permits & Inspection	2,595,464	2,953,403	3,021,654	3,016,996	63,593	2.2%
C450 Development Engineering	908,665	1,021,721	1,031,067	1,075,922	54,201	5.3%
Total Development Services	**5,118,346**	**6,023,515**	**5,896,249**	**6,134,400**	**110,885**	**1.8%**
Planning Services						
C310 Planning & Applic.	1,237,189	1,454,060	1,529,180	1,509,457	55,397	3.8%
C320 Regional Community Planning	885,948	936,837	850,865	957,971	21,134	2.3%
Total Planning Services	**2,123,138**	**2,390,897**	**2,380,045**	**2,467,428**	**76,531**	**3.2%**
Total	**$7,241,484**	**$8,414,412**	**$8,276,294**	**$8,601,828**	**$187,416**	**2.2%**

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Development Services:						
C420 Subdivision & Development	($154,835)	($252,000)	($161,487)	($245,213)	$6,787	-2.7%
C430 Permits & Inspection	(3,119,905)	(3,048,922)	(3,158,976)	(3,142,209)	(93,287)	3.1%
C450 Development Engineering	(318,679)	(254,000)	(214,440)	(278,940)	(24,940)	9.8%
Total Development Services	**(3,593,419)**	**(3,554,922)**	**(3,534,904)**	**(3,666,362)**	**(111,440)**	**3.1%**
Planning Services:						
C310 Planning & Applic.	(52,425)	(35,000)	(78,624)	(36,097)	(1,097)	3.1%
C320 Regional Community Planning	(16,767)	0	(1,000)	(47,844)	(47,844)	-
Total Planning Services	**(69,192)**	**(35,000)**	**(79,624)**	**(83,941)**	**(48,941)**	**139.8%**
Total	**($3,662,611)**	**($3,589,922)**	**($3,614,527)**	**($3,750,303)**	**($160,381)**	**4.5%**

Planning & Development Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Development Services:						
C410 Director's Office	$253,813	$297,297	$279,766	$278,650	($18,647)	-6.3%
C420 Subdivision & Development	1,205,569	1,499,093	1,402,276	1,517,619	18,526	1.2%
C430 Permits & Inspection	(524,441)	(95,519)	(137,322)	(125,213)	(29,694)	31.1%
C450 Development Engineering	589,986	767,721	816,627	796,982	29,261	3.8%
Total Development Services	**1,524,927**	**2,468,593**	**2,361,346**	**2,468,038**	**(555)**	**-0.0%**
Planning Services:						
C310 Planning & Applic.	$1,184,764	$1,419,060	$1,450,556	$1,473,360	$54,300	3.8%
C320 Regional Community Planning	869,182	936,837	849,865	910,127	(26,710)	-2.9%
Total Planning Services	**2,053,946**	**2,355,897**	**2,300,421**	**2,383,487**	**27,590**	**1.2%**
Total	**$3,578,873**	**$4,824,490**	**$4,661,767**	**$4,851,525**	**$27,035**	**0.6%**

Planning & Development Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$6,446,767	$7,634,079	$7,207,410	$7,841,161	$207,082	2.7%
Office Costs	337,514	262,888	324,638	254,790	(8,098)	-3.1%
Professional Fees	2,431	3,395	4,235	3,500	105	3.1%
Legal & Consulting Fees	68,103	28,625	52,173	26,074	(2,551)	-8.9%
External Services	21	0	26,922	0	0	-
Uniforms & Clothing	5,794	13,300	13,077	13,626	326	2.5%
Supplies & Materials	662	0	1,175	0	0	-
Building Costs	2,248	8,536	2,435	8,746	210	2.5%
Equipment & Communications	4,662	14,835	2,220	6,550	(8,285)	-55.8%
Vehicle Expense	113,598	187,016	139,865	196,606	9,590	5.1%
Travel	43,354	51,733	32,652	30,800	(20,933)	-40.5%
Training & Education	30,535	39,673	31,719	44,500	4,827	12.2%
Facilities Rental	2,438	2,910	4,371	3,500	590	20.3%
Advertising & Promotion	45,805	39,964	62,579	40,495	531	1.3%
Other Goods & Services	69,949	78,308	119,941	63,680	(14,628)	-18.7%
Interdepartmental	67,605	49,150	250,884	67,800	18,650	37.9%
Total	**$7,241,484**	**$8,414,412**	**$8,276,294**	**$8,601,828**	**$187,416**	**2.2%**
Revenues						
Fines and Fees	($44,909)	($40,000)	($44,132)	($43,000)	(3,000)	7.5%
Licenses & Permits	(3,446,002)	(3,484,922)	(3,452,581)	(3,592,422)	(107,500)	3.1%
Tax Certificates	1,092	0	0	0	0	-
Sales Revenue	(51,189)	(35,000)	(56,991)	(36,097)	(1,097)	3.1%
Waste Water Levies	(48,800)	0	0	0	0	-
Other Revenue	(72,803)	(30,000)	(60,824)	(78,784)	(48,784)	162.6%
Total	**($3,662,611)**	**($3,589,922)**	**($3,614,527)**	**($3,750,303)**	**($160,381)**	**4.5%**
Net Cost	**$3,578,873**	**$4,824,490**	**$4,661,767**	**$4,851,525**	**$27,035**	**0.6%**

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) operates, maintains and recapitalizes HRM's portfolio of physical assets, including over 1000 parks and playground sites, 300 buildings and 1,200 pieces of rolling stock. RPAM also acquires and disposes of real property including HRM's portfolio of business parks.

RPAM consists of six management units:

1. **Real Property Operations** is responsible for operation, property management and maintenance of HRM facilities, parks and open spaces, sports fields and playgrounds, as well as the operation of the RPAM help line.

1. **Capital Projects** plans, develops and delivers capital projects for all buildings, parks, 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 management of over two hundred building and parks improvement projects annually.

2. **Fleet Services** is a central service delivery organization responsible for the maintenance, repair, and replacement of HRM's vehicle assets. This includes snow removal, public works, parks, police, fire and transit vehicles.

3. **Real Estate** is responsible for the acquisition and disposal of HRM buildings and land, including the development and sale of HRM's Business Parks. Real Estate also negotiates and administers of all of RPAM commercial property leases.

4. **Service Delivery** manages relationships with external associations, boards and commissions on real property matters. This includes negotiation, program definition and administration of management and community facility agreements. Service Delivery also negotiates, prepares and reports on business unit performance against established service level agreements.

5. **Real Property Planning** processes parkland planning applications and develops real property policy for urban forestry, facility master plans, open space and land use, including rezoning and planning processes necessary to facilitate disposals and development. Real Property Planning contributes to a variety of other HRM planning initiatives including the Regional Plan and Capital District.

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.*

CORPORATE SCORECARD OUTCOMES	INDICATORS	RESULTS	COMMENTS/ ANALYSIS
Desirable & attractive places to work, play, learn and live	Access/usage of sports fields *Usage calculated using maximum hours per week field or diamond is available for booking, multiplied by the number of weeks available and compared against actual usage to determine the average percentage of use.	**2003 2004** Mainland Common: 42% 89% Class A Sporstfield: 75% 79% Class B Sporstfield: 64% 78% Class C Sporstfield: 43% 63% Class D Sporstfield: 49% 71% Class AA Diamonds: 29% 38% Class A Diamonds: 38% 42% Class B Diamonds: 34% 37% Class C Diamonds: 22% 31% Class D Diamonds: 39% 30%	While there has been an increase in usage of fields and diamonds in almost all categories, there are categories which are heavily underutilized. RPAM has held focus groups with sportsfields users and in 05/06 will begin rationalizing sportsfields based on users' feedback.

CORPORATE SCORECARD OUTCOMES	INDICATORS	RESULTS	COMMENTS/ ANALYSIS
People and goods can move easily throughout the municipality	% availability of required transit vehicles	January 2004: 39% February 2004: 70% March 2004: 41% April 2004 50% May 2004 77% June 2004 64% July 2004 77% August 2004 84% September 2004 64% October 2004 90% November 2004 95%	Marked improvement in provision of required transit vehicles due in large part to Operational Review. Phases 3 & 4 of Review to be implemented in 05/06 in an effort to maintain gains.
	mean kms between breakdowns in public transit	January 2004: 9,523 February 2004: 25,000 March 2004: 15,126 April 2004: 14,507 May 2004 27,373 June 2004 19,609 July 2004 14,573 August 2004 15,408 September 2004 17,907 October 2004 15,225 November 2004 18,458	No obvious trend in breakdowns. Will continue implementing quality improvements in 05/06 to try and increase mean kms between breakdowns.
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: 75 acres 2004/2005 49 acres YTD	Demand for business park lots continues to be very strong and support economic growth.
	Vacancy Rate in Business Parks	June 2003: 7.24% January 2004: 6.0% September 2004: 7.5%	Increase in vacancy reflects new lots that were brought to market.
Development is appropriately planned & fiscally sustainable	Infrastructure capacity gap	Parks 03/04: 2.9 million 04/05: 2.9 million 05/06: 2.9 million Buildings 03/04: 3.5 million 04/05: 3.5 million 05/06: 3.5 million	In order to maintain and protect HRM's assets in the most cost-effective manner possible, there must be an appropriate and predictable, long-term commitment to capital funding

CORPORATE SCORECARD OUTCOMES	INDICATORS	RESULTS	COMMENTS/ ANALYSIS
Financially sustainable and affordable means of mobility	Transit maintenance cost per km (operating and fuel)	1999/00: $0.87 2000/01: $1.01 2001/02: $1.02 2002/03: $1.10 2003/04: $1.06 2004/05: $1.06 (YTD)	While total transit maintenance expenditures have increased due to increase in kms traveled, cost per km has been decreasing.
Tax burden is balanced and competitive	Projected Commercial Tax lift from business park land sales	2002/2003: $0.5 mil 2003/2004: $1.8 mil 2004/2005: $1.9 mil (estimate)	Business parks contribution to HRM revenue continues to grow.
Buildings, properties and infrastructure in HRM are safe, healthy & well maintained	Playground units not meeting CSA standards. (Based on 2001 audit of 1135 playground units)	2002/03: 33.7% (383 units) 2003/04: 16.4% (188 units) 2004/05: 6.2% (70 units)	Trend is positive, continuing decrease in number of playground units not meeting CSA standards. Of 70 outstanding units, 30 are new additions due vandalism, unpredicted usage etc.
Reasonable amount spent to maintain buildings, properties, & infrastructure	Average cost per square foot, of all space leased by HRM % occupancy rate of HRM owned buildings	2003/2004: $25.76 2004/2005: $25.62 <u>HRM Market Average</u> Class A: $24.00 - 30.00 Class B: $13.50 - 25.50 Source: J.J. Barnicke June 2005 Between 98% & 99%	There will opportunities in the future to decrease costs, as leases come up for renewal.

CORPORATE SCORECARD OUTCOMES	INDICATORS	RESULTS	COMMENTS/ ANALYSIS
Customers satisfied with level of services received from HRM	Customer satisfaction with athletic field conditions	Sportsfields 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% Diamonds 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%	Survey results from 2003. Since then a number of process improvements have been made to address areas of concern, in particular maintenance, condition and turf quality. Focus in 2005/06 will be on Sportsfield rationalization, which should allow re-allocation of resources to areas of greatest need.

CORPORATE SCORECARD OUTCOMES	INDICATORS	RESULTS	COMMENTS/ ANALYSIS
Customers satisfied with level of services received from HRM	Customer satisfaction with business parks and real estate transactions	**Business Parks Jan - Dec 2004** Customer Survey Response Rate - 31% **Overall Performance Rating:** Excellent - 58% Good - 18% Satisfactory - 11% Needs Improvement - 11% Poor - 3% **Customer Service** Excellent: 67% Good: 11% Satisfactory: 22% Needs Improvement: 0% **Information Availability** Excellent: 60% Good: 10% Satisfactory: 0% Needs Improvement: 30% **Efficiency/Timing** Excellent: 50% Good: 30% Satisfactory: 10% Needs Improvement: 10% **Closing Process** Excellent: 56% Good: 22% Satisfactory: 11% Needs Improvement: 0%	Overall results are very positive. A number of initiatives have been undertaken to address concerns with information availability, specifically the web site is being revamped, web based interactive mapping is being set up and information CD's are being developed.
Adequate financial resources to encourage staff development and retention.	% of payroll spent on employee training - compared to HRM average	RPAM 03/04: .52% RPAM 04/05: .58% RPAM 05/06: .56% HRM 00/01: .73% HRM 01/02: .86% HRM 02/03: .94% HRM 03/04: .98% HRM 04/05: .96% HRM 05/06: .88%	An often cited benchmark is that 1% of payroll should be spent on training. HRM had almost reached this goal in 03/04, but now any gains are starting to be lost by both RPAM and HRM. This is an area of concern.

CORPORATE SCORECARD OUTCOMES	INDICATORS	RESULTS	COMMENTS/ ANALYSIS
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 for 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%) *HRM Data in brackets. RPAM Response rate 28%	These issues are understood, and have resulted in a variety of targeted initiatives including site specific surveys and management and staff training programs.

2004/2005 Net Operating Budget	**$23,412,340**	***2004/2005 Gross Capital Budget***	**$33,402,200**
2005/2006 Approved Net Operating Budget	**$25,355,800**	***2005/2006 Approved Gross Capital Budget***	**$42,390,00**
2004/2005 **Approved FTE's**	**460 (approx)**	**2005/2006 Approved FTE's**	**445**

Summary of Achievements of Last Year's Business Plan

Key Initiatives	Status
Prepare an RPAM Succession Plan	CARRIED OVER TO 2005/06
Create Management Development Program (focus on Middle Managers and next level Supervisors)	IN PROGRESS - Program framework developed, Implementation in 2005/06.
Grow Apprenticeship Program	IN PROGRESS - 3 Apprentice positions created in Real Property Operations: 2 Plumber Apprentices, 1 Burner Apprentice. Paid by EI, topped up by 25%. 2 Apprentices in Transit Fleet. Fleet formalizing existing program.
Review 2003 Employee Survey and prepare objectives	NOT STARTED- Gap analysis to be completed in 04/05.

Key Initiatives	Status
Produce a training plan for each management unit.	IN PROGRESS - Training Plan developed for Transit Maintenance (shop floor staff), implementation in progress. Management Training Program delivered for all Fleet Supervisors. Focus in 05/06 will be in Real Property Operations, on Front Line Leaders and Superintendents in Fleet (Supervisors will be offered opportunity to participate as a developmental opportunity).
Implement Transit Maintenance Training Plan	IN PROGRESS - Skills Needs Assessment completed in Sept 04. Training Co-ordinator hired, currently implementing plan. Co-ordinator will mentor and develop internal staff person to continue program delivery.
Consolidate Facility Operations into Cowie Hill and surplus 3790 MacKintosh Street.	COMPLETE - Move to Cowie Hill completed. 3790 MacKintosh Street to be used by Community Projects.
Participate in development of HRM Corporate Diversity Plan	COMPLETE - RPAM representative completed external research scan.
Identify and participate in technological enhancements that improve RPAM's service delivery as identified in needs assessment.	ONGOING - 2004/05 project was completed to develop a single point of entry for labour tracking and implementation of the SAP Fleet Management Module was started.
Develop (with stakeholder Business Units) Scoping document for an HRM State of the Physical Asset (SPA) Report	COMPLETE - Scoping document completed, circulated and approved by HSVC Theme Team. Next step is to develop (with Stakeholders group) detailed project plan for 2005/06.
Categorize long term capital capacity gap, by asset class	IN PROGRESS - Rolled into State of the Physical Asset Initiative.
Complete a parks rationalization study	IN PROGRESS - First step of rationalizing sportsfields is underway, working with user groups to identify surplus fields.
Implementation of Energy Performance initiatives under Greenhouse Emission Policy prepared by Environmental Management Services	IN PROGRESS - Position of Energy Auditor filled. Currently working on identifying opportunities for improvement in building and fleet (bio-diesel and waste oil recycling). An energy performance contract (EPC) project underway, baseline verifications being conducted by Johnson Controls. Should be completed by May 05. Next step will be capital improvements.
Completion of Urban Forest Master Plan	IN PROGRESS - 14 month project with 3 phases: i) Inventory, ii) Policy, iii) Technical Manual preparation. Currently in Phase I.
Continue upgrade of outstanding playgrounds as per national standards	IN PROGRESS - Trend is positive, continuing to decrease number of playgrounds not meeting CSA standards. 70 units (6.2%) still not meeting CSA standards. Of these 70, 30 are new additions due to vandalism, unpredicted usage etc. CSA certification training was offered to staff in 2004.

Key Initiatives	Status
Strengthen Preventative Maintenance Programs: i. Implement Preventative Maintenance approach in Parks Operations, ii. Implement Preventative Maintenance approach in Buildings Operations	IN PROGRESS - Sportsfields - Introduced rehab and over seeding. 26 fields planned, 23 completed. Results promising. Buildings - Life Safety (ie fire extinguishers, filters, fire alarm inspections etc) on a regular preventative maintenance schedule. Plan being developed to expand program.
Implement Project Control Office Framework for Capital Projects (Parks and Buildings)	IN PROGRESS - Working to implement Integrated City Project Management Framework.
Develop and implement a plan for the roll out of improved physical asset management for rural fire.	COMPLETE - All working Rural Fire Stations are now pay as you go for building maintenance. 1 Building Service Technician completely charged back to Rural Fire. Procedures in place for requesting building maintenance work.
Develop implementation plan for indoor recreation facility master plan.	COMPLETE - Indoor Recreation Master Plan approved by Regional Council. RTC leading implementation.
Based on customer feedback surveys, implement strategies to address key customer concerns to improve satisfaction with athletic fields	IN PROGRESS - Meetings held with users in fall 04. Currently in discussions with users regarding options for addressing concerns.
Implement phase III & IV of transit fleet operational review.	IN PROGRESS - Phase I & II Evaluation report submitted, Project Plan for Phase III & IV in progress.
Implement Snow and Ice changes as determined by audit	COMPLETE -
Operational Review of General Fleet	COMPLETE - Operational Review completed in 2004. Final Report to be submitted by the end of January 2005. Next step will be development of project plan to address recommendations.
Establish response times for building & parks emergency requests for service	IN PROGRESS - Response times have been established for Parks, they are now printed on work orders. Need to develop process to measure and track planned vs actual response times. Response times have not be determined for building requests.
Formalize RPAM emergency response plan in support of Regional Emergency Plan	NOT STARTED
Establish measurement processes for availability of emergency apparatus and response times to service requests	IN PROGRESS - Draft Service Level Agreement outlines process and response times. Draft Agreement awaiting signature.
Research best practice in municipal class in various service areas.	NOT STARTED -

Key Initiatives	Status
Formalize customer feedback system in all RPAM management units to include:	
i. Call backs at Real Property operations level,	COMPLETE - Process in place.
ii. User surveys,	ON GOING - User surveys completed in Business Parks, Capital Projects and Sportsfields.
iii. Service Level Agreements,	IN PROGRESS - Service Level Agreements currently in place with: i) Transit Fleet and Transit Operations, ii) Transit Fleet and Stores, iii) Fire and Fleet Services (draft ready for signature), iv) Parks Operations & Recreation Scheduling (pending). Service Exchange Agreement with Halifax Regional School Board signed in July 2004.
iv. Formal capital project reporting,	IN PROGRESS - Working to implement Integrated City Project Management Framework. Work lists for buildings and parks capital projects on R drive, updated monthly.
v. Performance Measurement,	ON-GOING - Formal reporting in place in Transit Maintenance. Developing regular reporting for all divisions.
vi. Client Advisory groups.	COMPLETE - Tenant Groups established and operating in: Eric Spicer, West End Mall, Duke Tower and Acadia School. Alderney in development, waiting completion of renovations.
Represent HRM in school rationalization program with provincial Department of Education	ONGOING - Expect that HRM will continue to require representation to co-ordinate decision-making around school and community centre siting.
Develop plan to rationalize PWT Depots as determined by report	COMPLETE - Study completed. File transferred to PWT for development and implementation of plan.
Develop and bring to Market Phase 11-2 (42 acres) of Burnside Park	COMPLETE -
Rezone and reposition Aerotech to attract business and induce sales	IN PROGRESS - To be completed in 2005/06
Bring to market select surplus properties	IN PROGRESS - Tex Park (Feb 05), Hfx West (05), Starr (closed), Greenvale (05), Block Z Regency (Jan 05), Windmill Road (closed)
Complete Transit biodiesel pilot project and recommend next steps.	COMPLETE - Program to be expanded to all transit buses.
Disposal of former Halifax County Rehab Centre	DEFERRED TO 05/06 - Regional Plan will have impact on options.

Key Initiatives	Status
Review Real Property Leasing to ensure opportunity costs support municipal mandate	IN PROGRESS - Inventory of HRM leased properties complete. Focus for 05/06 will be on analysis.
Produce a redevelopment plan for the Bloomfield site	IN PROGRESS - Analysis on redevelopment complete. Will be going to Program and Service Delivery Committee.
Implement portions of the Capital District Real Property Opportunities Plan	ONGOING - Initiated feasability study for new performing arts centre, developing study for Spring Garden/Queen street public lands plan and Canal Greenway study. Leading co-ordination with province for new Central High School.
Deliver agreed upon elements of Capital District work plan	ONGOING - Participating in: i) Capital District Task Force, ii) Maintenance Plan development and implementation, iii) Capital Budget, and iv) Public Assets Co-ordination
Provide open space planning component of the Regional Plan.	ONGOING - Draft Open Space Policy prepared and currently being reviewed by business units.
As part of the Regional Plan and Economic Potential Study begin to shape and ready potential long-term growth areas for commercial development.	ONGOING - Study complete, results analyzed and used to develop the Business Parks Growth Plan.
Deliver the second year objectives of IBI Transit Study	IN PROGRESS - Service increase being met (ie additional kms of service) but need to fill outstanding required staff positions.
As part of the Harbour Plan, determine the Municipal interests in Shearwater and Shannon Park parcels.	ONGOING - Potential uses have been identified, further high level master planning cannot proceed until the lands are conveyed through to Canada Lands Company.
Closer integration of Regional Trails in HRM	IN PROGRESS - Proposal submitted through HSVC Theme Team to enhance existing services.
Improve Business Park Amenities	IN PROGRESS - Design consultant developing and implementing new wayfinding and park identification signage, landscaping completed and trails expanded.
Develop Master plan for 6500 acre HRM land holding on the Western Common	IN PROGRESS - Background work completed. Plan development to commence in February 2005.
Implement relevant Bayne Street Transportation Study Recommendations	COMPLETE - Property has been purchased. File to be transferred to PWT
Added Initiatives not in 04/05 Business Plan	
Public Gardens Management Plan	IN PROGRESS - Terms of Reference and Request for Proposals complete. Next step meetings with Capital District, CAO, Director and Foundation

Key Initiatives	Status
Point Pleasant Park Restoration Plan	IN PROGRESS - Competition underway. Public Steering Committee formed. Public consultation scheduled for end of January 2005.
Juan Audit	ONGOING - Discussions with DFACT Office. Pulling together funding applications info for HRM properties Need for discussions as to what constitutes "restoration" of Parks
Employee Survey Transit Fleet	COMPLETED - Survey conducted in December 2004. Results will be reported to employees and management on January 24. Next step will be to develop a plan to address results.
General Fleet Employee Interviews and Focus Groups	COMPLETED - Report submitted by Ray Kempster.
Financial Performance Review of Major Facilities	ONGOING - Co-sponsored with Financial Services, first semi-annual review completed in Sept. 04
Financial stabilization of Sackville Sports Stadium	IN PROGRESS - New management agreement being drafted for a new Board.

Issue # 1 Developing an Employee-Centered Workplace

RPAM continues to face a number of challenges in developing an employee centered workplace:

- Opportunities for improvement in morale and communication - Particularly evident in Fleet and Parks operations.
- High rates of absenteeism - In Transit Maintenance for example, average sick time is 17 days per year, per employee (not including WCB or LTD). Unpredictable and frequent absenteeism negatively impacts employee morale and the undermines the ability of the operation to function and meet its goals.
- Limited training resources - RPAM training budget is only ½ % of total payroll, half the desired level. In 2004/05 the training budget was spent before the year was half over, not because of poor planning but because of high demand. This lack of resources impedes RPAM's ability to develop and implement effective training programs.

- Increase in Workplace Rights complaints - While it is positive that employees feel that their concerns will be heard and are coming forward with issues, it creates a challenge for RPAM because each complaint requires a substantial amount of internal resources and expertise to investigate and resolve.

RPAM must continue investing in the workplace to provide 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 employee morale which in turn should be reflected in increased productivity and enhanced service delivery.

The focus for 2005/06 will be on documenting employee concerns and developing plans to address them, increasing and formalizing training opportunities and obtaining resources for education around workplace rights issues (preventative) and investigation of complaints (reactive).

Risk Impact Category:

Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B2 Level of Service
	B1 Corporate Image

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

Outcome 2005/2007

1. A productive workplace environment where employees are afforded the opportunity to improve job, trade and professional competencies.

Objectives 2005/2006

1. Prepare an RPAM Succession Plan focusing on areas of high risk (either due to potential retirements and/or shortage of skilled/qualified labour pool)
2. Deliver Frontline Leadership components of Leadership Development Program (focus on Superintendents and Supervisors)
3. Enhance Apprenticeship Program - expand program into Emergency Fleet and increase number of apprentices in Real Property Operations
4. Complete implementation of Transit Maintenance Training Plan
5. Implement plan to address 2003 HRM Employee Survey results
6. Develop and implement plan to address results of Transit Maintenance employee survey
7. Workplace Rights - increase expertise and resources for addressing complaints and educating staff
8. Use HRM Attendance Support Program in Transit Maintenance
9. Continue work activity mapping in Real Property Operations in order to improve processes and develop performance measures
10. Continue providing Turf Management Training
11. Roll out Code of Values in Transit Maintenance
12. Review and respond to General Fleet Focus Group Recommendations.

Analysis of Proposed Changes
Service Levels:
n/a

Financial/ Budget:
n/a

Processes:
n/a

Internal Service Providers
Human Resources - Will require assistance in

- Development of expertise and resources for addressing Workplace Rights Complaints,
- Implementation of Attendance Support Program in Transit Maintenance,
- Development of a Succession Plan,
- Implementation of Management Development Program.

FTE's
n/a

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.

A prioritized list of RPAM's Information and Technology Needs is outlined below. RPAM has been working with Shared Services and Finance to address some of these needs. In 04/05 a project was completed to develop a single point of entry for labour tracking and implementation of the SAP Fleet Management Module was started. The focus for 2005/06 will be on successfully completing the SAP FM implementation, developing a backlog report for Real Property Operations, improving base asset data and addressing issues arising from the Operational Review of General Fleet.

RPAM Prioritized Information and Technology Needs - 2005/06

Information Requirement	*Examples of Current Problems*
# 1 - 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
# 2 - Backlog Report In order to properly manage service delivery, RPAM requires a backlog report 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.
# 3 - 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.
#4 - General Fleet	Preliminary results of Operational Review of General Fleet indicate that there are significant problems related to information and data management that will require additional IT resources to resolve.

Information Requirement	*Examples of Current Problems*
#5 - 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.
#6 - 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.
# 7 - 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.

Risk Impact Category:

Balanced Scorecard Theme: *Excellence in Service Delivery*
Impact Category: (1) Level of Service
(2) Information Resources

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.

Outcome 2005/2008

1. RPAM business operations enabled through technology and information management.

Objectives 2005/2006

1. Complete implementation of SAP FM and improvements to SAP PM
2. Develop backlog report for Real Property Operations
3. Complete collection of base inventory asset data for parks, open spaces and buildings (as part of Asset Management Project)
4. Define data standards for park and building common names
5. Define and organize data management processes within RPAM.
6. Identify data collection opportunities through existing business processes.
7. Develop plan and secure resources to address information management recommendation of Operational Review of General Fleet
8. Hansen Customer Service Module - improve tracking, response time and work order management

Analysis of Proposed Changes

Service Levels:
SAP FM Implementation & Improvements to SAP PM
Increase in efficiency (improved financial analysis) and effectiveness (decreased downtime) in Fleet service resulting from ability to schedule and track completion of work, track repeater defects, obtain historical information on vehicles and track costs by kilometre and vehicle.

Backlog Report
Decrease in outstanding work resulting from an improved ability to schedule and track completion of work and allocate resources from areas with no backlog to areas with a high backlog.

Base Asset Data for Parks, Open Space and Buildings
Improved management of HRM's assets. As a result of Hurricane Juan, it became obvious that HRM did not have a complete inventory of the Assets it owns. Developing a complete inventory is the first step in improved Asset Management.

Financial/Budget:
May require assistance of external consultants if internal resources are not available (Transit and General Fleet)

Processes:
Short term impact on processes as changes are made to existing processes

Internal Service Providers:
Shared Services - IT: i) SAP FM Implementation, ii) Developing a Backlog Report for Real Property Operations, iii) General Fleet Operational Review Recommendations

Shared Services - Data/Knowledge Management: i) Define data standards for park and building common names, ii) Define and organize data management processes within RPAM, iii) Identify data collection opportunities through existing business processes

Finance - Implementing recommendations from Operational Review of General Fleet

FTEs: n/a

Issue # 3 Long Term Capital Planning

Long term capital planning and asset management continues to be a risk area for RPAM and HRM. To be able to plan for and manage our assets, we need to know what we own, what it is worth and its condition. In addition we need to develop life cycle and risk management plans and integrate our technical and financial plans.

Currently we face many challenges:

1. Age of Infrastructure - Much of our infrastructure has reached the end of its service life.
2. Asset Data - There is non-existent or incomplete information on the location, condition and value of assets.
3. Base Capital Deficiencies - Base Deficiencies continue to grow as the current resources level for asset maintenance and recapitalization is inadequate. There has been an annual resource gap of approximately 2.9 million for parks and 3.5 million for buildings.

   Two different metrics provide an idea of how great the resource deficiencies are:
   i. Industry standard is to spend between $1.75 and $2.25/sq foot annually for recapitalization. Based on an average "fair" condition of HRM's buildings and using $2.00/sq foot, HRM should spend $5 million annually on recapitalization. Currently HRM is spending approximately $1.5 million, a shortfall of $3.5 million.
   ii Using replacement value as an indicator, industry standard is to spend between 1.5 to 2 % of replacement value annually on recapitalization. In the last three years, HRM has spent between .6 and .9% of replacement value. Using 1.75% of

replacement value, HRM should have spent approximately $5 million.

4. Capability Deficiencies - Capability deficiencies continue to increase as the demands for new infrastructure far outpace the available resources.
5. Regional Plan - Implementation of the Regional Plan will introduce new infrastructure requirements for parks, transit and transportation.
6. PSAB Requirements - HRM is refining its definition of what constitutes a capital/maintenance expenditure. As a result some work and associated resources previously managed by Capital Projects are being transferred to Real Property Operations (RPO), creating a need for additional resources in RPO to execute this work. In addition, this transition may require additional tracking mechanisms and resulting in business process changes.

In order to maintain and protect HRM's assets in the most cost-effective manner possible, there must be a predictable, long-term commitment to capital funding. There is the possibility of new revenues from the Gas Tax to fund infrastructure in 2005/06. Regardless, RPAM will need to develop policy frameworks, improve asset data and formalize planning and project management tools in order to support and strengthen our long term capital planning capabilities.

Risk Impact Category

Balanced Scorecard Theme:	*Excellence in Governance*
Impact Category:	A1 Legal Liability
Balanced Scorecard Theme:	*Healthy, Vibrant, Sustainable Communities*
Impact Category:	C2 Community Impact

Link to HRM Corporate Scorecard theme outcome

Healthy, Sustainable Vibrant Community

- Development is appropriately planned & fiscally sustainable
- Buildings, properties and infrastructure in HRM are safe, healthy and well maintained
- Reasonable amount spent to maintain buildings, properties and infrastructure

Outcome 2005/2008

1. 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 2005/2006

1. Implement year 1 of Project Plan for Asset management (detailed plan still being developed, but at this time it appears that the main elements of the plan will be to complete collection of

8. Increase staff to meet increased service levels in Transit.
9. Project manage expansion of ferry terminal.
10. Provide property analysis and planning services.
11. As part of the Harbour Plan, determine the Municipal interests in Shearwater and Shannon Park parcels.
12. Enhance Regional Trails Program
13. Complete Master plan for 6500 acre HRM land holding on the Western Common

Hurricane Juan Recovery

14. Continue to produce and submit applications to the DFA Program and Insurance carriers for costs incurred to Jan 04 in relation to Hurricane Juan Clean-up Program
15. Develop and begin implementation of a plan to return all municipal properties to their former functionality including small parks and green belts.
16. Develop a plan for the restoration of street trees destroyed and damaged in the Hurricane.
17. Develop a restoration plan for Point Pleasant Park, Hemlock Ravine and Shubie Park.
18. Continue with Phase Two of the Public Gardens Restoration.

Analysis of Proposed Changes

Service Levels:

- Expanded Transit Service - Conventional and Bus Rapid Transit (increases in Transit Maintenance)
- Improved Fleet Management through consolidation of fleet administration
- Closer integration of HRM Regional Trails:
  i. Trails headquarters Fairbanks
  ii. Increase in new trails (capital funding doubled)
- Enhanced maintenance Capital District:
  i. Phased winter sidewalk snow removal,
  ii. Next phase of 4 stream waste management
- Hurricane Juan Recovery:
  i. Phase II Restoration of Public Gardens
  ii. Development of restoration plans for Point Pleasant Park, Hemlock Ravine and Subie Park

Financial Budget:

- Increase maintenance in Capital District funded by Corporate Scorecard
- Land Acquisition Strategy funded by Regional Plan
- Enhanced Trails Program funded by Regional Plan
- New FTEs in Transit Maintenance funded in budget envelope.
- Costs for Juan Recovery objectives will be funded by DFA program with the exception of street tree replacement program. Major programs will be brought before Council prior to

implementation as there may be financial commitments required by HRM.

Processes:
In order to increase maintenance in Capital District there will be process changes.

Internal Service Providers:
EMS - Will require input from EMS on land fill needs in order to use this information in Master Plan for Western Common.

Finance - Require continued assistance from Financial Services for DFA claims and negotiations. Finance resource already in place.

FTEs:
- 1 FTE Land Acquisition Strategy (contract, funded from Regional Plan)
- 1 FTE Supervisor - Transit Maintenance (funded within budget envelope)
- 1 FTE Clerk - Transit Maintenance (funded within budget envelope)
- 3 FTEs Body Mechanics - Transit Maintenance (funded within budget envelope)
- 6 FTEs Hostler/Repairpersons - Transit Maintenance (funded within budget envelope)
- 4 FTEs Mechanics (funded within budget envelope)
- 4 Contract FTEs Juan Recovery - Project Manager, Arbourist, Landscape Architect and administration (funded through DFA)

Real Property & Asset Management
Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
RPAM Administration:						
W100 Administration/Service Delivery	1,338,390	1,187,887	1,198,559	1,325,100	137,213	11.6%
Total Administration	**1,338,390**	**1,187,887**	**1,198,559**	**1,325,100**	**137,213**	**11.6%**
Operations Administration:						
D997 Clearing/Parks/Sports	38,885	0	495	0	0 -	
W120 Operations Admin	84,514	140,600	220,961	556,300	415,700	295.7%
W188 Locked: Opps Support/Special E	14,808	0	0	0	0 -	
W210 Class Interface Revenues	0	0	100	0	0 -	
W220 Clearing-Facilities	(885)	0	165,823	0	0 -	
W959 Clearing - Capital	(3,171)	0	0	0	0 -	
Total Operations Administration:	**134,150**	**140,600**	**387,379**	**556,300**	**415,700**	**295.7%**
Contract Support						
W130 Contract Support Admin	3,303,068	3,238,021	4,076,087	3,956,300	718,279	22.2%
W139 ContrSupp R&M-fromCptl	0	155,650	94,024	0	(155,650)	-100.0%
Total Contract Support	**3,303,068**	**3,393,671**	**4,170,111**	**3,956,300**	**562,629**	**16.6%**
Facilities						
W160 Facilities Admin	475,482	458,914	515,204	192,900	(266,014)	-58.0%
W169 Facilities R&M-fromCptl	0	81,150	93,100	0	(81,150)	-100.0%
W200 Facility Operations	11,159,560	10,014,194	11,969,330	5,989,500	(4,024,694)	-40.2%
W202 Facility Leases	0	0	0	5,529,000	5,529,000 -	
Total Facilities	**11,635,043**	**10,554,258**	**12,577,634**	**11,711,400**	**1,157,142**	**11.0%**
Parks and Open Spaces						
R831 Parks/Open - Admin	427,134	230,378	222,571	272,500	42,122	18.3%
R845 Parks Urban Forestry	438,681	777,270	659,502	821,300	44,030	5.7%
R851 Parks/Horticulture	1,382,110	1,402,758	1,399,694	1,382,100	(20,658)	-1.5%
R855 Parks Cemeteries	510,038	629,517	704,487	608,000	(21,517)	-3.4%
R860 Parks/Open-West	642,383	822,237	791,323	804,600	(17,637)	-2.1%
Total Parks and Open Spaces	**3,400,345**	**3,862,160**	**3,777,577**	**3,888,500**	**26,340**	**0.7%**
Sportsfields & Playgrounds						
W180 Playgrounds East	818,348	871,909	901,367	882,300	10,391	1.2%
W181 Sports/Play - Admin	366,565	182,565	151,538	187,400	4,835	2.6%
W182 Sportsfields East	1,255,753	1,199,805	1,413,850	1,413,800	213,995	17.8%
W184 Playgrounds West	519,100	756,360	739,703	732,400	(23,960)	-3.2%
W186 Sportsfields West	904,032	1,098,153	1,040,388	1,203,700	105,547	9.6%
W187 All-weather Sportsfields	0	65,200	169,954	167,400	102,200	156.7%
W189 Sports/Play R&M-fromCptl	0	269,000	256,072	0	(269,000)	-100.0%
Total Sportsfields & Playgrounds	**3,863,797**	**4,442,992**	**4,672,873**	**4,587,000**	**144,008**	**3.2%**
Fleet Transit						
R933 Transit Bus Repairs	42,137	57,000	3,061	0	(57,000)	-100.0%
R934 Transit Fleet Operations	2,896	0	0	0	0 -	
R935 Bus Rebuild Program	0	490,799	363,344	0	(490,799)	-100.0%
R955 Ferry Services - R & M	0	0	12,291	0	0 -	
R960 Access-A-Bus R & M	1,972	(0)	0	0	0	-100.0%
R961 Community Transit R & M	729	0	0	0	0 -	
Fleet Transit	**47,733**	**547,799**	**378,697**	**0**	**(547,799)**	**-100.0%**

Real Property & Asset Management
Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Fleet Admin						
R912 Fleet Admin	164,914	255,638	144,780	292,300	36,662	14.3%
Fleet Admin	**164,914**	**255,638**	**144,780**	**292,300**	**36,662**	**14.3%**
Fleet General						
R970 General Fleet R & M	247,491	149,906	103,685	177,200	27,294	18.2%
Fleet General	**247,491**	**149,906**	**103,685**	**177,200**	**27,294**	**18.2%**
Fleet Emergency						
R981 Fire Fleet R&M	114,289	(100)	29,200	0	100	-100.0%
R985 Police Fleet R&M	0	0	719	0	(0)	-100.0%
Fleet Emergency	**114,289**	**(100)**	**29,919**	**0**	**100**	**-100.0%**
Planning						
W943 Planning Admin	667,746	635,464	663,113	659,300	23,836	3.8%
Planning	**667,746**	**635,464**	**663,113**	**659,300**	**23,836**	**3.8%**
Capital Management						
W953 Capital Admin	714,353	745,606	733,153	759,300	13,694	1.8%
W955 Corporate Accommodations	0	97,000	106,827	95,000	(2,000)	-2.1%
Capital Management	**714,353**	**842,606**	**839,980**	**854,300**	**11,694**	**1.4%**
Real Estate						
W400 Acquisitions & Disposals	501,206	549,785	481,213	498,000	(51,785)	-9.4%
W500 Business Parks	230,058	211,800	161,887	263,400	51,600	24.4%
W600 Real Estate - Admin	192,295	200,674	203,158	212,000	11,326	5.6%
Real Estate	**923,559**	**962,259**	**846,258**	**973,400**	**11,141**	**1.2%**
Total	**$26,554,879**	**$26,975,140**	**$29,790,562**	**$28,981,100**	**$2,005,960**	**7.4%**

Real Property & Asset Management
Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
RPAM Administration:						
W100 Administration/Service Delivery	(3,956)	0	0	0	0 -	
Total Administration	**(3,956)**	**0**	**0**	**0**	**0**	-
Operations Administration:						
D997 Clearing/Parks/Sports	(3,567)	0	(1,727)	0	0 -	
W120 Operations Admin	0	0	(57,604)	0	0 -	
W210 Class Interface Revenues	0	0	(4,938)	0	0 -	
W220 Clearing-Facilities	1,131	0	(183,971)	0	0 -	
Total Operations Administration	**(2,436)**	**0**	**(248,241)**	**0**	**0**	-
Contract Support:						
W130 Contract Support Admin	0	0	(72,412)	0	0 -	
Totat Contract Support	**0**	**0**	**(72,412)**	**0**	**0**	-
Facilities:						
W200 Facility Operations	(2,236,347)	(2,191,000)	(2,312,946)	0	2,191,000	-100.0%
W202 Facililty Leases	0	0	0	(2,259,700)	(2,259,700) -	
Total Facilities	**(2,236,347)**	**(2,191,000)**	**(2,312,946)**	**(2,259,700)**	**(68,700)**	**3.1%**
Parks and Open Spaces:						
R845 Parks Urban Forestry	0	0	(10,388)	0	0 -	
R851 Parks/Horticulture	(3,428)	0	0	0	0 -	
R855 Parks Cemeteries	(208,876)	(180,000)	(182,221)	(180,000)	0	-0.0%
R860 Parks/Open-West	(318)	0	0	0	0 -	
Total Parks and Open Spaces	**(212,622)**	**(180,000)**	**(192,609)**	**(180,000)**	**0**	**-0.0%**
Sportsfields & Playgrounds:						
W180 Playgrounds East	(4)	0	(96)	0	0 -	
W181 Sports/Play - Admin	(299,118)	(92,800)	(58,322)	0	92,800	-100.0%
W182 Sportsfields East	0	(117,500)	(86,889)	(105,000)	12,500	-10.6%
W184 Playgrounds West	0	0	0	0	0 -	
W186 Sportsfields West	0	(61,500)	(91,246)	(125,600)	(64,100)	104.2%
W187 All-weather Sportsfields	0	(95,000)	(105,627)	(130,000)	(35,000)	36.8%
Total Sportsfields & Playgrounds	**(299,123)**	**(366,800)**	**(342,180)**	**(360,600)**	**6,200**	**-1.7%**
Fleet Transit						
R933 Transit Bus Repairs	(6,916)	0	(3,061)	0	0 -	
R955 Ferry Services - R & M	(12,907)	0	(12,291)	0	0 -	
Total Fleet Transit	**(19,823)**	**0**	**(15,352)**	**0**	**0**	-
Fleet General						
R970 General Fleet R & M	(13,468)	0	(26,358)	0	0 -	
Total Fleet General	**(13,468)**	**0**	**(26,358)**	**0**	**0**	-
Fleet Emergency						
R981 Fire Fleet R&M	(1,547)	0	(29,200)	0	0 -	
R985 Police Fleet R&M	0	0	(719)	0	0 -	
Total Fleet Emergency	**(1,547)**	**0**	**(29,919)**	**0**	**0**	-
Planning						
W943 Planning Admin	(30,000)	0	(15,000)	0	0 -	
Total Planning	**(30,000)**	**0**	**(15,000)**	**0**	**0**	-
Capital Management						
W953 Capital Admin	(277)	0	0	0	0 -	
Total Capital Management	**(277)**	**0**	**0**	**0**	**0**	-
Real Estate:						
W400 Acquisitions & Disposals	(374,203)	(375,000)	(973,771)	(300,000)	75,000	-20.0%
W500 Business Parks	(986,007)	(450,000)	(829,633)	(525,000)	(75,000)	16.7%
Total Real Estate	**(1,360,210)**	**(825,000)**	**(1,803,403)**	**(825,000)**	**0**	**-0.0%**
Total	**($4,179,808)**	**($3,562,800)**	**($5,058,420)**	**($3,625,300)**	**($62,500)**	**1.8%**

Real Property & Asset Management

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
RPAM Administration:						
W100 Administration/Service Delivery	1,334,435	1,187,887	1,198,559	1,325,100	$137,213	11.6%
Total Administration	**1,334,435**	**1,187,887**	**1,198,559**	**1,325,100**	**137,213**	**11.6%**
Operations Administration:						
D997 Clearing/Parks/Sports	35,318	0	(1,232)	0	0 -	
W120 Operations Admin	84,514	140,600	163,357	556,300	415,700	295.7%
W188 Locked: Opps Support/Special E	14,808	0	0	0	0 -	
W210 Class Interface Revenues	0	0	(4,839)	0	0 -	
W220 Clearing-Facilities	245	0	(18,148)	0	0 -	
W959 Clearing - Capital	(3,171)	0	0	0	0 -	
Total Operations Administration:	**131,714**	**140,600**	**139,138**	**556,300**	**415,700**	**295.7%**
Contract Support						
W130 Contract Support Admin	3,303,068	3,238,021	4,003,675	3,956,300	718,279	22.2%
W139 ContrSupp R&M-fromCptl	0	155,650	94,024	0	(155,650)	-100.0%
Total Contract Support	**3,303,068**	**3,393,671**	**4,097,699**	**3,956,300**	**562,629**	**16.6%**
Facilities						
W160 Facilities Admin	475,482	458,914	515,204	192,900	(266,014)	-58.0%
W169 Facilities R&M-fromCptl	0	81,150	93,100	0	(81,150)	-100.0%
W200 Facility Operations	8,923,213	7,823,194	9,656,383	5,989,500	(1,833,694)	-23.4%
W202 Facility Leases	0	0	0	3,269,300	3,269,300 -	
Total Facilities	**9,398,696**	**8,363,258**	**10,264,687**	**9,451,700**	**1,088,442**	**13.0%**
Parks and Open Spaces						
R831 Parks/Open - Admin	427,134	230,378	222,571	272,500	42,122	18.3%
R845 Parks Urban Forestry	438,681	777,270	649,114	821,300	44,030	5.7%
R851 Parks/Horticulture	1,378,681	1,402,758	1,399,694	1,382,100	(20,658)	-1.5%
R855 Parks Cemeteries	301,163	449,517	522,265	428,000	(21,517)	-4.8%
R860 Parks/Open-West	642,065	822,237	791,323	804,600	(17,637)	-2.1%
Total Parks and Open Spaces	**3,187,724**	**3,682,160**	**3,584,968**	**3,708,500**	**26,340**	**0.7%**
Sportsfields & Playgrounds						
W180 Playgrounds East	818,343	871,909	901,271	882,300	10,391	1.2%
W181 Sports/Play - Admin	67,447	89,765	93,216	187,400	97,635	108.8%
W182 Sportsfields East	1,255,753	1,082,305	1,326,962	1,308,800	226,495	20.9%
W184 Playgrounds West	519,100	756,360	739,703	732,400	(23,960)	-3.2%
W186 Sportsfields West	904,032	1,036,653	949,142	1,078,100	41,447	4.0%
W187 All-weather Sportsfields	0	(29,800)	64,326	37,400	67,200	-225.5%
W189 Sports/Play R&M-fromCptl	0	269,000	256,072	0	(269,000)	-100.0%
Total Sportsfields & Playgrounds	**3,564,675**	**4,076,192**	**4,330,693**	**4,226,400**	**150,208**	**3.7%**
Fleet Transit						
R933 Transit Bus Repairs	35,220	57,000	0	0	(57,000)	-100.0%
R934 Transit Fleet Operations	2,896	0	0	0	0 -	
R935 Bus Rebuild Program	0	490,799	363,344	0	(490,799)	-100.0%
R955 Ferry Services - R & M	(12,907)	0	0	0	0 -	
R960 Access-A-Bus R & M	1,972	(0)	0	0	0	-100.0%
R961 Community Transit R & M	729	0	0	0	0 -	
Fleet Transit	**27,910**	**547,799**	**363,344**	**0**	**(547,799)**	**-100.0%**
Fleet Admin						
R912 Fleet Admin	164,914	255,638	144,780	292,300	36,662	14.3%
Fleet Admin	**164,914**	**255,638**	**144,780**	**292,300**	**36,662**	**14.3%**

Real Property & Asset Management

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Fleet General						
R970 General Fleet R & M	234,023	149,906	77,327	177,200	27,294	18.2%
Fleet General	**234,023**	**149,906**	**77,327**	**177,200**	**27,294**	**18.2%**
Fleet Emergency						
R981 Fire Fleet R&M	112,742	(100)	0	0	100	-100.0%
R985 Police Fleet R&M	0	0	0	0	(0)	-100.0%
Fleet Emergency	**112,742**	**(100)**	**0**	**0**	**100**	**-100.0%**
Planning						
W943 Planning Admin	637,746	635,464	648,113	659,300	23,836	3.8%
Planning	**637,746**	**635,464**	**648,113**	**659,300**	**23,836**	**3.8%**
Capital Management						
W953 Capital Admin	714,076	745,606	733,153	759,300	13,694	1.8%
W955 Corporate Accommodations	0	97,000	106,827	95,000	(2,000)	-2.1%
Capital Management	**714,076**	**842,606**	**839,980**	**854,300**	**11,694**	**1.4%**
Real Estate						
W400 Acquisitions & Disposals	127,003	174,785	(492,557)	198,000	23,215	13.3%
W500 Business Parks	(755,949)	(238,200)	(667,746)	(261,600)	(23,400)	9.8%
W600 Real Estate - Admin	192,295	200,674	203,158	212,000	11,326	5.6%
Real Estate	**(436,651)**	**137,259**	**(957,145)**	**148,400**	**11,141**	**8.1%**
Total	**$22,375,072**	**$23,412,340**	**$24,732,142**	**$25,355,800**	**$1,943,460**	**8.3%**

Real Property & Asset Management
Summary by Expenditure & Revenue Type

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$19,596,756	$21,961,165	$21,292,433	$23,295,200	$1,334,035	6.1%
Office Costs	383,947	307,570	486,898	396,400	88,830	28.9%
Professional Fees	5,373	12,998	12,980	3,800	(9,198)	-70.8%
Legal & Consulting Fees	46,340	119,020	138,245	158,700	39,680	33.3%
External Services	4,637,881	2,214,264	3,968,807	2,306,300	92,036	4.2%
Uniforms & Clothing	122,503	120,450	122,278	122,650	2,200	1.8%
Salt	(1,465)	0	105	0	0	-
Supplies & Materials	1,040,341	1,135,989	1,266,577	1,333,650	197,661	17.4%
Utilities	3,455,766	3,182,383	3,855,637	3,796,700	614,317	19.3%
Building Costs	805,297	1,893,906	2,572,299	2,409,300	515,394	27.2%
Equipment & Communications	942,923	910,292	1,358,801	1,014,150	103,858	11.4%
Vehicle Expense	12,058,195	11,169,246	13,647,839	12,970,600	1,801,354	16.1%
Travel	76,401	80,458	90,454	101,500	21,042	26.2%
Training & Education	76,122	127,555	130,910	143,400	15,845	12.4%
Facilities Rental	5,111,667	5,286,015	5,388,010	5,211,700	(74,315)	-1.4%
Advertising & Promotion	210,221	107,345	67,242	102,550	(4,795)	-4.5%
Other Goods & Services	377,427	507,185	444,918	453,900	(53,285)	-10.5%
Interdepartmental	(23,044,215)	(22,240,501)	(25,364,329)	(25,191,200)	(2,950,699)	13.3%
Transfer Outside Agencies	551,083	359,000	337,200	375,000	16,000	4.5%
Grants & Tax Concessions	126,578	145,000	126,578	145,000	0	0.0%
Transfer to/from Reserves	(40,000)	(424,200)	(153,320)	(168,200)	256,000	-60.3%
Other Fiscal	15,739	0	0	0	0	-
Total	**$26,554,880**	**$26,975,140**	**$29,790,562**	**$28,981,100**	**$2,005,960**	**7.4%**
Revenues						
Rental & Leasing	($1,922,923)	($2,191,000)	($2,371,468)	($2,379,700)	(188,700)	8.6%
Recreational Revenue	89	0	(9,048)	0	0	-
Sales Revenue	(1,583,723)	(905,000)	(1,971,333)	(910,000)	(5,000)	0.6%
Other Revenue	(673,250)	(366,800)	(706,571)	(235,600)	131,200	-35.8%
Interdepartmental Revenue	0	(100,000)	0	(100,000)	0	-0.0%
Total	**($4,179,808)**	**($3,562,800)**	**($5,058,420)**	**($3,625,300)**	**($62,500)**	**1.8%**
Net Cost	**$22,375,072**	**$23,412,340**	**$24,732,142**	**$25,355,800**	**$1,943,460**	**8.3%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

		Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Real Property & Asset Management					
CB100070	Wharf Repair (Bundle)	380,000	24,000	0	0
CB300552	HRM Admin Buildings-Upgrades (Bundle)	0	144,000	116,000	116,000
CQ300741	Burnside Phase I 1-2-3-4-5 Development	0	4,000,000	3,800,000	3,800,000
CQ300742	Aerotech Repositioning & Dvlpmnt	0	500,000	1,000,000	0
CQ300640	Intersection/Traffic Improve'ts Burnside	0	250,000	250,000	250,000
CQ300743	Bayers Lake Infill & Ragged Lake Dev.	0	0	1,500,000	1,500,000
CQ300744	Park & Open Space Renewal & Improvement	0	0	50,000	0
CQ300745	Park Signs Renewal & Maintenance	0	0	50,000	0
CQ300639	Development Consulting	0	0	50,000	0
Provided to Other Business Units:					
CB100066	Regional Library-Facility Upgrades	182,000	90,000	194,000	194,000
CB100077	Transit Facilities Upgrades (Bundle)	400,000	170,000	194,000	194,000
CB100080	Fire Services-Station Upgrades (Bundle)	328,000	224,000	233,000	233,000
CB100091	Mainland Commons Recreation Facility	700,000	7,212,000	0	0
CB200240	Management Agreement Community Centres	250,000	194,000	194,000	194,000
CB200452	HRM Heritage Building Upgrades (Bundle)	100,000	146,000	146,000	146,000
CB200453	East Dartmouth Recreation Facility	0	1,000,000	0	0
CB200454	District 2 Recreation Centre	0	900,000	0	0
CB200516	Integrated Dispatch/Telecomm. Project	3,050,000	186,000	0	0
CB300551	Various Rec Facilities-Upgrades (Bundle)	0	315,000	340,000	340,000
CB300553	HRM Depots Upgrades (Bundle)	0	146,000	146,000	146,000
CB300554	Arena Upgrades	0	125,000	125,000	125,000
CB300555	Major Facilities Upgrade (Bundle)	0	850,000	970,000	970,000
CB300556	Facilities Upgrade-General (Bundle)	0	460,000	450,000	742,000
CB300621	Safety Upgrades (Bundle)	0	60,000	73,000	73,000
CB300627	New Penhorn Fire Station	0	1,067,000	1,067,000	1,067,000
CB300702	5755 Sackville Street Demolition	0	85,000	0	0
CBA00629	Environmental Remediation & Bldg Demoltn (	200,000	200,000	200,000	200,000
CBR00747	200 Illsley Ave-Underground Tank Removal	160,000	185,000	0	0
CBR00750	200 Illsley Ave-Safety Upgrades	440,000	300,000	291,000	291,000
CBR00755	Underground Tank & Chimney Liner Replcmt	100,000	140,000	0	0
CEC00686	Athletic Field/Park Equipment	95,000	75,000	34,000	34,000
CVD00413	Fleet Vehicle Replacement Program	3,026,000	3,233,000	3,233,000	3,023,000
CVD00429	Access-A-Bus Vehicle	100,000	120,000	0	0
CVD00430	Access-A-Bus Replacement	400,000	388,000	388,000	388,000
CVD00431	Midlife Bus Rebuild	0	655,000	655,000	655,000
CV300749	Bus Rebuild - U-Pass Service	0	450,000	0	0
CVD00433	Service Vehicle Replacement	220,000	50,000	97,000	97,000
CVD00434	Conventional Transit Bus Expansion	3,080,000	3,361,000	5,658,000	5,906,000
CVD00435	Conventional Transit Bus Replacement ($2.6	2,125,000	5,345,000	6,198,000	6,198,000
CVD00436	Bi-annual Ferry Refit	150,000	545,000	175,000	290,000

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Real Property & Asset Management (continued)				
Provided to Other Business Units:				
CVJ00703 Fire Fleet Apparatus Replacement	0	3,410,000	3,410,000	3,410,000
CVJ00704 Fire Fleet Utility Vehicle Replacement	0	230,000	400,000	400,000
CVK00416 Police Vehicles-Marked	710,000	689,000	689,000	710,000
CVK00417 Police Vehicles-Unmarked	247,000	531,000	531,000	547,000
CV300751 Bedford Fast Ferry	0	0	10,000,000	3,000,000
CP300559 Playground Upgrades&Replacements (Bundl	0	515,000	300,000	446,000
CPG00581 Dartmouth Artificial Sports Field	2,500,000	700,000	0	0
CPC00682 Skateboarding Facilities (Bundle)	260,000	500,000	200,000	0
CPC00814 Mainland Commons-Halifax	700,000	259,000	150,000	0
CPR00316 HRM Wide Tree Planting	435,000	250,000	120,000	150,000
CPC00467 Regional Trails Development (Bundle)	1,521,926	250,000	250,000	300,000
CPC00677 New Playground Development	0	250,000	0	0
CPC00304 Ball Field Upgrades (Bundle)	619,927	216,000	100,000	150,000
CPC00684 Sports Courts Upgrades	100,000	150,000	100,000	150,000
CP300560 Park Upgrades (Bundle)	0	130,000	76,000	150,000
CPC00683 Sports Field Upgrades	887,000	125,000	100,000	150,000
CPC00313 Regional Park Washroom Facilities (Bundle)	240,000	105,000	0	0
CP300699 New Sports Court Development	0	100,000	0	0
CPR00325 Walkways-HRM Wide Program (Bundle)	350,000	60,000	50,000	75,000
CP300699 New Park Development	0	50,000	0	0
CPR00330 Cemetery Upgrades	220,000	50,000	25,000	50,000
CPS00041 Lawn Bowling Facilities	35,000	40,000	0	0
CPC00810 Outdoor/Spray Pools and Fountains	109,685	10,000	100,000	50,000
CP300750 Building Communities Capital Fund	0	575,000	575,000	575,000
CPC00675 Track and Field Upgrades (Bundle)	284,939	0	200,000	50,000
CPS00040 Point Pleasant Park Upgrades	150,000	0	50,000	100,000
CPxxxxxx Parks Planning	0	0	1,333,000	1,408,000
Total	**24,856,477.00**	**42,390,000.00**	**46,636,000.00**	**39,043,000.00**

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 (RTC) Unit consists of four divisions:

Service Delivery ensures a coordinated approach to customer service, communications functions, and delivery of external services. *Visitor Services* operates eleven seasonal visitor centres and responds to off-site requests for information to provide travel ideas for visitors, encourage them to extend their stay, and act as ambassadors for the communities of HRM. *Facility Scheduling* coordinates bookings and manages customer service for over 30,000 outdoor sports fields users, approximately 140 Halifax Regional School Board operated facilities, and four arenas. *Film Liaison* works with film industry representatives to streamline the permitting process for production companies interested in filming in the municipality. *Research and Promotions* staff develop an annual visitor guide, map and brochures for attractions; coordinate the seasonal recreation program catalogue; maintain the RTC website and events calendar; coordinate internal communications; oversee market research and trend analysis; and conduct operational reviews of external delivery.

Business Services ensures efficient use of resources and focussed delivery for internal services that are common throughout RTC by coordinating internal support systems and operations. *Civic Events and Festivals* manages six annual special events that are implemented directly by HRM and support sixty to seventy annual external events that require assistance from the municipality. Civic Events staff manage human and financial risk to the municipality created by special events, and provide consultation and coordination of municipal services and infrastructure to external festival and event organizers. *Service Coordination* oversees Human Resources, staff training and development, maintenance of internal systems, corporate projects, financial management, business planning, policy and research, and performance measurement.

Community Recreation Services offers over 5,000 direct and indirect *recreation and leisure* programs (i.e. art, fitness, camps, music, dance, drama, etc.) as well as facility membership opportunities, drop-in programs and services, and an Outdoor Recreation and Earth Education section. This division offers community special events, special projects, and other community development services. In addition to "dryland" programs, CRS operates *aquatics programming* which includes pools, beaches, swimming lessons, and recreational swims.

Community Development supports approximately 200 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. The Community Development division also includes *culture and heritage* staff who preserve, present and promote the cultural, historical and natural assets of HRM. Program delivery in this division includes policy development; public awareness of community, cultural, and heritage assets; developing community partnerships; facilitating cultural and artistic growth, and increasing community capacity through facility management and capital investment in infrastructure.

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	• Active family and client accounts in the recreation registration database; • Participation in HRM recreation programs; • Fitness and aquatics memberships sold and aquatics attendance; • Percentage of participants who report that programs and services contribute to their health, fitness, and well being.
Child and youth development	• Program registration by age category; • Youth leadership programs and participation; • 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	• Citizens volunteering for recreation activities and estimated time commitment / dollar value; • Volunteer groups assisted by staff.
Enhance service delivery and leverage resources through partnerships	• Number of groups partnering with RTC to provide a service; • 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	• Citizens citing RTC programs and services as important resources to have in their community; • Recreation programs and registration per capita; • Festivals and events supported by RTC.
Recognition, encouragement and protection of HRM's heritage, culture and diversity	• Money spent to preserve heritage assets and HRM contribution to heritage sites; • RTC investment in community events; • Cultural recreation programs offered.

Attraction of new tourism business and retention or growth of existing business	• Hotel rooms sold in HRM, occupancy rate, and associated revenues; • Cruise ship arrivals, cruise lines, and passenger arrivals.
CLIENT BENEFITS	**INDICATORS**
Appropriate programs that meet community needs	• Recreation programs offered versus programs ran; • Recreation programs with wait lists; • Citizen and user satisfaction with programs offered.
Affordable programs	• User satisfaction with recreation program fees; • Value of program discounts provided to recreation clients; • Percentage annual change in average program fees.
Opportunities for citizens and visitors to access information, programs and services	• Hours of recreation programming offered; • Citizen satisfaction with the convenience of location for recreation programs; • Number of Visitor Information Centres (VIC) and client inquiries; • Visits to HRM web site and visitors and residents requesting information through this site.
Opportunities to engage in life long learning and develop skills	• Examples of skill development from current and/or former participants.
Safe and enjoyable festivals, events, and programs	• Customer feedback on festivals, events, and programs; • Injuries / accidents reported at festivals, events, and programs.

2004/2005 Net Operating Budget	**$10,252,187**	***2004/2005Gross Capital Budget***	**$538,000**
2005/2006 Approved Net Operating Budget	**$10,088,885**	***2005/2006 Approved Gross Capital Budget***	**$1,381,000**
2004/2005 Approved FTE's	**90**	**2005/2006 Approved FTE's**	**90**

Recreation, Tourism and Culture had a complement of 90 FTEs (full time union and non-union) approved for the 2004/2005 budget. In addition, the Business Unit provides approximately 1,000 part time, seasonal, and term employment opportunities. Recreation, Tourism and Culture proposes to maintain its existing staff complement in 2005/2006.

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

Issue #1 - Goal - 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.	
Key Initiatives	**Status**
Continue to partner with Real Property and Asset Management in the HRM Indoor Recreation Facility Master Plan process to ensure appropriate and/or equitable allocation of recreation space to residents of HRM	Council approved the Indoor Recreation Facility Master Plan in June 2004. A designated RTC staff liaison is working with RPAM to ensure the IRF model is used to assess and/or implement all potential new recreation facility projects. *(Refer to Issue #1 of this Business Plan)*
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	A designated RTC staff liaison is working with RPAM to develop the agreement, which is expected to be completed during the 2005/06 fiscal year. *(Refer to Issue #1 of this Business Plan)*
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 to all residents	The facility was opened in July 2004.
Provide the resources required to continue operations at various HRM culture and heritage facilities	Operations at the noted facilities continued in 2004-2005.
Continue to conduct research to help ensure that the expansion of HRM's involvement in Visitor Information Centres (VICs) is controlled and planned	A framework of criteria to evaluate VIC siting requests has been created. This framework, along with additional research on locations, will be used to evaluate any future development of new VICs.
Review the feasibility of establishing a new downtown Halifax Visitor Information Centre in partnership with Nova Scotia Tourism and Culture	A review of potential locations revealed that several options need to be assessed prior to opening a new downtown VIC. RTC staff will implement new options for delivery of municipal visitor information services in the urban core in 2005-2006. *(Refer to Issue #2 of this Business Plan)*

Issue #2 - Goal - Recreation, Tourism and Culture will manage increasing growth, demands and expectations by appropriately aligning resources and structure.	
Key Initiatives	**Status**
Explore options for the establishment of a Recreation Reserve to further enhance the Business Unit's ability to respond to demands for healthy lifestyle activities	An RTC staff is pursuing options for the potential development of a reserve. If the development of a reserve is a viable option, a report will be presented to Council in 2005/06.
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	The reorganization of RTC re-assigned an existing supervisory staff, some clerical support, and incremental budget to the Civic Events and Festivals unit. *(Refer to Issue #2 of this Business Plan)*
Examine the role HRM plays in tourism product development and recommend necessary approaches to filling gaps and meeting customer and industry needs	Discussion has been initiated with tourism stakeholders and other interested parties to examine issues related to product development.
Address the growing demands and opportunities created by the film industry in the municipality	The HRM Film Liaison is developing policies, procedures, and industry partnerships to streamline the permit process for production companies.
Re-open The Pavilion to provide a viable all ages live music venue in HRM;	The Pavilion officially re-opened in 2004 and will operate via management agreement with HRM.
Assess the market research and promotions needs of the Business Unit and develop a plan for addressing the identified needs.	As part of a HRM corporate initiative, a communications plan is being developed in 2004-2005 for implementation in 2005-2006.
Issue #3 - Goal - 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.	
Key Initiatives	**Status**
Continue to enhance the heritage investment plan by designing, developing and implementing heritage incentives for heritage street scapes and community owned sites	Additional resources were added to the Heritage Reserve envelope to allow these additional components to be developed in 2004-05.
Align HRM heritage grants within the Recreation Tourism and Culture budget envelope	Upon review of budget and programs, it was determined that the existing process for HRM heritage grants should be maintained for 2004/2005.

Design and implement an HRM Special Spaces and Places Program	Options for initiating this project are being explored in conjunction with the development of the HRM Cultural Plan. *(Refer to Issue #3 of this Business Plan)*
Conduct community consultation and begin implementation of the HRM Cultural Policy, including the promotion of HRM as a Cultural Capital of Canada	A Cultural Advisory Team is been developed and the consultation component of the Cultural Plan is underway. *(Refer to Issue #3 of this Business Plan)* An application for the Cultural Capital of Canada was submitted to the Federal government but the program was awarded to Toronto.
Design and implement a public art policy and murals, monuments and markers program in partnership with the Capital District and Community Mobilization units.	These projects are being pursued in conjunction with the development of the HRM Cultural Plan. *(Refer to Issue #3 of this Business Plan)*
Issue #4 - Goal - 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.	
Key Initiatives	**Status**
Develop standard customer feedback tools and/or customer evaluation frameworks for Recreation, Tourism and Culture clients	Research and compilation of existing customer feedback tools has been conducted and standard tools and qualitative measures are being developed for use by recreation programming and facility scheduling in 2005-2006. *(Refer to Issue #4 of this Business Plan)*
Conduct trend analysis and market research to establish appropriate mechanisms for target marketing and/or distribution of RTC programs, services, and products	Some market research and trend analysis was conducted during development of on-line services and revision of the recreation catalogue. *(Refer to Issue # of this Business Plan)*
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	In conjunction with Corporate Communications, a new format for the brochure and efficiencies in distribution methods are being implemented incrementally. Results from an external analysis of the Fall 2004 brochure are positive. *(Refer to Issue #4 of this Business Plan)*

As part of the corporate E-business initiative, monitor the first year of on-line and touch tone registration for recreation programs to maximize efficiency and ensure success	The RecConnect product has been implemented and is now available for public use. Usage is being tracked and marketing approaches developed based on the results of this tracking. *(Refer to Issue #4 of this Business Plan)*
Issue #5 - Goal - 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.	
Key Initiatives	**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	Each recreation area is developing a youth action plan, with the assistance of local youth, which will be complete by April 2005 and implemented in 2005-2006. *(Refer to Issue #5 of this Business Plan)*
Continue to expand and assess the High Five program delivery model for child recreation programming throughout HRM	As of Fall 2004, High Five has been implemented across HRM. Currently, train the trainer sessions are being conducted for programming staff. *(Refer to Issue #5 of this Business Plan)*
Create a detailed business case and begin development of a site plan and capital budget process for a Residential Youth Leadership and Environmental Centre	A needs assessment has been undertaken to evaluate the potential of this facility. Based on the results of the needs assessment, a detailed business plan and concept plan may be developed and presented for future consideration.
Determine the most appropriate tools and methods to address physical inactivity among children and youth in HRM;	New or enhanced tools in this area include the Active Kids / Healthy Kids project, HRM Kids program, access to school facilities, enhanced aquatics programming, creation of the Active Halifax community partnership, and creation of an internal Physical Activity Team. *(Refer to Issue #5 of this Business Plan)*
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.	Staff have been working in partnership with Heartwood, a youth leadership organization, throughout 2004-05 to implement the process and obtain the required supports. *(Refer to Issue #5 of this Business Plan)*

Issue #1 Coordinated Development and Operation of Recreation Tourism and Culture Related 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, clients, and staff of the Business Unit. Although 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 or requirements to enhance existing infrastructure. Therefore, it is vital for RTC to maintain and, where possible, enhance its active role in conjunction with RPAM in planning, developing and operating the facilities required to deliver its mandate.

As demonstrated by the HRM Regional Planning process, the municipality is faced with the 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 facing HRM, 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.

Outcome 2005/2008

1. Citizens and visitors enjoy access to an assortment of facilities, infrastructure and attractions that provide information, enjoyment, and an opportunity to engage in healthy lifestyle activities.

Objectives 2005/2006

1. In partnership with Real Property and Asset Management (RPAM), dedicate resources to the implementation of the HRM Indoor Recreation Facility Master Plan to ensure that a consistent and sequential approach is used in the development of those new facilities identified by the plan;
2. Work with RPAM to review existing facility management agreements for recreation, heritage, and cultural facilities and establish more consistent guidelines for revising existing agreements or initiating new agreements;
3. In conjunction with the above objective, assess training needs and provide training to the members of the thirty-eight Boards currently operating under facility management agreements;
4. Finalize and implement a new service level agreement between RTC and RPAM that focuses on establishing and evaluating levels of service for facilities used by RTC and its clients;
5. In conjunction with RPAM, continue to work toward the establishment of planned recreation facilities for the Mainland Common, District Two, Dartmouth East, Halifax Peninsula, Prospect, and the Residential Youth Leadership and Environmental Centre;
6. In conjunction with RPAM, work toward the development of a management agreement to take over the Spryfield Lions Arena;
7. Review existing policies and guidelines for use of outdoor facilities, School Board facilities, arenas, public spaces, and special event sites to ensure maximization of use and appropriate access for citizens;
8. In conjunction with the Regional Plan, work in partnership with other relevant Business Units the to establish bicycle paths as part of an active transportation network for HRM.

Analysis of Proposed Changes

Service Levels

- Addition of any of the proposed facilities listed in Objective 5, or significant upgrading of existing indoor 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 RPAM will continue to strengthen the internal relationship between these two Business Units and ultimately help to define and improve RTC service levels.
- The review of existing indoor facility management agreements will help to coordinate HRM's approach to revising and/or developing facility agreements with third parties, ultimately improving the Business Unit's ability to bring equitable levels of service to residents across HRM.

Financial/Budget

- There will be long term capital and operating impacts created by the development of the new recreation facilities listed above in Objective 5. These facilities are in the current HRM capital plan and operating impacts are being assessed.
- There may be a significant impact with respect to recommendations from the review of recreation

facility management agreements as HRM may be expected to cover the full cost of director's liability and facility liability insurance. An exact figure is not known at this time but would be covered via a transfer from fiscal services.

- There may be some impact on revenue and funding required for increased resources as a result of any policy or procedural change in scheduling. Any required capacity will be found within the existing RTC envelope by realigning business unit resources.

Processes

- Some internal processes between RTC and RPAM may change as a result of the implementation of the Indoor Recreation Facility Master Plan, assessment of management agreements, and new service level agreement. However, it will be difficult to determine specific impacts in these areas until these initiatives are fully implemented.
- Processes in scheduling outdoor facilities, School Board facilities, arenas, public spaces, and special event sites may change as a result of the review of existing polices and guidelines.

FTEs

- No changes in 2005-2006 as a result of this issue.

Performance Measures

1. Resources assigned to the Indoor HRM Recreation Facility Master Plan and the facility development process that was endorsed by Council is utilized in all new facility development projects;
2. Completed assessment of facility management agreements and new guidelines recommended;
3. Training provided to the members of the thirty-eight Boards currently operating under facility management agreements;
4. Service level agreement between RTC and RPAM finalized;
5. Preliminary work and/or construction, as outlined in HRM's capital plan, completed for the Mainland Common, District Two, Dartmouth East, Prospect, Halifax Peninsula, and Residential Youth Leadership and Environmental Centre facilities;
6. Management agreement with the Spryfield Lions Arena developed and signed;
7. Realignment and/or new resources dedicated in facility scheduling section;
8. Kilometers of new bicycle paths established.

Issue #2 Continued Focus on Developing HRM as a Vibrant Community

Steady growth of HRM's economy and population combined with rising expectations of residents, visitors and Council has created significant increases in the volume of work for RTC. This combined growth and increase in expectations has enhanced the number and calibre 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.

Improvements in programs, private sector involvement and increasing emphasis on healthy lifestyles have driven demands for equity in service levels and expectations for increased recreational service delivery. Continued success has resulted in increasing pressure to provide financial assistance and/or technical advice as well as a dramatic increase in the cost of organizing civic events. For visitor services, economic growth, increased awareness of HRM as a destination and development of the tourism industry across Nova Scotia are driving demand. Increasing perception of HRM as a "film friendly" site has driven film industry activities in the municipality to new levels.

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. 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 their communities and to contribute to the quality of life in the place they choose to live. 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" for HRM 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.

Outcome 2005/2008

1. Recreation, Tourism and Culture will manage increasing growth in community demands and expectations by appropriately aligning resources and structure.

Objectives 2005/2006

1. Continue to conduct research to ensure that the development of HRM's approach to Visitor Information Services is controlled and planned;
2. Begin implementing a new model for the delivery of Visitor Information Services in HRM's Capital District;

3. Continue to deliver and support high quality Civic Events and Festivals throughout HRM by aligning resources and refining funding tools to maintain service levels in the face of constant growth;
4. Based on the 2004-2005 assessment of the market research and trends analysis needs of the Business Unit, assign resources to address the identified needs for this service in the area of youth programs and services, publication development, customer service, and e-services.
5. Develop a succession plan for RTC that clearly identifies the future direction of Business Unit activities and associated vulnerable positions, staff training and career development needs, and recruitment and retention issues;
6. In conjunction with Recreation Nova Scotia, Metro Universities and other relevant partners, develop a concentrated focus to increasing physical activity among HRM citizens;
7. Establish interdepartmental teams in the six RTC geographic regions to encourage networking on community development issues among all relevant HRM staff, and to integrate service delivery between Community Development staff and staff of the Community Response Team;
8. Facilitate the CANB (Cogswell, Agricola/North Park, North, Barrington) service team which will deliver pro-active integrated services in Central Halifax that support HRM business units to achieve the key strategic directions of HRM.
9. Continue to provide resources and support Destination Halifax in marketing HRM as a destination for individual business and leisure travel, meetings and conventions, and group tours.

Analysis of Proposed Changes

Service Levels

- Civic Events and Festivals will align resources and refine or develop tools in an attempt to maintain service levels and provide equity in financial assistance among like events in various communities. Because of increasing costs for internal services and increased external expectations, it is a challenge for current resources to keep pace with increasing demand.
- Service Levels in Visitor Services may be affected by the process of assessing RTC's approach to Visitor Information Services and the implementation of a new model for the delivery of Visitor Information Services in HRM's Capital District (see below).
- One Community Development staff will be seconded to work on the formation of interdepartmental teams focussed on community development issues (i.e. the CANB initiative) and will improve service levels in certain high need areas of HRM. In addition, closer integration between Community Development staff and staff of the Community Response Team will improve service levels in the delivery of Community Development services throughout the municipality.

Financial/Budget

- There may be a limited resource requirement for research to continue the process of assessing RTC's approach to Visitor Information Services. In addition, there will be some short and long

term capital and operating impacts created by implementing a new model for the delivery of Visitor Information Services in HRM's Capital District. This capacity will be found within the existing Visitor Services envelope - i.e. by shortening the length of the operating season or realigning existing Visitor Information Centres.

- 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 to 20 percent annually (i.e. costs for Police Services will increase by 50 percent in 05/06 due to an increased overtime rate). The total 2005-06 incremental cost for all services for events organized by HRM is estimated at $30,000. An additional $20,000 has been added to the RTC envelope to account for the increase in policing costs.
- Increased costs also affect external event organizers who in turn request increased funding from HRM. For example, in addition to the increase in the Police overtime rate referenced above, event organizers will now be charged 15% HST on all services provided by the municipality due to a change in federal taxation legislation.

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.
- New service delivery processes will be initiated as a result of the formation of the CANB service team, other proposed interdepartmental teams to work on community development issues, and closer integration between Community Development staff and staff of the Community Response Team.

FTEs

- No changes in 2005-2006 as a result of this issue.

Performance Measures

1. Research reports outlining HRM's approach to Visitor Information Services and future direction;
2. New approaches to Visitor Information Services implemented in HRM's Capital District;
3. Number and quality of internal and external civic events and festivals maintained;
4. Resources assigned to address identified needs;
5. Completed RTC succession plan;
6. Strategies and programs initiated to increase physical activity;
7. Six interdepartmental teams established and one Community Development staff seconded to the Community Response Team;
8. Financial and in-kind resources provided to Destination Halifax.

Issue #3 Fostering HRM's Culture, Heritage and Pride of Place

Residents take great pride in HRM. The region 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 the 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. Citizens express this through their participation in cultural events throughout the year. Many residents participate in art classes, heritage activities, music, writing and stage performances. 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.

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 are being aligned in a way that helps to coordinate and promote heritage incentives, cultural policies, cultural festivals and events, 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 and protection of HRM's heritage, culture & diversity
The goal supports the noted outcomes by working toward preserving, promoting, and sustaining the cultural, heritage and community 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.

Outcome 2005/2008

1. 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 2005/2006

1. Enhance usage of the Heritage and Cultural Tourism Reserve by aligning available resources to support cultural initiatives and heritage preservation;
2. Implement the next phase of the HRM Special Spaces and Places Program, potentially phase two of Sullivan's Pond enhancements, increased signage at HRM sites, and/or an event infrastructure project in rural HRM;
3. Finalize and begin implementation of the HRM Cultural Plan (some potential areas for initial development include public art, awards programs, Poet Laureate project);
4. As part of the HRM Cultural Plan, compile information to create a profile of heritage programs and facilities throughout the municipality.

Analysis of Proposed Changes

Service Levels

- Expanding or enhancing the Heritage Incentive program, which is now delivered on a residential and commercial basis, into other aspects of heritage (i.e. community owned sites and heritage street scapes) will help to address current geographic and service variations.
- 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.
- Potential areas of emphasis related to the profiling of heritage programs and facilities include review and modification of the Heritage Tourism Partnerships program and the development of new initiatives to present community heritage in communities throughout HRM.

Financial/Budget

- In 2004-2005, some incremental funding was identified to enhance the Heritage Incentive program. However, due to a decrease in the HRM Sale of Land account, there will be decreased funding available in the Heritage and Cultural Tourism Reserve in 2005-06.

Processes

- Development of the Cultural Plan 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 further development of the Cultural Plan and the Special Spaces and Places program will help to enhance the process of community consultation on culture and heritage issues.

FTEs

No changes in 2005-2006 as a result of this issue.

Performance Measures

1. Number of projects funded from the Heritage and Cultural Tourism Reserve;

2. Developed and implemented the next phase of the HRM Special Spaces and Places Program (further enhancements to Sullivan's Pond, increased signage at HRM sites, and/or an infrastructure project in rural HRM);
3. HRM Cultural Plan presented to Council and implementation initiated;
4. Profile of heritage programs and facilities in HRM compiled.

Issue #4 Effective Response to Customer Needs

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, trends analysis, client needs determination, and customer feedback must be established as primary tools for use 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 client characteristics, 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.

Outcome 2005/2008

1. 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 2005/2006

1. Implement standard customer feedback tools and consistent methods of collecting and using information from Recreation, Tourism and Culture clients;
2. Identify resources to enhance the use of trend analysis and market research as tools to establish

mechanisms for target marketing and/or distribution of RTC programs, services, and products;
3. Continue to assess the format and distribution of the recreation programming brochure from a customer perspective and revise as necessary to meet customer expectations;
4. Assess the first year of on-line and touch tone registration for recreation programs and establish operating and communications procedures to increase client usage of the service;
5. Develop a volunteer database to allow RTC to more effectively identify and respond to the networking, training, and promotion needs of volunteers throughout HRM.

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 allowed 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. This phase out will continue to completion in 2005-2006.

Financial/Budget
- Some resources will be reallocated through realignment within the RTC budget envelope to conduct more detailed trend analysis and market research as well as develop consistent customer feedback tools.
- Training costs may increase to deliver new training requirements identified by RTC's customer service research. Any new funds required will be found by prioritizing staff training needs within the existing budget envelope.

Processes
- Changes to recreation program registration will continue to evolve as a result of the full implementation of on-line and touch tone registration. For example, the implementation of these new e-services has allowed for a gradual 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 continued changes to some existing procedures or development of new approaches to delivery in 2005-2006 and beyond.

FTEs
No changes in 2005-2006 as a result of this issue.

Performance Measures

1. Standard customer feedback tools and consistent methods of collecting information from customers implemented and used by staff;
2. Increased frequency of trend analysis and market research conducted;
3. Customer satisfaction with the recreation brochure;
4. Customers using on-line and touch tone options for registration;
5. Volunteer database established.

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. 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. 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
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.

Outcome 2005/2008

1. 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 2005/2006

1. Continue the Recreation Youth Strategy by identifying resources to implement a comprehensive youth action plan, recreation area youth plans, and an HRM-wide youth engagement process;
2. As an officially identified site for High Five quality program assurance, implement program evaluation tools for preschool, child, and youth recreation programs and services;
3. In conjunction with Recreation Nova Scotia, Metro Universities and other relevant partners, conduct research and implement programs and initiatives to specifically address physical inactivity among children and youth in HRM;
4. Establish a firm financial foundation for the HRM Kids program.

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
- Enhanced resources for implementation of a more comprehensive youth action plan will be found within the existing envelope by prioritizing and redirecting resources, if required.
- Approximately $20,000 will be dedicated to the HRM Kids program from within the existing RTC envelope. This funding will be used to leverage approximately $40,000 to $50,000 in corporate contributions.

Processes
Implementation of a youth strategy and associated area plans and programs may change some existing processes. For example, 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 changes in 2005-2006 as a result of this issue.

Performance Measures

1. Youth action plan, recreation area youth plans, and an HRM-wide youth engagement process implemented
2. Evaluation tools for preschool, child, and youth recreation programs and services implemented;
3. Research conducted and programs and initiatives developed to specifically address physical inactivity among children and youth implemented;
4. Budget formalized for the HRM Kids program.

Recreation, Tourism & Culture

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Market Development:						
C701 Marketing & Sales					0 -	
C711 Destination Halifax	$1,514,865	$1,594,126	$1,656,990	$1,573,586	(20,540)	-1.3%
C717 MD - Media					0 -	
C718 Strategic Market Planning					0 -	
C719 Partnership Development					0 -	
Total Market Development	**1,514,865**	**1,594,126**	**1,656,990**	**1,573,586**	**(20,540)**	**-1.3%**
Tourism Administration:						
C725 Administration	534,085	738,651	789,229	523,120	(215,531)	-29.2%
C735 Millennium	0	0	0	0	0 -	
C755 Tourism Grants	53,329	75,000	44,997	0	(75,000)	-100.0%
Total Tourism Administration	**587,414**	**813,651**	**834,226**	**523,120**	**(290,531)**	**-35.7%**
Visitors Services:						
C726 Publications	178,358	177,025	177,345	321,203	144,178	81.4%
C740 Visitor Services Staff Support	276,392	675,172	674,936	686,653	11,481	1.7%
C745 International Visitor Centre Opera	116,038	0	2,118	0	0 -	
C750 Visitor Info. Centres	218,343	0	3,556	0	0 -	
C799 Visitor Services-Clear. Acct Staff	0	0	10,192	0	0 -	
Total Visitors Services	**789,132**	**852,197**	**868,146**	**1,007,856**	**155,659**	**18.3%**
Arenas:						
D960 Devonshire Arena	148,459	160,050	151,481	148,550	(11,500)	-7.2%
D970 Le Brun Centre	347,667	352,236	359,712	337,386	(14,850)	-4.2%
D980 Gray Arena	244,471	233,250	261,713	255,800	22,550	9.7%
D985 Bowles Arena	309,442	289,550	316,572	317,800	28,250	9.8%
Total Arenas:	**1,050,039**	**1,035,086**	**1,089,479**	**1,059,536**	**24,450**	**2.4%**
Outdoor Facilities:						
D911 Outdoor Facilities - Bookings	0	196,985	171,279	92,498	(104,487)	-53.0%
D912 HRSB Facilities - Bookings	0	0	381,098	0	0 -	
Total Outdoor Facilities	**0**	**196,985**	**552,377**	**92,498**	**(104,487)**	**-53.0%**
Community Development:						
C730 Heritage	497,674	507,359	453,921	507,359	0	0.0%
C765 Drtmth Museum Admin.	2,789	0	1,479	0	0 -	
C770 Buildings/Operations	62,576	40,712	88,853	39,400	(1,312)	-3.2%
C775 Quaker House	0	0	0	0	0 -	
C780 Evergreen House	0	0	0	0	0 -	
D710 Community Developers	589,482	563,097	644,465	633,610	70,513	12.5%
D172 North Preston Community Centre	0	294,665	199,616	294,065	(600)	-0.2%
Total Community Development	**1,152,521**	**1,405,833**	**1,388,334**	**1,474,434**	**68,601**	**4.9%**
Area Services:						
C220 Riverlake Com. Ctr.	2,973	5,100	5,100	4,800	(300)	-5.9%
C230 Waverly Com. Centre	26,532	29,300	28,486	29,000	(300)	-1.0%
C240 E. Pass./Cow Bay Ath	0	0	0	0	0 -	
C250 Bchville /Lkside/ Tmbrlea Rec. A	7,700	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	2,961	7,300	6,641	7,300	0	0.0%
C270 Lucasville Comm. Ctr	8,500	4,700	7,829	4,600	(100)	-2.1%
C280 Cole Harb.Pool/Tenni	281	10,000	281	10,000	0	0.0%
C290 Upper Sack. Com. Ctr	94,134	0	85,630	0	0 -	
Total Area Services:	**143,080**	**64,100**	**141,668**	**63,400**	**(700)**	**-1.1%**

Recreation, Tourism & Culture

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Business Services:						
C760 Community/CivicEvent	1,047,126	858,828	1,198,480	874,108	15,280	1.8%
D102 Customer Database Coordination	54,245	70,340	67,926	191,845	121,505	172.7%
Total Business Services:	**1,101,371**	**929,168**	**1,266,407**	**1,065,953**	**136,785**	**14.7%**
Recreation Prog. Administration:						
D101 Rec. Prog. Admin.	938,766	886,992	817,214	712,489	(174,503)	-19.7%
D103 Recreation Sports Equipment	0	0	0	50,000	50,000	-
Total Recreation Prog. Admin	**938,766**	**886,992**	**817,214**	**762,489**	**(124,503)**	**-14.0%**
Outdoor Specialist:						
D460 Central Reg. Com. Ev	121	0	0	0	0	-
D755 Outdoor Rec&Env Ser.	207,065	204,868	209,595	234,967	30,099	14.7%
D760 HRM Otd Rec&Env Ser.	56,011	68,249	56,291	68,150	(99)	-0.1%
Total Outdoor Specialists:	**263,196**	**273,117**	**265,886**	**303,117**	**30,000**	**11.0%**
Captain William Spry Centre;						
D170 Capt. Will Spry MSC	484,260	504,124	503,471	508,356	4,232	0.8%
D171 CWSC Board of Directors	71,061	8,000	7,602	8,000	0	0.0%
D176 Capt. Will Spry Fitness Centre	28,330	46,692	41,634	45,756	(936)	-2.0%
Total Captain William Spry Centre:	**583,651**	**558,816**	**552,706**	**562,112**	**3,296**	**0.6%**
Aquatics:						
D175 Capt. Will Spry Pool	262,004	331,556	291,196	321,823	(9,733)	-2.9%
D220 Northcliffe Aquatics	326,127	338,627	355,029	372,288	33,661	9.9%
D320 Bed. Lions Pl./Mill Lake	60,590	55,795	50,675	47,925	(7,870)	-14.1%
D540 HRM Beaches	255,308	275,381	301,610	274,679	(702)	-0.3%
D570 Needham Aquatics Pro	51,761	62,708	96,088	112,681	49,973	79.7%
Total Aquatics:	**955,790**	**1,064,067**	**1,094,598**	**1,129,396**	**65,329**	**6.1%**
Transfers:						
C910 Transfers To Other Groups	330,000	330,000	377,500	330,000	0	0.0%
Total Transfers:	**330,000**	**330,000**	**377,500**	**330,000**	**0**	**0.0%**
Mainland South:						
D155 Mainland S. Prog.	432,319	418,500	435,969	422,806	4,306	1.0%
D160 St. Mary's Boat Club O&M	140,308	140,194	132,627	134,250	(5,944)	-4.2%
D165 Choc. Lk Comm Ct Mt.	104,800	104,800	104,889	104,800	0	0.0%
D180 Herring Cv. AreaProg	107,922	125,646	119,468	115,600	(10,046)	-8.0%
Total Mainland South	**785,349**	**789,140**	**792,953**	**777,456**	**(11,684)**	**-1.5%**
Mainland North,Lakeside,Timb.:						
D210 Mld N Lakeside Timb.	573,356	561,116	578,506	567,800	6,684	1.2%
D230 Northcliffe Pl/CC Mt	252,593	246,425	246,425	246,425	0	0.0%
D270 Lakeside Rec. Ctr.	81,903	80,510	80,510	80,510	0	0.0%
Total Mainland North,Lakeside,Timb	**907,853**	**888,051**	**905,441**	**894,735**	**6,684**	**0.8%**
Bedford, Sackville, Fall River:						
D310 BSFR Bedfrd / Sackville / Fall Ri	943,612	1,009,261	1,034,326	1,012,837	3,576	0.4%
D330 Mid. Musq. Prog.	38,165	41,790	32,287	32,800	(8,990)	-21.5%
D340 Fall River Rec. Ctr.	32,579	41,110	43,842	41,110	0	0.0%
D975 Bedford Leisure Club	14,790	0	2,001	0	0	-
Total Bedford, Sackville, Fall River:	**1,029,146**	**1,092,161**	**1,112,457**	**1,086,747**	**(5,414)**	**-0.5%**

Recreation, Tourism & Culture

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Cole Hbr/Musquodoboit Hbr/Lake Echo:						
D410 MH Musquodoboit Harbour	288,844	272,900	294,961	294,030	21,130	7.7%
D420 MH Office FitnessCtr	78,357	79,391	87,197	81,950	2,559	3.2%
D430 Sheet Hrb. Prog.	115,255	101,166	125,581	146,100	44,934	44.4%
D440 Sheet Hrb. Fitness Centre	0	0	28,531	40,000	40,000 -	
D620 Preston, Lake Echo, Lawrencetow	71,981	52,181	69,502	76,200	24,019	46.0%
D630 Cole Harbour Programming	420,513	430,773	395,979	413,847	(16,926)	-3.9%
Cole Hbr/Musquodoboit Hbr/Lake Ec	**974,949**	**936,411**	**1,001,751**	**1,052,127**	**115,716**	**12.4%**
Peninsula:						
D510 Needham Centre and Peninsula Pı	418,415	412,285	493,110	308,449	(103,836)	-25.2%
D520 George Dixon CC Mnt.	82,117	81,337	81,337	81,337	0	0.0%
D550 Goerge Dixon Centre Programmir	167,799	209,837	161,181	256,537	46,700	22.3%
D560 Needham Com. Ctr Mt	154,300	154,300	154,300	154,300	0	0.0%
D580 St Andrews CDFM	329,703	324,515	333,763	326,515	2,000	0.6%
Total Peninsula	**1,152,334**	**1,182,274**	**1,223,690**	**1,127,138**	**(55,136)**	**-4.7%**
Dartmouth						
D810 Drtmth & Tal. Prog.	814,570	793,517	833,238	779,205	(14,312)	-1.8%
D820 Findley CommCtr Mntc	98,021	101,093	105,181	101,093	0	0.0%
D830 NS Hospital Aquatics	1,200	7,950	0	7,950	0	0.0%
D840 Grant Funded Activities	0	0	77,663	0	0 -	
Total Dartmouth	**913,792**	**902,560**	**1,016,081**	**888,248**	**(14,312)**	**-1.6%**
Clearing Account Recreation:						
D999 Clearing Account Recreation	13,175	0	49,022	0	0 -	
Total Clearing Account Recreation:	**13,175**	**0**	**49,022**	**0**	**0 -**	
Area Rate Services:						
C105 Sackville Heights Elementary Sch	78,072	127,648	108,078	136,000	8,352	6.5%
C110 East Preston Rec Ctr	13,666	17,800	18,752	18,000	200	1.1%
C115 Mineville Community Associatior	2,856	9,060	7,380	9,480	420	4.6%
C120 Haliburton Hills	1,067	27,400	13,313	27,900	500	1.8%
C125 Beaver Bank Rec Centre	0	124,700	45,039	128,500	3,800	3.0%
C130 Highland Park	3,851	4,100	(14,263)	4,100	0	0.0%
C135 Kingswood Ratepayers	0	52,350	48,222	52,700	350	0.7%
C140 Prospect	59,878	92,900	28,865	97,100	4,200	4.5%
C145 Westwood Hills Residents Associ	5,926	13,900	16,252	17,300	3,400	24.5%
C150 Up. Hammonds Plains	19,469	17,500	17,646	18,255	755	4.3%
C155 Harrietsfield Rec Ct	35,483	42,900	33,844	44,900	2,000	4.7%
C160 Musquodoboit Harbour	4,600	5,300	4,600	5,300	0	0.0%
C165 Dutch Settlement	7,981	9,100	8,795	9,300	200	2.2%
C170 Hammonds Plns Com.RT	(14,619)	35,100	(9,843)	35,900	800	2.3%
C175 Hubbards Rec. Centre	2,386	22,600	14,064	23,900	1,300	5.8%
C180 Grand Lake Com. Ctr	9,615	10,100	8,193	11,100	1,000	9.9%
C185 District 3 Cap. Fund	112,461	171,200	107,938	182,500	11,300	6.6%
C190 Maplewood Subdivisio	22,441	16,500	1,241	19,450	2,950	17.9%
C195 Beechville / Lakeside / Timberlea	0	0	0	0	0 -	
C196 Silversides Residents Association	11,372	9,660	9,990	9,660	0	0.0%
C197 Lockview/Windsor Jct./Fall Rvr R	0	0	0	0	0 -	
C198 St. Margaret's/Fox Hollow	0	0	0	6,180	6,180 -	
C210 LWF Recreation Ctr	97,531	106,750	104,454	116,150	9,400	8.8%
Area Rate Services	**474,035**	**916,568**	**572,560**	**973,675**	**57,107**	**6.2%**
Total	**$15,660,457**	**$16,711,304**	**$17,579,485**	**$16,747,623**	**$36,319**	**0.2%**

Recreation, Tourism & Culture

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Market Development:						
C701 Marketing & Sales					0 -	
C711 Destination Halifax	(1,144,079)	(1,220,540)	(1,283,404)	(1,200,000)	20,540	-1.7%
Total Market Development	**(1,144,079)**	**(1,220,540)**	**(1,283,404)**	**(1,200,000)**	**20,540**	**-1.7%**
Visitors Services:						
C740 Visitor Services Staff Support	(23,381)	(100,000)	(105,722)	(56,480)	43,520	-43.5%
C745 International Visitor Centre Opera	(38,022)	0	0	0	0 -	
C750 Visitor Info. Centres	(55,688)	0	0	0	0 -	
Total Visitors Services	**(117,091)**	**(100,000)**	**(105,722)**	**(56,480)**	**43,520**	**-43.5%**
Arenas:						
D960 Devonshire Arena	(157,207)	(184,950)	(174,295)	(180,000)	4,950	-2.7%
D970 Le Brun Centre	(305,223)	(364,600)	(299,918)	(325,000)	39,600	-10.9%
D980 Gray Arena	(252,210)	(257,450)	(284,176)	(300,000)	(42,550)	16.5%
D985 Bowles Arena	(284,460)	(287,650)	(287,527)	(310,000)	(22,350)	7.8%
Total Arenas:	**(999,100)**	**(1,094,650)**	**(1,045,916)**	**(1,115,000)**	**(20,350)**	**1.9%**
Outdoor Facilities						
D912 HRSB Facilities - Bookings	0	0	(381,098)	0	0 -	
Total Outdoor Facilities	**0**	**0**	**(381,098)**	**0**	**0 -**	
Community Development:						
C730 Heritage	(5,273)	(10,000)	(5,884)	(10,000)	0	-0.0%
D710 Community Developers	(25,902)	(20,000)	(11,066)	(46,000)	(26,000)	130.0%
D172 North Preston Community Centre	0	(61,800)	(39,333)	(61,800)	0	-0.0%
Total Heritage & Culture	**(31,175)**	**(91,800)**	**(56,282)**	**(117,800)**	**(26,000)**	**28.3%**
Area Services:						
C220 Riverlake Com. Ctr.	(32)	0	0	0	0 -	
C230 Waverly Com. Centre	0	(5,400)	0	(5,400)	0	-0.0%
C280 Cole Harb.Pool/Tenni	0	(10,000)	0	(10,000)	0	-0.0%
C290 Upper Sack. Com. Ctr	(94,134)	0	(85,630)	0	0 -	
					0 -	
Total Area Services:	**(94,166)**	**(15,400)**	**(85,630)**	**(15,400)**	**0**	**-0.0%**
Business Services:						
C760 Community/CivicEvent	(359,078)	(90,000)	(454,034)	(208,000)	(118,000)	131.1%
Total Business Services:	**(359,078)**	**(90,000)**	**(454,034)**	**(208,000)**	**(118,000)**	**131.1%**
Recreation Program Administration:						
D101 Rec. Prog. Admin.	(46,019)	0	(4,392)	0	0 -	
Total Recreation Program Admin.:	**(46,019)**	**0**	**(4,392)**	**0**	**0 -**	
Outdoor Specialists:						
D460 Central Reg. Com. Ev	(8,000)	0	0	0	0 -	
D755 Outdoor Rec&Env Ser.	(91,953)	(88,000)	(96,981)	(98,000)	(10,000)	11.4%
D760 HRM Otd Rec&Env Ser.	(5,095)	(15,000)	(4,006)	(5,000)	10,000	-66.7%
Total Outdoor Specialists:	**(105,048)**	**(103,000)**	**(100,987)**	**(103,000)**	**0**	**-0.0%**

Recreation, Tourism & Culture

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Captain William Spry Centre:						
D170 Capt. Will Spry MSC	(244,062)	(239,652)	(254,845)	(243,884)	(4,232)	1.8%
D171 CWSC Board of Directors	(6,228)	0	0	0	0	-
D176 Capt. Will Spry Fitness Centre	(72,377)	(89,692)	(82,552)	(88,756)	936	-1.0%
Total CWSC:	**(322,667)**	**(329,344)**	**(337,397)**	**(332,640)**	**(3,296)**	**1.0%**
Aquatics:						
D175 Capt. Will Spry Pool	(222,280)	(256,500)	(221,532)	(230,000)	26,500	-10.3%
D220 Northcliffe Aquatics	(385,984)	(363,300)	(414,873)	(387,428)	(24,128)	6.6%
D320 Bed. Lions Pl/MillLk	(50,161)	(47,500)	(51,863)	(47,500)		
D540 HRM Beaches	(48,050)	(31,500)	(67,944)	(57,000)	(25,500)	81.0%
D570 Needham Aquatics Pro	(45,986)	(45,000)	(51,863)	(50,000)	(5,000)	11.1%
Total Aquatics:	**(752,461)**	**(743,800)**	**(808,077)**	**(771,928)**	**(28,128)**	**3.8%**
Mainland South:						
D155 Mainland S. Prog.	(213,377)	(202,000)	(203,390)	(202,000)	0	-0.0%
D160 St. Mary's Boat Club O&M	(72,035)	(79,000)	(77,537)	(73,000)	6,000	-7.6%
D180 Herring Cv. AreaProg	(40,441)	(40,000)	(38,269)	(37,000)	3,000	-7.5%
Total Mainland South	**(325,853)**	**(321,000)**	**(319,196)**	**(312,000)**	**9,000**	**-2.8%**
Mainland North,Lakeside,Timb.						
D210 Mld N Lakeside Timb.	(208,930)	(230,000)	(189,930)	(230,000)	0	-0.0%
D270 Lakeside Rec. Ctr.	(27,836)	0	(27,797)	0	0	-
Total Mainland North,Lakeside,Timb	**(236,766)**	**(230,000)**	**(217,727)**	**(230,000)**	**0**	**-0.0%**
Bedford, Sackville, Fall River						
D310 BSFR Bedfrd / Sackville / Fall Ri	(394,447)	(364,000)	(369,904)	(364,000)	0	-0.0%
D330 Mid. Musq. Prog.	(13,785)	(10,000)	(11,827)	(10,000)	0	-0.0%
D340 Fall River Rec. Ctr.	(57)	0	0	0	0	-
Total Bedford, Sackville, Fall River	**(408,289)**	**(374,000)**	**(381,731)**	**(374,000)**	**0**	**-0.0%**
Cole Hbr/Musquodoboit Hbr/Lake Echo:						
D410 MH Musquodoboit Harbour	(54,849)	(53,000)	(62,219)	(60,000)	(7,000)	13.2%
D420 MH Office FitnessCtr	(22,715)	(24,000)	(24,584)	(22,000)	2,000	-8.3%
D430 Sheet Hrb. Prog.	(36,647)	(34,500)	(44,476)	(37,000)	(2,500)	7.2%
D440 Sheet Hrb. Fitness Centre	0	0	(22,096)	(10,000)	(10,000)	-
D620 Preston, Lake Echo, Lawrencetow	(64,061)	(35,000)	(67,624)	(64,000)	(29,000)	82.9%
D630 Cole Harbour Programming	(103,347)	(112,000)	(103,933)	(112,000)	0	-0.0%
Cole Hbr/Musquodoboit Hbr/Lake Ec	**(281,619)**	**(258,500)**	**(324,931)**	**(305,000)**	**(46,500)**	**18.0%**
Peninsula:						
D510 Needham Centre and Peninsula Pl	(203,661)	(137,000)	(175,453)	(97,000)	40,000	-29.2%
D550 Goerge Dixon Centre Programmir	(6,998)	(40,000)	(34,962)	(80,000)	(40,000)	100.0%
D580 St Andrews CDFM	(135,569)	(126,500)	(137,076)	(126,500)	0	-0.0%
Total Peninsula	**(346,228)**	**(303,500)**	**(347,491)**	**(303,500)**	**0**	**-0.0%**
Dartmouth:						
D810 Drtmth & Tal. Prog.	(275,044)	(236,000)	(285,058)	(236,000)	0	-0.0%
D820 Findley CommCtr Mntc	0	0	(38)	0	0	-
D830 NS Hospital Aquatics	0	(7,665)	0	(7,665)	0	-0.0%
D840 Grant Funded Activities	0	0	(81,304)	0	0	-
Total Dartmouth	**(275,044)**	**(243,665)**	**(366,400)**	**(243,665)**	**0**	**-0.0%**

Recreation, Tourism & Culture

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Clearing Account:						
D999 Clearing Account Recreation	4,567	0	5,108	0	0 -	
Total Clearing Account:	**4,567**	**0**	**5,108**	**0**	**0 -**	
Area Rated Services:						
C105 Sackville Heights Elementary Sch	(128,698)	(126,548)	(154,177)	(136,000)	(9,452)	7.5%
C110 East Preston Rec Ctr	(16,300)	(17,000)	(17,044)	(18,000)	(1,000)	5.9%
C115 Mineville Community Associatior	(8,800)	(9,060)	(9,120)	(9,480)	(420)	4.6%
C120 Haliburton Hills	(25,239)	(27,400)	(25,997)	(27,900)	(500)	1.8%
C125 Beaver Bank Rec Centre	(119,743)	(124,700)	(129,401)	(128,500)	(3,800)	3.0%
C130 Highland Park	(3,931)	(4,100)	(4,129)	(4,100)	0	-0.0%
C135 Kingswood Ratepayers	(51,400)	(52,350)	(61,900)	(52,700)	(350)	0.7%
C140 Prospect	(86,172)	(92,900)	(95,539)	(97,100)	(4,200)	4.5%
C145 Westwood Hills Residents Associ	(18,500)	(13,900)	(13,850)	(17,300)	(3,400)	24.5%
C150 Up. Hammonds Plains	(16,842)	(16,900)	(16,591)	(18,255)	(1,355)	8.0%
C155 Harrietsfield Rec Ct	(35,562)	(42,900)	(42,843)	(44,900)	(2,000)	4.7%
C160 Musquodoboit Harbour	(4,904)	(5,300)	(5,245)	(5,300)	0	-0.0%
C165 Dutch Settlement	(8,590)	(8,600)	(8,634)	(9,300)	(700)	8.1%
C170 Hammonds Plns Com.RT	(31,986)	(35,100)	(35,576)	(35,900)	(800)	2.3%
C175 Hubbards Rec. Centre	(22,268)	(22,700)	(23,009)	(24,000)	(1,300)	5.7%
C180 Grand Lake Com. Ctr	(9,224)	(10,100)	(16,051)	(11,100)	(1,000)	9.9%
C185 District 3 Cap. Fund	(159,447)	(171,200)	(171,364)	(182,500)	(11,300)	6.6%
C190 Maplewood Subdivisio	(22,450)	(16,500)	(16,800)	(19,450)	(2,950)	17.9%
C196 Silversides Residents Association	(9,600)	(9,660)	(9,660)	(9,660)	0	-0.0%
C198 St. Margaret's/Fox Hollow	0	0	0	(6,180)		
C210 LWF Recreation Ctr	(98,054)	(103,000)	(106,204)	(112,700)	(9,700)	9.4%
Total Area Rated Services:	**(877,711)**	**(909,918)**	**(963,134)**	**(970,325)**	**(60,407)**	**6.6%**
Total	**($6,717,825)**	**($6,429,117)**	**($7,578,440)**	**($6,658,738)**	**($229,621)**	**3.6%**

Recreation, Tourism & Culture

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Market Development:						
C711 Destination Halifax	370,786	373,586	373,586	373,586	0	0.0%
Total Market Development	**370,786**	**373,586**	**373,586**	**373,586**	**0**	**0.0%**
Tourism Administration:						
C725 Administration	534,085	738,651	789,229	523,120	(215,531)	-29.2%
C755 Tourism Grants	53,329	75,000	44,997	0	(75,000)	-100.0%
Total Tourism Administration	**587,414**	**813,651**	**834,226**	**523,120**	**(290,531)**	**-35.7%**
Visitors Services:						
C726 Publications	178,358	177,025	177,345	321,203	144,178	81.4%
C740 Visitor Services Staff Support	253,011	575,172	569,214	630,173	55,001	9.6%
C745 International Visitor Centre Opera	78,017	0	2,118	0	0 -	
C750 Visitor Info. Centres	162,655	0	3,556	0	0 -	
C799 Visitor Services-Clear. Acct Staff	0	0	10,192	0	0 -	
Total Visitors Services	**672,041**	**752,197**	**762,424**	**951,376**	**199,179**	**26.5%**
Arenas:						
D960 Devonshire Arena	(8,748)	(24,900)	(22,814)	(31,450)	(6,550)	26.3%
D970 Le Brun Centre	42,445	(12,364)	59,794	12,386	24,750	-200.2%
D980 Gray Arena	(7,739)	(24,200)	(22,463)	(44,200)	(20,000)	82.6%
D985 Bowles Arena	24,982	1,900	29,046	7,800	5,900	310.5%
Total Arenas:	**50,939**	**(59,564)**	**43,563**	**(55,464)**	**4,100**	**-6.9%**
Outdoor Facilities:						
D911 Outdoor Facilities - Bookings	0	196,985	171,279	92,498	(104,487)	-53.0%
Total Outdoor Facilities	**0**	**196,985**	**171,279**	**92,498**	**(104,487)**	**-53.0%**
Community Development:						
C730 Heritage	492,401	497,359	448,037	497,359	0	0.0%
C765 Drtmth Museum Admin.	2,789	0	1,479	0	0 -	
C770 Buildings/Operations	62,576	40,712	88,853	39,400	(1,312)	-3.2%
D710 Community Developers	563,580	543,097	633,400	587,610	44,513	8.2%
D172 North Preston Community Centre	0	232,865	160,282	232,265	(600)	-0.3%
Total Community Development	**1,121,347**	**1,314,033**	**1,332,052**	**1,356,634**	**42,601**	**3.2%**
Area Services:						
C220 Riverlake Com. Ctr.	2,940	5,100	5,100	4,800	(300)	-5.9%
C230 Waverly Com. Centre	26,532	23,900	28,486	23,600	(300)	-1.3%
C250 Bchville /Lkside/ Tmbrlea Rec. A	7,700	7,700	7,700	7,700	0	0.0%
C260 Lockview Ratepayers	2,961	7,300	6,641	7,300	0	0.0%
C270 Lucasville Comm. Ctr	8,500	4,700	7,829	4,600	(100)	-2.1%
C280 Cole Harb.Pool/Tenni	281	0	281	0	0 -	
Total Area Services:	**48,914**	**48,700**	**56,038**	**48,000**	**(700)**	**-1.4%**
Business Services:						
C760 Community/CivicEvent	688,049	768,828	744,447	666,108	(102,720)	-13.4%
D102 Customer Database Coordination	54,245	70,340	67,926	191,845	121,505	172.7%
Total Business Services:	**742,293**	**839,168**	**812,373**	**857,953**	**18,785**	**2.2%**
Recreation Prog. Administration:						
D101 Rec. Prog. Admin.	892,747	886,992	812,822	712,489	(174,503)	-19.7%
D103 Recreation Sports Equipment	0	0	0	50,000	50,000 -	
Total Recreation Prog. Admin	**892,747**	**886,992**	**812,822**	**762,489**	**(124,503)**	**-14.0%**

Recreation, Tourism & Culture

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Outdoor Specialist:						
D460 Central Reg. Com. Ev	(7,879)	0	0	0	0 -	
D755 Outdoor Rec&Env Ser.	115,112	116,868	112,614	136,967	20,099	17.2%
D760 HRM Otd Rec&Env Ser.	50,916	53,249	52,285	63,150	9,901	18.6%
Total Outdoor Specialists:	**158,148**	**170,117**	**164,899**	**200,117**	**30,000**	**17.6%**
Captain William Spry Centre;						
D170 Capt. Will Spry MSC	240,198	264,472	248,626	264,472	0	0.0%
D171 CWSC Board of Directors	64,834	8,000	7,602	8,000	0	0.0%
D176 Capt. Will Spry Fitness Centre	(44,047)	(43,000)	(40,918)	(43,000)	(0)	0.0%
Total Captain William Spry Centre:	**260,984**	**229,472**	**215,310**	**229,472**	**0**	**0.0%**
Aquatics:						
D175 Capt. Will Spry Pool	39,724	75,056	69,663	91,823	16,767	22.3%
D220 Northcliffe Aquatics	(59,858)	(24,673)	(59,844)	(15,140)	9,533	-38.6%
D320 Bed. Lions Pl./Mill Lake	10,429	8,295	(1,188)	425	(7,870)	-94.9%
D540 HRM Beaches	207,259	243,881	233,666	217,679	(26,202)	-10.7%
D570 Needham Aquatics Pro	5,775	17,708	44,225	62,681	44,973	254.0%
Total Aquatics:	**203,329**	**320,267**	**286,522**	**357,468**	**37,201**	**11.6%**
Transfers:						
C910 Transfers To Other Groups	330,000	330,000	377,500	330,000	0	0.0%
Total Transfers:	**330,000**	**330,000**	**377,500**	**330,000**	**0**	**0.0%**
Mainland South:						
D155 Mainland S. Prog.	218,942	216,500	232,579	220,806	4,306	2.0%
D160 St. Mary's Boat Club O&M	68,273	61,194	55,089	61,250	56	0.1%
D165 Choc. Lk Comm Ct Mt.	104,800	104,800	104,889	104,800	0	0.0%
D180 Herring Cv. AreaProg	67,480	85,646	81,199	78,600	(7,046)	-8.2%
Total Mainland South	**459,496**	**468,140**	**473,757**	**465,456**	**(2,684)**	**-0.6%**
Mainland North,Lakeside,Timb.:						
D210 Mld N Lakeside Timb.	364,426	331,116	388,576	337,800	6,684	2.0%
D230 Northcliffe Pl/CC Mt	252,593	246,425	246,425	246,425	0	0.0%
D270 Lakeside Rec. Ctr.	54,068	80,510	52,713	80,510	0	0.0%
Total Mainland North,Lakeside,Timb	**671,088**	**658,051**	**687,714**	**664,735**	**6,684**	**1.0%**
Bedford, Sackville, Fall River:						
D310 BSFR Bedfrd / Sackville / Fall Ri	549,165	645,261	664,422	648,837	3,576	0.6%
D330 Mid. Musq. Prog.	24,380	31,790	20,461	22,800	(8,990)	-28.3%
D340 Fall River Rec. Ctr.	32,522	41,110	43,842	41,110	0	0.0%
D975 Bedford Leisure Club	14,790	0	2,001	0	0 -	
Total Bedford, Sackville, Fall River:	**620,857**	**718,161**	**730,726**	**712,747**	**(5,414)**	**-0.8%**
Cole Hbr/Musquodoboit Hbr/Lake Echo:						
D410 MH Musquodoboit Harbour	233,995	219,900	232,743	234,030	14,130	6.4%
D420 MH Office FitnessCtr	55,642	55,391	62,614	59,950	4,559	8.2%
D430 Sheet Hrb. Prog.	78,608	66,666	81,105	109,100	42,434	63.7%
D440 Sheet Hrb. Fitness Centre	0	0	6,435	30,000	30,000 -	
D620 Preston, Lake Echo, Lawrencetow	7,919	17,181	1,878	12,200	(4,981)	-29.0%
D630 Cole Harbour Programming	317,166	318,773	292,046	301,847	(16,926)	-5.3%
Cole Hbr/Musquodoboit Hbr/Lake Ec	**693,330**	**677,911**	**676,820**	**747,127**	**69,216**	**10.2%**

Recreation, Tourism & Culture

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Peninsula:						
D510 Needham Centre and Peninsula Pı	214,754	275,285	317,657	211,449	(63,836)	-23.2%
D520 George Dixon CC Mnt.	75,118	41,337	46,375	1,337	(40,000)	-96.8%
D550 Goerge Dixon Centre Programmir	32,230	83,337	24,105	130,037	46,700	56.0%
D560 Needham Com. Ctr Mt	154,300	154,300	154,300	154,300	0	0.0%
D580 St Andrews CDFM	329,703	324,515	333,763	326,515	2,000	0.6%
Total Peninsula	**806,106**	**878,774**	**876,199**	**823,638**	**(55,136)**	**-6.3%**
Dartmouth						
D810 Drtmth & Tal. Prog.	539,527	557,517	548,180	543,205	(14,312)	-2.6%
D820 Findley CommCtr Mntc	98,021	101,093	105,143	101,093	0	0.0%
D830 NS Hospital Aquatics	1,200	285	0	285	0	0.0%
D840 Grant Funded Activities	0	0	(3,642)	0	0 -	
Total Dartmouth	**638,748**	**658,895**	**649,681**	**644,583**	**(14,312)**	**-2.2%**
Clearing Account Recreation:						
D999 Clearing Account Recreation	17,742	0	54,130	0	0 -	
Total Clearing Account Recreation:	**17,742**	**0**	**54,130**	**0**	**0 -**	
Area Rate Services:						
C105 Sackville Heights Elementary Sch	(50,626)	1,100	(46,099)	0	(1,100)	-100.0%
C110 East Preston Rec Ctr	(2,634)	800	1,708	0	(800)	-100.0%
C115 Mineville Community Associatior	(5,944)	0	(1,740)	0	0 -	
C120 Haliburton Hills	(24,173)	0	(12,684)	0	0 -	
C125 Beaver Bank Rec Centre	(119,743)	0	(84,362)	0	0 -	
C130 Highland Park	(81)	0	(18,392)	0	0 -	
C135 Kingswood Ratepayers	(51,400)	0	(13,678)	0	0 -	
C140 Prospect	(26,294)	0	(66,674)	0	0 -	
C145 Westwood Hills Residents Associ:	(12,574)	0	2,402	0	0 -	
C150 Up. Hammonds Plains	2,627	600	1,055	0	(600)	-100.0%
C155 Harrietsfield Rec Ct	(79)	0	(8,999)	0	0 -	
C160 Musquodoboit Harbour	(304)	0	(645)	0	0 -	
C165 Dutch Settlement	(609)	500	161	0	(500)	-100.0%
C170 Hammonds Plns Com.RT	(46,604)	0	(45,419)	0	0 -	
C175 Hubbards Rec. Centre	(19,881)	(100)	(8,945)	(100)	0	-0.0%
C180 Grand Lake Com. Ctr	392	0	(7,858)	0	0 -	
C185 District 3 Cap. Fund	(46,985)	0	(63,426)	0	0 -	
C190 Maplewood Subdivisio	(9)	0	(15,559)	0	0 -	
C196 Silversides Residents Association	1,772	0	330	0	0 -	
C210 LWF Recreation Ctr	(523)	3,750	(1,750)	3,450	(300)	-8.0%
Area Rate Services	**(403,675)**	**6,650**	**(390,574)**	**3,350**	**(3,300)**	**-49.6%**
Total	**$8,942,632**	**$10,282,187**	**$10,001,044**	**$10,088,885**	**($193,302)**	**-1.9%**

Recreation, Tourism & Culture

Summary by Expense & Revenue Types

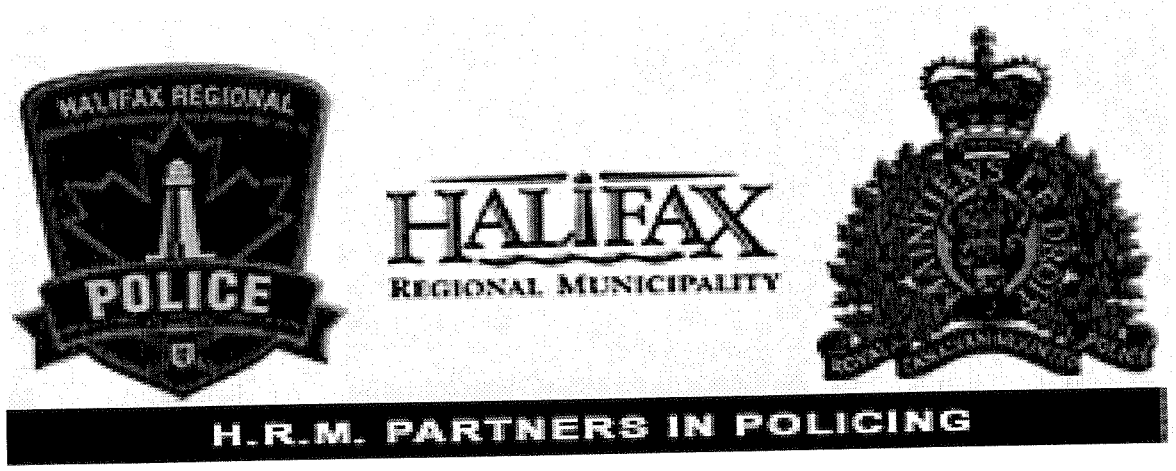
	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	7,466,515	7,997,548	8,385,182	8,027,052	29,504	0.4%
Office Costs	544,802	588,790	573,578	602,643	13,853	2.4%
Professional Fees	6,103	11,700	2,524	2,000	(9,700)	-82.9%
Legal & Consulting Fees	15,998	9,700	981	42,383	32,683	336.9%
External Services	398,623	360,188	309,481	357,038	(3,150)	-0.9%
Uniforms & Clothing	33,507	22,560	44,493	25,400	2,840	12.6%
Salt	8	0	15	0	0	-
Supplies & Materials	340,378	326,552	397,087	298,312	(28,240)	-8.6%
Utilities	130,225	148,465	169,192	145,164	(3,301)	-2.2%
Building Costs	109,658	180,779	113,865	148,045	(32,734)	-18.1%
Equipment & Communications	127,212	176,440	251,078	222,090	45,650	25.9%
Vehicle Expense	4,217	3,355	4,778	7,300	3,945	117.6%
Travel	125,904	150,815	144,793	155,030	4,215	2.8%
Training & Education	47,330	61,145	57,464	54,600	(6,545)	-10.7%
Facilities Rental	357,041	296,315	431,726	331,340	35,025	11.8%
Advertising & Promotion	179,651	222,940	129,768	199,850	(23,090)	-10.4%
Other Goods & Services	1,136,418	1,316,423	1,330,265	1,367,996	51,573	3.9%
Interdepartmental	2,577,849	2,421,317	2,564,348	2,438,717	17,400	0.7%
Debt-Interest	35,503	59,894	66,446	59,894	0	0.0%
Debt Principal	113,369	166,050	112,262	166,050	0	0.0%
Transfer Outside Agencies	1,568,815	1,664,600	2,147,002	1,644,480	(20,120)	-1.2%
Insurance Costs	12,805	12,945	14,107	12,945	0	0.0%
Grants & Tax Concessions	366,226	422,035	360,281	347,961	(74,074)	-17.6%
Transfer to/from Reserves	75,000	81,000	65,645	81,000	0	0.0%
Fire Protection	0	0	0	0	0	-
Other Fiscal	532	0	83	0	0	-
Prior year Surplus/Deficit	(113,233)	9,747	(96,958)	10,333	586	6.0%
Total	**$15,660,457**	**$16,711,304**	**$17,579,484**	**$16,747,623**	**$36,319**	**0.2%**
Revenues						
Tax Revenues	(142,000)	(158,500)	(158,500)	(166,800)	(8,300)	5.2%
Area Rate Revenue	(707,684)	(751,418)	(755,490)	(803,525)	(52,107)	6.9%
Payments in Lieu of taxes	287	0	451	0	0	-
Transfers from other Gov'ts	(55,682)	(50,000)	0	(56,480)	(6,480)	13.0%
Rental & Leasing	(600,967)	(496,352)	(974,921)	(445,100)	51,252	-10.3%
Recreational Revenue	(2,531,489)	(1,944,492)	(2,701,750)	(2,929,256)	(984,764)	50.6%
Sales Revenue	(176,501)	(112,800)	(201,157)	(131,800)	(19,000)	16.8%
Other Revenue	(2,497,789)	(2,915,555)	(2,775,108)	(2,125,777)	789,778	-27.1%
Interdepartmental Revenue	(6,000)	0	(11,966)	0	0	-
Total	**($6,717,825)**	**($6,429,117)**	**($7,578,440)**	**($6,658,738)**	**($229,621)**	**3.6%**
Net Cost	**$8,942,632**	**$10,282,187**	**$10,001,044**	**$10,088,885**	**($193,302)**	**-1.9%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

		Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Recreation, Culture & Heritage					
CBG00505	Civic Collection Storage	50,000	80,000	80,000	80,000
CBG00506	Starr Interpretive Pavillion	15,000	50,000	50,000	50,000
CBG00720	Prospect Community Centre	0	40,000	0	0
CBG00700	Penninsula Gym	0	900,000	900,000	0
CDG00302	Community Signs	25,000	85,000	105,000	105,000
CDG00509	Heritage Incentive Program	50,000	36,000	100,000	150,000
CDG00487	Public Art-Repair & New	15,000	25,000	25,000	25,000
CDG00511	Cultural Asset Inventory	20,000	25,000	0	0
CPG00483	Sullivan's Pond	50,000	50,000	0	0
CPG00484	Black Heritage Trail	10,000	20,000	0	0
CPG00485	Needham Bells	90,000	50,000	0	0
CPG00486	Shubenacadie Canal - Master Plan	0	20,000	20,000	0
Total		**325,000**	**1,381,000**	**1,280,000**	**410,000**
Provided by Other Business Units:					
CB100091	Mainland Commons Recreation Facility	700,000	7,212,000	0	0
CB200240	Management Agreement Community Centi	250,000	194,000	194,000	194,000
CB200452	HRM Heritage Building Upgrades (Bundle)	100,000	146,000	146,000	146,000
CB200453	East Dartmouth Recreation Facility	0	1,000,000	0	0
CB200454	District 2 Recreation Centre	0	900,000	0	0
CB300551	Various Rec Facilities-Upgrades (Bundle)	0	315,000	340,000	340,000
CB300554	Arena Upgrades	0	125,000	125,000	125,000
CB300555	Major Facilities Upgrade (Bundle)	0	850,000	970,000	970,000
CB300556	Facilities Upgrade-General (Bundle)	0	460,000	450,000	742,000
CEC00686	Athletic Field/Park Equipment	95,000	75,000	34,000	34,000
CVD00413	Fleet Vehicle Replacement Program	3,026,000	3,233,000	3,233,000	3,023,000
CPG00492	Cap. Distr - Public Gardens Management	80,000	604,000	0	0
CPG00495	Cap. Distr - Halifax Waterfront Design Wo	0	175,000	78,000	78,000
CPG00496	Cap. Distr - Dartmouth Waterfront Park U	100,000	98,000	78,000	78,000
CPG00497	Cap. Distr - Dartmouth Common Manager	0	49,000	49,000	49,000
CP300559	Playground Upgrades&Replacements (Bur	0	515,000	300,000	446,000
CPG00581	Dartmouth Artificial Sports Field	2,500,000	700,000	0	0
CPC00682	Skateboarding Facilities (Bundle)	260,000	500,000	200,000	0
CPC00814	Mainland Commons-Halifax	700,000	259,000	150,000	0
CPR00316	HRM Wide Tree Planting	435,000	250,000	120,000	150,000
CPC00467	Regional Trails Development (Bundle)	1,521,926	250,000	250,000	300,000
CPC00677	New Playground Development	0	250,000	0	0
CPC00304	Ball Field Upgrades (Bundle)	619,927	216,000	100,000	150,000
CPC00684	Sports Courts Upgrades	100,000	150,000	100,000	150,000
CP300560	Park Upgrades (Bundle)	0	130,000	76,000	150,000
CPC00683	Sports Field Upgrades	887,000	125,000	100,000	150,000

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Recreation, Culture & Heritage				
Provided by Other Business Units (continued)				
CPC00313 Regional Park Washroom Facilities (Bunc	240,000	105,000	0	0
CP300699 New Sports Court Development	0	100,000	0	0
CPR00325 Walkways-HRM Wide Program (Bundle)	350,000	60,000	50,000	75,000
CP300699 New Park Development	0	50,000	0	0
CPR00330 Cemetery Upgrades	220,000	50,000	25,000	50,000
CPS00041 Lawn Bowling Facilities	35,000	40,000	0	0
CPC00810 Outdoor/Spray Pools and Fountains	109,685	10,000	100,000	50,000
CPC00675 Track and Field Upgrades (Bundle)	284,939	0	200,000	50,000
CPS00040 Point Pleasant Park Upgrades	150,000	0	50,000	100,000
Total	**12,764,477**	**19,196,000**	**7,518,000**	**7,600,000**



Halifax Regional Municipality Police
Mission Statement

The Halifax Regional Police and the Royal Canadian Mounted Police
Partners in Policing

Who?

The residents, businesses, and visitors within the communities of the Halifax Regional Municipality

Why?

To preserve the peace, uphold the law, and provide quality service

What?

Through leading and partnering

Through leading and partnering with our community we commit to preserve the peace, uphold the law and provide quality service.

Description of Program/Service

The Halifax Regional Police and the Royal Canadian Mounted Police as policing partners are responsible for providing policing in the Halifax Regional Municipality. We strive to provide safety, peace and order in the community. This service is delivered in partnership with the community through a community policing philosophy delivering the seven policing functions: response, enforcement, crime solving, prevention, education, referral, and problem solving.

Halifax Regional Municipality Police Mission Statement: ***Through leading and partnering with our community, we commit to preserve the peace, uphold the law and provide quality service.***	
STRATEGIC OUTCOMES	**INDICATORS**
Citizens feel safe	Citizen Survey Results (Police / Corporate) Feedback from community meetings
Effective and efficient use of resources	Continual work with the community to implement efficiencies
CLIENT BENEFITS	**INDICATORS**
Timely and effective response to emergencies and non-emergencies	Response times Feedback from community meetings Citizen Survey Results (Police / Corporate)
CLIENT BENEFITS	**INDICATORS**
Effective proactive approaches to local problems of crime and disorder through consultation and trust building partnerships with local governance, law enforcement, and community stakeholders.	• Number of partnerships • Number of meetings with public • Number of volunteers Crime prevention programs delivered • City Watch • Neighborhood Watch • Citizens on Patrol(COPS) • School Liaison Crime prevention material distributed

		Reported Crime Statistics	
Trained and capable staff Professional and quality service		Number of training courses Completion of mandatory courses Citizen Survey Results (Police/ Corporate)	
HRP Net Operating Budget **2005/06** **2004/05**	**$41,407,050** **$39,733,287**	**HRP 2005/2006 Gross Capital Budget**	**$1,650,000 Fleet not included**
HRP 2004/2005 Approved FTEs	**554.5 FTEs 403 police officers 89.5 civilians 170 crossing guards=63 FTEs**	**HRP 2005/2006 FTEs**	**419 police officers 89.5 civilians 170 crossing guards= 63 FTEs**
RCMP Net Operating Budget **2005/06** **2004/05**	**$16,235,110** **$16,248,000**	**RCMP 2005/06 Gross Capital Budget**	**not applicable**
RCMP 2004/05 Approved FTEs	**174.98**	**RCMP 2005/06 Proposed FTEs**	**174.98**

Summary of Last Years Business Plan Achievements

Key initiative	Status
Explore, identify, and implement efficiencies from the HRM Police Services Review to improve the level of police service throughout HRM.	Ongoing- Proposals for integration to increase efficiencies have been drafted and are awaiting approval.

Develop integrated and coordinated HRM Traffic Plan.	Plan completed. Initiatives implemented: • ATV crackdown, • Operation Slowdown (speeding)394 tickets issued, • Operation Headway (bicycle helmets) 484 tickets and 400 of these people registered attended Knoggin Knowledge School, and • Operation School Zone (speeding in school areas)191 tickets issued.
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.	RMS training complete and system went live December 3, 2004. RCMP to be added to RMS. CAD for HRP-RCMP to follow resulting in one central dispatch centre for HRM..
The purchasing and use of new Trunk Mobile radios and related hardware to meet policing requirements working with HRM Information Services, HRM 911 Centre, and HRM Fire.	Complete- New radios now being utilized by HRP with enhanced capabilities to communicate with other police and government agencies.
The implementation and delivery of a strategic succession planning model incorporating training for policing a diverse society and associated assignments.	Ongoing- Members have been promoted to replace retirements and training for supervisors continues.
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.	Complete- Graduation will be in September, 2005. Cadets to fill vacancies created by resignations, retirements, or expansion.
In conjunction with Real Property Management Services and in consultation with the RCMP Halifax Detachment, explore, identify, plan, and obtain costs for a new centralized patrol facility.	Ongoing. This has now been reassessed and a operational and training facility in the former Northbrook School is being requested.

Issue #1 Analysis and Implementation of the HRM Police Services Review Recommendations

The population of HRM 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.

With the new single HRM 911 Central Dispatch Centre opening in 2005, there will be one Computer Aided Dispatch System for HRM. HRP and RCMP will be dispatched from the one centre allowing the nearest HRP or RCMP unit to respond in emergencies or during times when a high volume of calls are backed up in a particular area. This will provide a better picture of where the pressure points are and where the resources need to be allocated. Once the Central Dispatch Centre for HRM has been operational for a few months, a full managerial and operational review will be undertaken to determine a needs assessment for police resources.

Risk Impact Category

Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	(1) Safety for Public
	(2) Community Impact

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

Outcome 2005/2008

1. Continue to explore, identify, and implement efficiencies from the ongoing HRM Police Services Review to improve the level of police service throughout HRM.

Objective 2005/2006

1. Explore, identify, and implement efficiencies from the HRM Police Services Review to improve the level of police service throughout HRM by completing a full managerial and operational review once the new single HRM 911 Central Dispatch Centre is operational.

Analysis of Proposed Changes

Service Levels:
Identification and implementation of efficiencies from the Policing Study based on a full managerial and operational review 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 reassignment of resources to increase effectiveness at no increased cost.

Processes:
Once recommendations are implemented, changes in processes may result which will add to effectiveness and efficiency.

FTES:
No change at this time.

Performance Measures
- Complete managerial and operational review once new Central Dispatch Centre is operational to identify pressure points and determine resource needs.
- HRM Police Services Review continues with resources being redeployed, where feasible, 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 in HRM. Regional population growth has created higher levels of traffic flow and congestion throughout HRM and the direct outcome of increased traffic levels is an increased risk of vehicle crashes and greater risk to public safety. Traffic enforcement on secondary roads and residential streets has become a concern for many residents in HRM and an issue raised by HRM Regional Councillors and constantly reported by citizens to the HRP Divisional Offices and RCMP Detachments in HRM and at Town Hall meetings.

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.

- Traffic unit increases public visibility and enforcement throughout all of HRM.

A 22 member traffic unit consisting of HRP members to provide focussed traffic enforcement on secondary roads and residential streets and provide education for all areas of HRM is proposed over the next two years. This will include the current 2 member accident investigation team and a complement of 10 police officers added over the next two budget years. HRP is also partnering with the Nova Scotia Department of Justice to complete a feasibility study on the use of photo radar and red light camera technology to enhance traffic safety.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

Link to Corporate Scorecard Theme Outcome

Safe Communities to enhance public safety and increase the sense of safety for citizens.
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Outcome 2005/2008

1. Establish a dedicated and focussed HRM traffic unit to promote safer streets and communities through education, strategic enforcement, and potential use of photo radar and red light cameras.

Objectives 2005/2006

1. Implement the first phase of a dedicated traffic unit for HRM with a complement of 10 police officers to improve municipal traffic enforcement
2. Partner with the Nova Scotia Department of Justice to complete a feasibility study on the use of photo radar and red light camera technology.

Analysis of Proposed Changes

Service Levels:
Improved service with respect to municipal traffic enforcement, prevention, and education.

Financial/Budget:
Increase in operational budget of $231,315(6 months)for 2005-06, $762,495 for 2006-07, and $1,131,760 for 2007-08. Each officer can generate revenue through ticket fines but there will also be offsetting costs for attendance at court during time off.

Processes:
New internal processes required for coordinated deployment of an Municipal Traffic Team.

FTEs:
Increase of 10 new FTE police officers in 2005-2006, and 10 more new FTEs in 2006-2007.

Performance Measures
- Establishment of a focussed and dedicated traffic unit for HRM.
- Improved municipal traffic enforcement and education addressing the overall traffic safety concerns within HRM to enhance the public sense of safety.
- Completed feasibility study on the use of photo radar and red light camera technology.

Issue #3 Public Disorder in Local Neighborhoods/Communities

There are a number of issues occurring in local neighborhoods and communities which continue to surface on an ongoing and seasonal basis. Control or elimination of these problems cannot occur with police only being reactive on a call by call basis. Ongoing youth complaints, aggressive panhandling, noise, and other criminal activities continue to affect the safety and quality of life in local neighborhoods and communities.

There is a need for dedicated police resources in a Community Support Unit to gather input and engage citizens along with RCMP, Fire, Bylaw, Recreation, Community Response Team, Parks, Real Property and Asset Management and other HRM Business Units or agencies as required to provide proactive long term efforts through problem solving to control or eliminate local neighborhood and community disorder issues. This will require six police officers to be hired in each of the next two years. Police would provide strategies in specific areas such as foot patrol, dedicated enforcement and education, crime prevention and other proactive measures in consultation and cooperation with citizens and other agencies.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

Link to Corporate Scorecard Theme Outcome
Safe Communities to enhance public safety and increase the sense of safety for citizens.
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Outcome 2005/2008

8. Implementation of a Community Support Unit partnering with the community and other HRM Business Units to establish a model to reduce or eliminate local neighborhood issues and reduce repeat calls for service to enhance a sense of public safety.

Objective 2005/2006

1. Implement a HRP Community Response Unit of 6 HRP members to establish a partnership with citizens and other HRM Business Units or agencies to provide focussed resources to tackle local neighbourhood quality of life and disorder issues to reduce the number of repeat calls for local neighbourhood and community issues

Analysis of Proposed Changes

Service Levels:
The Community Support Unit will provide dedicated resources which will increase services to tackle local neighbourhood and community disorder issues.

Financial/Budget:
Increase in operational budget of $138,789 (6 months) for 2005-06, $457,497 for 2006-07, and $679,056 for 2007-08.

Processes:
Adoption of a Community Response Model to partner with citizens and other HRM Business Units and agencies will be required to plan and implement strategies.

FTEs:
Increase of 6 new FTE police officers in 2005-2006 and another 6 new FTEs in 2006-2007.

Performance Measures
- Community Support Unit implemented.
- Community Response Model involving partnership with citizens and other HRM Business Units and other agencies implemented to enhance public's sense of safety.
- Reduction of repeat calls for local neighbourhood and community issues

Issue #4_ Increased Demand for Service in RCMP Jurisdiction

RCMP Halifax Detachment's patrol resource levels are inadequate to meet the current demand from the public for police service. Approximately 72 members per month are being assigned overtime to meet the minimum level of service. The public is seeking increased visibility, more emphasis on traffic and all terrain vehicle enforcement, and a focus on youth issues. The rapid population growth in the RCMP area, in recent years, has resulted in an increase in requests for service which has placed pressure on police resources. New schools and a growing youth population have increased the requirement for the police to be involved in youth related programs.

In March 2003, an independent RCMP resource review was conducted on the Halifax County District of the RCMP. This review concluded that Halifax RCMP are insufficiently resourced to adequately respond to the policing requirements in their jurisdiction.

Halifax RCMP and Halifax Regional Police will conduct a review of resources in 2005-2006 to determine if further efficiencies can be gained through redeployment of resources to deal with the increased demand for front line service in RCMP jurisdiction. RCMP will also have access to resources in the new HRP Traffic and Community Support Units as well as the existing POP(Problem Orientated Policing) Unit.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

Link to Corporate Scorecard Theme Outcome

Safe Communities to enhance public safety and increase the sense of safety for citizens.
Excellence in Service Delivery to enhance customer satisfaction with level of services received

Outcome 2005/2008

1. Meet the service demands from the citizens of HRM.

Objective 2005/2006

1. Increased service delivery by redeployment of resources identified through a resource review and utilization of new positions identified for HRP and the existing POP (Problem Orientated Policing) Unit.

Analysis of Proposed Changes

Service Levels:
Improved service delivery.

Financial/Budget:
No change.

Processes:
No change.

FTEs:
No change. Police officers to be redeployed to meet identified needs.

Performance Measures
- Increased visibility.
- Improved traffic and ATV enforcement.
- Increased response to youth issues.

Issue #5 *Establish an operational police facility in the former Northbrook School to relieve congestion in Headquarters and provide police visibility in north end Dartmouth to enhance policing in HRM*

Following the amalgamation of the Halifax Police Department, Dartmouth Police Service and Bedford Police Service a centralization of service at Halifax Police Headquarters was required. Considerable renovations were completed to meet requirements to house new staff and units. With the integration of the specialized units and command staff of the Halifax Regional Police(HRP) and the Royal Canadian Mounted Police(RCMP), another renovation was needed. Presently, the current Headquarters has insufficient space to meet our requirements and the building cannot accommodate future growth.

Over the past two years, HRP has been actively trying to identify an additional location for a central patrol building on the peninsula to relieve current congestion and lack of storage space in Headquarters, and to meet our future needs. We have looked at various sites but all would result in considerable cost. Northbrook School has been identified as a suitable site where units such as Training, Human Resources, Vice, Property(Evidence storage), work areas for Major Crime for major files, and selected Call Takers could be moved through a phased-in process, eliminating the need for a central patrol building and maintaining the command staff and as many investigative units as possible at Headquarters. This site would meet our future policing demands.

Moving select units to Northbrook School versus moving to a new central patrol building makes the best economic sense. It also keeps the Central Division patrol office downtown and provides a visible

police presence in north end Dartmouth while providing HRP with increased classroom space to meet a constant demand for increased training. Once the Property Section and call takers are moved to Northbrook School, this facility would have a 24/7 presence.

Risk Impact Category
Balanced Scorecard Theme: Safe Communities
Impact Category: (1) Safety for Public
(2) Community Impact

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

Outcome 2005/2008

8. To operate an operational police facility in the former Northbrook School and maintain visibility in north end Dartmouth for future years to enhance service and increase the sense of safety for citizens.

Objective 2005/2006

1. In conjunction with Real Property Management Services plan and obtain costs and open a new police facility in the former Northbrook School in north end Dartmouth for Human Resources, Property(Evidence Storage), Vice, and work areas for Major Crime to investigate major files.

Analysis of Proposed Changes

Service Levels
This new facility will provide a permanent police presence and increased visibility in north end Dartmouth. It will provide space to increase police and HRM capacity for training by providing more classrooms. This facility will also provide much needed storage space and free up space at the main Headquarters for investigative units and command staff.

Financial/Budget:
Capital cost of $200,000 to renovate the building to meet our needs. Operating costs of $105,000 the first year for 15,000 square feet and $150,000 each year thereafter.

Processes:
When complete, this facility will allow for an expansion of training with the ability to have more than one training program occurring at one time.

FTEs:
No change.

Performance Measures

- In conjunction with Real Property Services, complete analysis and identify costs to open a new police facility to enhance service delivery. In Human Resources, Property(Evidence Storage), Vice, and work areas for Major Crime to investigate major files.

Issue # 6 Technology innovation and rejuvenation update for HRM to enhance community safety

HRP-RCMP continues 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) implementation continues. RMS has gone live and CAD will be implemented to improve response with a single HRM dispatch centre to improve response to emergency calls.

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

Outcome 2005/2008

8. To further enhance police service delivery in areas of dispatch, investigative case management, crime analysis, intelligence information distribution, report writing, court disclosure, and communication.

Objective 2005/2006

1. 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. CAD to be implemented in 2006 with one single HRM dispatch centre for all HRM police and fire.

Analysis of Proposed Changes

Service Levels:
CAD/RMS project will update and modernize hardware and software that was initially established and implemented fifteen years ago. The CAD/RMS modernization will continue in the 2005-06 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 resulting in one single HRM dispatch centre improving response to emergencies.

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 for police and fire.

FTEs:
No change in complement.

Performance Measures
- Training for new CAD System complete.
- Implementation of single CAD System for HRM with benefit of a single dispatch centre to improve dispatch capabilities and improve response time for emergencies in Police and Fire.

Issue # 7 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 135 HRP police officers to retire in the next five 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 maintaining the service. The large retirement demographic profile of our sworn members will require significant resource investment dedicated to recruitment and training. HRP will focus on recruiting and training candidates to reflect the diversity of our society.

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 as a national organization and strive to reflect the diversity of our society in the RCMP.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

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

Outcomes 2005/2008

8. Provide training to develop and maintain expertise in HR to manage retirements and changes in policing to fill vacancies with qualified people.
9. To continue to recruit qualified candidates as police officers. This will maintain and enhance public safety.

Objectives 2005/2006

1. The implementation and delivery of a strategic succession planning model incorporating training for policing a diverse society and associated assignments to fill supervisory and management positions vacant due to retirements..
2. Train 24 candidates reflecting the diversity of our society in the HRP Police Science Program. Class to graduate in September 2005 with a focus on the police service to fill vacancies due to retirements or any increase in police resources.
3. Train 20 candidates reflecting the diversity of our society in the HRP Police Science Program in 2006 to fill vacancies created by retirements or increase in police resources.

Analysis of Proposed Changes

Service Levels:
The implementation and delivery of HRP's "Strategic Succession Planning Model" will provide HRP with trained staff for smooth succession when staff resign or retire and provides for trained police officers to be hired.

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, funds the cost for this program.

Processes:
Current process for performance evaluation will continue and is being expanded to include civilian employees. As in the past, the Police Science Program will be conducted with adjustments in training where required.

FTEs:
No change in complement.

Performance Measures

- Succession Planning Model incorporated through a number of training courses completed by staff for policing in a diverse society.
- 24 candidates representing the diversity of our society trained in the HRP Police Science Program to graduate in September of 2005 to fill vacancies created by retirements.
- 20 candidates representing the diversity of our society trained in the HRP Police Science Program in 2006 to fill anticipated vacancies in 2006.

Issue #8 Increased demand and complexity for Forensic Identification Services

Forensic identification is a vital tool in the apprehension and conviction of offenders. Over the last few years, technology continues to change and become more complex and the time and cost required to gather, analyse, and prepare this type of evidence is increasing. Technological advances in DNA, blood splatter, digital technology, and other new technology continue.

There is also a need for a CBRN(chemical, biological, radiological, nuclear) response capability for HRM since the September 11, 2001 terrorist attacks in the United States. CBRN is being

developed with HRM Fire and Emergency Services. HRM Police also have to maintain the capability to respond with EDU(explosive disposal unit)when required.

HRP must review the Forensic Identification Section and determine if new resources and equipment are required to meet current and future needs.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

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

Outcome 2005/2008

1. Ensure HRM and HRP have the ability to provide professional and necessary modern forensic identification services with modern technology.

Objective 2005/2006

1. Review forensic identification services to determine current levels and future resource needs and to identify gaps in the provision of professional and necessary modern forensic services.

Analysis of Proposed Changes

Service Levels:
No change at this time. Future needs to be determined.

Financial/Budget:
Undetermined at this time. Would have to be included in future operating or capital budget.

Processes:
No change at this time. Review of current processes and future technological advances to determine the affect on processes.

FTEs:
No change at this time.

Performance Measures
Report completed with recommendations for professional and modern services with up-to- date technology and identification of future needs.

Issue #9 Video Surveillance of public areas to deter crime and enhance public safety

Video surveillance by law enforcement has been developed and implemented in Europe and other parts of Canada. It provides an effective and cost efficient way to monitor activities in public areas to deter criminal activity, assist in apprehension of offenders, and provide a sense of safety and security. Video surveillance can be used in specific public areas and also for security reasons for special events with large crowds. The cost and effectiveness of video surveillance should be explored to determine feasibility to assist in policing in HRM.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

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

Outcome 2005/2008

1. If feasible, implement video surveillance in public areas of HRM.

Objective 2005/2006

1. Complete a study with recommendation(s) on the feasibility of video surveillance in public areas of HRM and determine costs.

Analysis of Proposed Changes

Service Levels:
To be determined.

Financial/Budget:

Study to be completed within the budget envelope. Future costs to be included in operating and capital budgets.
Processes:
No change at this time.

FTEs:
No change.

Performance Measures
Report with recommendation(s) on the feasibility of video surveillance in public areas of HRM completed.

Issue #10 Alternative methods of Service Delivery- Tier II Policing

Police services across Canada are under pressure to provide services with stretched resources. Tier II policing is being examined in many jurisdictions. Tier II policing involves training and creating a second level of police officer duties which are limited in scope and powers and focussed on a specific area, thereby, requiring training in fewer areas and less compensation. HRP will examine who is using Tier II policing and where, what duties they perform; training requirements and compensation; and complete a report with recommendations. Tier II policing may also allow HRP to provide services not currently available.

Risk Impact Category

Balanced Scorecard Theme:	Safe Communities
Impact Category:	(1) Safety for Public
	(2) Community Impact

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.

Outcome 2005/2008

1. Implementation of Tier II policing, if feasible, to enhance the public's sense of safety.

Objective 2005/2006

1. Determine the feasibility of Tier II policing in HRM and complete a report with recommendations on Tier II policing for HRM.

Analysis of Proposed Changes
Service Levels:
No change at this time.

Financial/Budget:
Study and report will be completed within the current budget envelope. Future costs to be included in operating and capital budget.

Processes:
No change at this time.

FTEs:
No change at this time.

Performance Measures
Study on feasibility of Tier II policing in HRM completed and report submitted with recommendation(s).

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	917,162	587,624	923,495	904,800	317,176	54.0%
P110 Professional Stds	95,457	94,976	29,681	94,400	(576)	-0.6%
P120 Public Affairs	262,393	261,957	291,938	286,700	24,743	9.4%
P130 Facilities & Prop.	256,056	115,435	166,410	115,500	65	0.1%
P135 Board Of Police Comm	3,125	3,395	5,346	3,400	5	0.1%
Total Chief's Office	**1,534,192**	**1,063,387**	**1,416,869**	**1,404,800**	**341,413**	**32.1%**
Administration:						
P115 Legal	56,513	77,600	64,523	77,600	0	0.0%
P205 Superintendent's Office	380,129	492,422	612,358	470,100	(22,322)	-4.5%
P210 EAP	73,074	77,668	75,398	82,100	4,432	5.7%
P215 Secondments	0	0	631	0	0 -	
P220 Human Resources	261,218	184,577	219,352	185,900	1,323	0.7%
P225 Training	471,495	633,751	692,403	723,700	89,949	14.2%
P230 Finance	467,030	406,055	397,635	405,700	(355)	-0.1%
P235 Extra Duty	847,650	669,479	2,306,561	598,600	(70,879)	-10.6%
P250 Fleet Maintenance	1,122,563	1,114,993	1,155,939	1,168,800	53,807	4.8%
P255 Exhibits & Property	329,573	325,682	327,127	324,900	(782)	-0.2%
P440 ERT	29,855	9,797	12,244	10,700	903	9.2%
P445 Marine	49,915	49,470	49,259	50,000	530	1.1%
P450 Public Safety Unit	0	10,300	100	10,700	400	3.9%
P455 Bike Patrol	3,977	2,500	2,198	2,500	0	0.0%
P465 Mounted	6,608	7,223	3,958	7,200	(23)	-0.3%
P505 Police Science Training	10,140	(1,750)	0	(490)	1,260	-72.0%
Total Administration	**4,109,740**	**4,059,767**	**5,919,687**	**4,118,010**	**58,243**	**1.4%**
Support Division:						
P350 Disclosure	83,930	178,370	84,814	0	(178,370)	-100.0%
P463 HRP - Sch. Crossing Guard	0	0	0	0	0 -	
P460 Sch. Crossing Guard - Contracted	922,257	949,430	1,001,517	1,093,400	143,970	15.2%
P270 Commissionaires	640,767	665,206	892,765	874,900	209,694	31.5%
P265 Records	890,141	1,013,226	748,941	569,900	(443,326)	-43.8%
P240 SOTS - Formerly - Ticket Admin.	205,502	240,147	234,997	245,800	5,653	2.4%
P125 Audit & Planning	69,208	316,460	74,736	126,400	(190,060)	-60.1%
P305 Superintendent's Office	106,549	204,128	108,104	107,600	(96,528)	-47.3%
P310 R.A.P.I.D.	731,649	980,479	770,442	128,350	(852,129)	-86.9%
P311 Projects Unit	83,259	88,655	111,337	94,100	5,445	6.1%
P315 Inves. Call BackUnit	287,978	153,551	268,049	174,600	21,049	13.7%
P365 Accidents	149,244	158,107	157,733	168,000	9,893	6.3%
P245 Court Officers	507,721	547,339	664,160	833,800	286,461	52.3%
Total Support Division	**4,678,205**	**5,495,098**	**5,117,595**	**4,416,850**	**(1,078,248)**	**-19.6%**

Halifax Regional Police Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	171,119	176,382	133,351	95,800	(80,582)	-45.7%
P370 Formerly - Detention	425,078	462,440	495,562	518,000	55,560	12.0%
P405 Superintendent's Off	471,837	503,323	595,224	549,100	45,777	9.1%
P410 Shared Resources	555,176	1,221,078	681,141	1,509,300	288,222	23.6%
P415 Central	5,250,605	5,036,804	5,302,889	5,897,820	861,016	17.1%
P420 West	4,934,451	5,816,166	5,131,156	6,589,400	773,234	13.3%
P425 East	5,097,980	5,161,726	4,988,922	5,480,700	318,974	6.2%
P430 Victim Service	193,774	192,511	253,254	116,300	(76,211)	-39.6%
P435 Canine	27,399	12,300	27,895	14,800	2,500	20.3%
P470 Port's Policing	1,030,835	583,200	1,343,968	177,400	(405,800)	-69.6%
P475 Street Crime	849,201	875,052	774,646	1,328,500	453,448	51.8%
P480 CR/CP	491,613	450,882	513,696	779,710	328,828	72.9%
P485 Traffic	0	0	52	350,600	350,600	-
P495 Power Shift	832,719	843,585	518,757	0	(843,585)	-100.0%
Total Patrol Division	**20,331,785**	**21,335,449**	**20,760,512**	**23,407,430**	**2,071,981**	**9.7%**
Criminal Investigations Division:						
P510 Superintendent's Office	1,814	0	1,172	104,600	104,600	-
P260 Warrants Execution	381	0	1,070	0	0	-
P312 SES Technical Unit	187,823	168,535	194,690	174,300	5,765	3.4%
P314 Computer Forensics	71,924	76,831	83,127	82,600	5,769	7.5%
P316 Repeat offender High Risk	0	0	0	0	0	-
P317 CATS Clearing Account	171,241	0	754,725	0	0	-
P320 Polygraph	69,704	76,849	81,228	80,900	4,051	5.3%
P325 Identification	1,097,581	1,070,000	1,221,210	1,139,900	69,900	6.5%
P330 Fraud Unit	902,937	991,500	999,003	892,160	(99,340)	-10.0%
P335 Special Enforcement	1,616,079	1,375,712	1,412,586	1,171,600	(204,112)	-14.8%
P340 Criminal Intel Unit	733,727	791,069	675,919	838,900	47,831	6.0%
P345 Vice	576,450	594,732	588,351	726,600	131,868	22.2%
P355 Crime Stoppers	404	75,064	(2,714)	1,200	(73,864)	-98.4%
P360 GIS	2,133,329	2,086,985	2,297,152	2,670,400	583,415	28.0%
P375 Formerly - Criminal Invest. Servic	2,210,002	2,284,779	1,954,664	2,014,200	(270,579)	-11.8%
P380 Crime Analysis	119,416	244,030	216,456	237,800	(6,230)	-2.6%
Total Criminal Investigations Division	**9,892,812**	**9,836,086**	**10,478,639**	**10,135,160**	**299,074**	**3.0%**
Total	**$40,546,735**	**$41,789,787**	**$43,693,302**	**$43,482,250**	**$1,692,463**	**4.0%**

Halifax Regional Police Services

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Chief's Office:						
P105 Chief's Office	(15,533)	0	(2,638)	0	0 -	
P120 Public Affairs	(7,185)	0	(6,582)	0	0 -	
P130 Facilities & Prop.	(224)	0	(820)	0	0 -	
Total Chief's Office	**(22,943)**	**0**	**(10,039)**	**0**	**0 -**	
Administration:						
P205 Superintendent's Office	(426,737)	(441,500)	(274,297)	(441,500)	0	-0.0%
P210 EAP	(1,000)	0	0	0	0 -	
P215 Secondments	(125,000)	(138,200)	(125,000)	(138,200)	0	-0.0%
P220 Human Resources	(3,440)	(9,300)	(2,100)	(9,300)	0	-0.0%
P225 Training	(21,176)	0	(14,738)	0	0 -	
P230 Finance	(2,189)	0	(362)	0	0 -	
P235 Extra Duty	(598,251)	(575,000)	(773,588)	(575,000)	0	-0.0%
P250 Fleet Maintenance	(9,657)	0	(2,886)	0	0 -	
P255 Exhibits & Property	(500)	0	(100)	0	0 -	
P465 Mounted	(65)	0	0	0	0 -	
Total Administration	**(1,188,015)**	**(1,164,000)**	**(1,193,071)**	**(1,164,000)**	**0**	**-0.0%**
Support Division:						
P460 Sch. Crossing Guard - Contracted	(20,795)	(20,400)	(22,541)	(19,300)	1,100	-5.4%
P270 Commissionaires	0	0	(37)	0	0 -	
P265 Records	(15,023)	(10,000)	(147,674)	(10,000)	0	-0.0%
P240 SOTS - Formerly - Ticket Admin.	(15,939)	0	(57,302)	0	0 -	
P125 Audit & Planning	0	(3,900)	0	(3,900)	0	-0.0%
P305 Superintendent's Office	(99,124)	0	(108,488)	0	0 -	
P310 R.A.P.I.D.	(16)	0	(906)	0	0 -	
P315 Inves. Call BackUnit	(226)	0	0	0	0 -	
P365 Accidents	(155)	0	0	0	0 -	
P245 Court Officers	(9,684)	0	(1,079)	0	0 -	
Total Support Division	**(160,962)**	**(34,300)**	**(338,028)**	**(33,200)**	**1,100**	**-3.2%**
Patrol Division:						
P370 Formerly - Detention	(58,189)	(83,200)	(70,595)	(103,000)	(19,800)	23.8%
P405 Superintendent's Off	(58)	0	(117,265)	0	0 -	
P415 Central	(129,570)	0	(140,935)	0	0 -	
P420 West	(2,340)	0	(1,661)	0	0 -	
P425 East	146	0	(20,623)	0	0 -	
P430 Victim Service	(6,616)	0	(58,335)	0	0 -	
P435 Canine	0	0	(200)	0	0 -	
P470 Port's Policing	(694,076)	(775,000)	(753,688)	(775,000)	0	-0.0%
P480 CR/CP	(6,880)	0	(6,494)	0	0 -	
Total Patrol Division:	**(897,583)**	**(858,200)**	**(1,169,796)**	**(878,000)**	**(19,800)**	**2.3%**
Criminal Investigations Division:						
P312 SES Technical Unit	0	0	(50)	0	0 -	
P317 CATS Clearing Account	0	0	(1,626)	0	0 -	
P325 Identification	(44,018)	0	(46,170)	0	0 -	
P330 Fraud Unit	0	0	(62,239)	0	0 -	
P335 Special Enforcement	0	0	(13,757)	0	0 -	
P340 Criminal Intel Unit	(5,652)	0	0	0	0 -	
P345 Vice	0	0	(30,779)	0	0 -	
P355 Crime Stoppers	0	0	(350)	0	0 -	
P360 GIS	0	0	(1,686)	0	0 -	
P375 Formerly - Criminal Invest. Servic	(10,439)	0	(198,247)	0	0 -	
Total Criminal Investigations Divisior	**(60,109)**	**0**	**(354,904)**	**0**	**0 -**	
Total	**($2,329,612)**	**($2,056,500)**	**($3,065,837)**	**($2,075,200)**	**($18,700)**	**0.9%**

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Chiefs Office:						
P105 Chief's Office	$901,629	$587,624	$920,857	$904,800	$317,176	54.0%
P110 Professional Stds	95,457	94,976	29,681	94,400	(576)	-0.6%
P120 Public Affairs	255,208	261,957	285,356	286,700	24,743	9.4%
P130 Facilities & Prop.	255,831	115,435	165,591	115,500	65	0.1%
P135 Board Of Police Comm	3,125	3,395	5,346	3,400	5	0.1%
Total Chief's Office	**1,511,249**	**1,063,387**	**1,406,830**	**1,404,800**	**341,413**	**32.1%**
Administration:						
P115 Legal	56,513	77,600	64,523	77,600	0	0.0%
P205 Superintendent's Office	(46,609)	50,922	338,062	28,600	(22,322)	-43.8%
P210 EAP	72,074	77,668	75,398	82,100	4,432	5.7%
P215 Secondments	(125,000)	(138,200)	(124,369)	(138,200)	0	-0.0%
P220 Human Resources	257,778	175,277	217,252	176,600	1,323	0.8%
P225 Training	450,319	633,751	677,665	723,700	89,949	14.2%
P230 Finance	464,841	406,055	397,273	405,700	(355)	-0.1%
P235 Extra Duty	249,399	94,479	1,532,973	23,600	(70,879)	-75.0%
P250 Fleet Maintenance	1,112,906	1,114,993	1,153,053	1,168,800	53,807	4.8%
P255 Exhibits & Property	329,073	325,682	327,027	324,900	(782)	-0.2%
P440 ERT	29,855	9,797	12,244	10,700	903	9.2%
P445 Marine	49,915	49,470	49,259	50,000	530	1.1%
P450 Public Safety Unit	0	10,300	100	10,700	400	3.9%
P455 Bike Patrol	3,977	2,500	2,198	2,500	0	0.0%
P465 Mounted	6,543	7,223	3,958	7,200	(23)	-0.3%
P505 Police Science Training	10,140	(1,750)	0	(490)	1,260	-72.0%
Total Administration	**2,921,725**	**2,895,767**	**4,726,616**	**2,954,010**	**58,243**	**2.0%**
Support Division:						
P350 Disclosure	83,930	178,370	84,814	0	(178,370)	-100.0%
P463 HRP - Sch. Crossing Guard	0	0	0	0	0	-
P460 Sch. Crossing Guard - Contracted	901,463	929,030	978,977	1,074,100	145,070	15.6%
P270 Commissionaires	640,767	665,206	892,728	874,900	209,694	31.5%
P265 Records	875,118	1,003,226	601,268	559,900	(443,326)	-44.2%
P240 SOTS - Formerly - Ticket Admin.	189,562	240,147	177,695	245,800	5,653	2.4%
P125 Audit & Planning	69,208	312,560	74,736	122,500	(190,060)	-60.8%
P305 Superintendent's Office	7,425	204,128	(385)	107,600	(96,528)	-47.3%
P310 R.A.P.I.D.	731,633	980,479	769,536	128,350	(852,129)	-86.9%
P311 Projects Unit	83,259	88,655	111,337	94,100	5,445	6.1%
P315 Inves. Call BackUnit	287,751	153,551	268,049	174,600	21,049	13.7%
P365 Accidents	149,089	158,107	157,733	168,000	9,893	6.3%
P245 Court Officers	498,038	547,339	663,081	833,800	286,461	52.3%
Total Support Division	**4,517,243**	**5,460,798**	**4,779,567**	**4,383,650**	**(1,077,148)**	**-19.7%**

Halifax Regional Police Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Patrol Division:						
P313 VICLAS	171,119	176,382	133,351	95,800	(80,582)	-45.7%
P370 Formerly - Detention	366,888	379,240	424,967	415,000	35,760	9.4%
P405 Superintendent's Off	471,779	503,323	477,959	549,100	45,777	9.1%
P410 Shared Resources	555,176	1,221,078	681,141	1,509,300	288,222	23.6%
P415 Central	5,121,035	5,036,804	5,161,955	5,897,820	861,016	17.1%
P420 West	4,932,111	5,816,166	5,129,496	6,589,400	773,234	13.3%
P425 East	5,098,127	5,161,726	4,968,299	5,480,700	318,974	6.2%
P430 Victim Service	187,157	192,511	194,919	116,300	(76,211)	-39.6%
P435 Canine	27,399	12,300	27,695	14,800	2,500	20.3%
P470 Port's Policing	336,759	(191,800)	590,279	(597,600)	(405,800)	211.6%
P475 Street Crime	849,201	875,052	774,646	1,328,500	453,448	51.8%
P480 CR/CP	484,733	450,882	507,202	779,710	328,828	72.9%
P485 Traffic	0	0	52	350,600	350,600	-
P495 Power Shift	832,719	843,585	518,757	0	(843,585)	-100.0%
Total Patrol Division	**19,434,202**	**20,477,249**	**19,590,717**	**22,529,430**	**2,052,181**	**10.0%**
Criminal Investigations Division:						
P312 SES Technical Unit	0	0	(50)	0	0	-
P510 Superintendent's Office	1,814	0	1,172	104,600	104,600	-
P260 Warrants Execution	381	0	1,070	0	0	-
P312 SES Technical Unit	187,823	168,535	194,690	174,300	5,765	3.4%
P314 Computer Forensics	71,924	76,831	83,127	82,600	5,769	7.5%
P316 Repeat offender High Risk	0	0	0	0	0	-
P317 CATS Clearing Account	171,241	0	753,099	0	0	-
P320 Polygraph	69,704	76,849	81,228	80,900	4,051	5.3%
P325 Identification	1,053,563	1,070,000	1,175,039	1,139,900	69,900	6.5%
P330 Fraud Unit	902,937	991,500	936,764	892,160	(99,340)	-10.0%
P335 Special Enforcement	1,616,079	1,375,712	1,398,830	1,171,600	(204,112)	-14.8%
P340 Criminal Intel Unit	728,075	791,069	675,919	838,900	47,831	6.0%
P345 Vice	576,450	594,732	557,572	726,600	131,868	22.2%
P355 Crime Stoppers	404	75,064	(3,064)	1,200	(73,864)	-98.4%
P360 GIS	2,133,329	2,086,985	2,295,466	2,670,400	583,415	28.0%
P375 Formerly - Criminal Invest. Servic	2,199,562	2,284,779	1,756,417	2,014,200	(270,579)	-11.8%
P380 Crime Analysis	119,416	244,030	216,456	237,800	(6,230)	-2.6%
Total Criminal Investigations Division	**9,832,703**	**9,836,086**	**10,123,735**	**10,135,160**	**299,074**	**3.0%**
Total	**$38,217,122**	**$39,733,287**	**$40,627,465**	**$41,407,050**	**$1,673,763**	**4.2%**

Halifax Regional Police Services

Summary by Expense & Revenue Type

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	36,075,668	37,070,923	38,572,645	39,012,490	1,941,567	5.2%
Office Costs	786,481	914,669	804,589	752,030	(162,639)	-17.8%
Legal & Consulting Fees	62,723	86,815	70,680	79,500	(7,315)	-8.4%
External Services	1,137,522	937,000	1,358,899	1,146,800	209,800	22.4%
Uniforms & Clothing	207,298	208,000	183,877	208,000	0	0.0%
Supplies & Materials	235,091	245,481	306,286	243,600	(1,881)	-0.8%
Utilities	632	3,883	480	3,800	(83)	-2.1%
Building Costs	54,672	23,280	72,012	23,300	20	0.1%
Equipment & Communications	546,974	734,152	693,697	197,130	(537,022)	-73.1%
Vehicle Expense	602,070	9,021	145,425	100,200	91,179	1010.7%
Travel	60,510	44,329	115,713	43,400	(929)	-2.1%
Training & Education	225,311	228,532	233,177	220,800	(7,732)	-3.4%
Facilities Rental	18,657	18,333	26,372	27,400	9,067	49.5%
Advertising & Promotion	27,311	6,693	37,730	6,600	(93)	-1.4%
Other Goods & Services	108,544	38,983	104,154	68,700	29,717	76.2%
Interdepartmental	397,270	1,219,693	954,209	1,273,500	53,807	4.4%
Insurance Costs	0	0	63,130	75,000	75,000	-
Tranfer to/from Reserves	0	0	(49,772)	0	0	-
Total	**$40,546,735**	**$41,789,787**	**$43,693,302**	**$43,482,250**	**$1,692,463**	**4.0%**
Revenues						
Tax Revenues	(2,300)	(2,500)	(2,500)	(2,300)	200	-8.0%
Area Rate Revenue	(18,288)	(17,900)	(19,798)	(17,000)	900	-5.0%
Transfers from other Gov'ts	0	(13,200)	0	(13,200)	0	-0.0%
Fines and Fees	(234,396)	(231,500)	(224,958)	(231,500)	0	-0.0%
Sales Revenue	(66,328)	(60,000)	(203,238)	(70,000)	(10,000)	16.7%
Other Revenue	(2,008,300)	(1,731,400)	(2,615,344)	(1,741,200)	(9,800)	0.6%
Total	**($2,329,612)**	**($2,056,500)**	**($3,065,837)**	**($2,075,200)**	**($18,700)**	**0.9%**
Net Cost	**$38,217,122**	**$39,733,287**	**$40,627,465**	**$41,407,050**	**$1,673,763**	**4.2%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Halifax Regional Police				
CBK00678 Police Training Center - Northbrook	0	200,000	0	0
CIK00289 CPIC-Interfaces-Hardware & Softwa	350,000	250,000	0	0
CIP00763 Computer Aided Dispatch (CAD)	7,085,000	1,200,000	0	0
Total	**7,435,000**	**1,650,000**	**0**	**0**
Provided by Other Business Units:				
CVK00416 Police Vehicles-Marked	710,000	689,000	689,000	710,000
CVK00417 Police Vehicles-Unmarked	247,000	531,000	531,000	547,000
Total	**957,000**	**1,220,000**	**1,220,000**	**1,257,000**

RCMP

Summary of Gross Expenditures by Business Unit Division

		2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
P710 RCMP		$15,902,800	$16,348,000	$16,448,549	$16,235,110	($112,890)	-0.7%
	Total	**$15,902,800**	**$16,348,000**	**$16,448,549**	**$16,235,110**	**($112,890)**	**-0.7%**

Summary of Revenues by Business Unit Division

		2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
P710 RCMP		($80,101)	$0	($104,421)	$0	$0	-
	Total	**($80,101)**	**$0**	**($104,421)**	**$0**	**$0**	-

Summary of Net Expenditures by Business Unit Division

		2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
P710 RCMP		$15,822,699	$16,348,000	$16,344,128	$16,235,110	($112,890)	-0.7%
	Total	**$15,822,699**	**$16,348,000**	**$16,344,128**	**$16,235,110**	**($112,890)**	**-0.7%**

RCMP

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	$0	$0	$0	$0	$0	-
External Services	15,902,800	16,348,000	16,348,300	16,235,110	(112,890)	-0.7%
Other Goods & Services	0	0	100,249	0	0	-
Total	**$15,902,800**	**$16,348,000**	**$16,448,549**	**$16,235,110**	**($112,890)**	**-0.7%**
Revenues						
Fines and Fees	($78,407)	$0	($100,249)	$0	$0	-
Other Revenue	(1,695)	0	(4,173)	0	0	-
Total	**($80,101)**	**$0**	**($104,421)**	**$0**	**$0**	-
Net Cost	**$15,822,699**	**$16,348,000**	**$16,344,128**	**$16,235,110**	**($112,890)**	**-0.7%**

SHARED SERVICES
MISSION STATEMENT

Who?

to the public, HRM Business Units, Associations, 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"
Information Technology, Payroll, and other Business Unit Support Services - "providing services & systems in support of HRM's business & corporate priorities"

In support of Excellence in Service Delivery, Shared Services provides integrated, client-focused solutions in the areas of technology, knowledge/data management, and public access through the provision of leadership, expertise, advice, products, and standards.

Description of Program/Service

Shared Services is organized into three divisions which emphasize the areas of service delivery to citizens and business units in support of the Halifax Regional Municipality's (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

The Client Services Division of Shared Services manages the processes, systems and services delivered through HRM's citizen-facing information and service channels (Call Centre/Dispatch; Web services; Customer Service Centres) and the front end of the pay and costing systems supporting HRM's non-emergency business units. Sections include:

- Integrated Dispatch/ Corporate Call Centre
- Customer Service Centres
- E-Commerce & Web Services
- Pay/Costing Services

Data/Business Information Management Services

The Data/ Business Information Division is responsible for overall information management within the HRM organization. The division provides corporate direction regarding the collection, management, use, and protection of geographic and business data/ information under the following sections and programs:

- Corporate Data Strategies
- Corporate Library
- Corporate Records Management
- Civic Addressing Project/Program
- Geographic Information Systems Services (GISS)

Information Technology Services

Information Technology provides management and stewardship of HRM's Technology investments, and develops plans for maintaining and enhancing systems throughout their life cycle. HRM's target environment for Information Technology is one where the electronic services and business information delivered are available, accurate, secure and timely. Information Technology strives to provide a utility computing environment where the technology does not get in the way of the business, but compliments it. These services are delivered through three sections:

- 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	A1. ① Call Centres - Accuracy/performance program implemented summer '04 - 85% of agents meeting benchmark 100% of time. Total quality call program to be implemented Jan. '05. First reports will be available by end of last quarter fiscal'04/'05.
	②Customer Service Centres: Measuring wait time, professionalism, helpfulness, knowledgeable, service satisfaction and hours of operation.	② Customer Service Centres - Survey Results ❑ Random sampling of 697 clients in 2004. A high majority of respondents rated the quality indicators from very good to excellent. **Very Good / Excellent** Wait Time 17% 76% Professionalism 17% 81% Helpfulness 15% 83% Knowledge 18% 80% Overall Satisfaction 17% 80% Hrs of Operation 29% 48%
	A2. Compliance with Service Agreements (SLA) (2003/04 Call Centre)	A2. ❑ Finance Service Level Agreement (SLA) completed and signed. Program in place to measure and report on compliance in next quarter. ❑ Waste Resources and Transit SLA in progress. ❑ Police Services, Council Chambers Support SLA completed
	A3. Information Technology - Access to current technology.	A3. ❑Minimized downtime during HRM core business hours - currently 99.9% uptime for network, servers and corporate applications. ❑ Resolution of logged incidents within stated guidelines - 90% of the time: Critical Incident 2 hours High Priority 48Hours

STRATEGIC OUTCOMES	INDICATORS	RESULTS
		Medium Priority 3 days Low Priority 7 days ❑ Desktop technology is refreshed in keeping with users' needs - 650 desktops replaced in 2004
Savings are achieved while maintaining quality standards	B1. Information Technology - Maximize economies of scale.	B1. ❑ Standardization of the desktop, printers, notebooks, and software maximizes efficiencies and minimizes costs. ❑ Reviewing the lease vs. buy process leading to the best procurement model for HRM at the current time and forward ❑Resolve calls in the most cost effective manner for HRM. Calls received at the first point of contact (Helpdesk) are resolved in the most economical manner. 55% of all calls for service are closed at the Helpdesk (Tier 1).
HRM service delivery is supported & sustained because business units focus on their core functions	C1. Information Technology - Technically trained workforce, by providing internal and external technology training.	C1. ❑ Continuing to provide technology training for HRM staff to remain current and support employee retention. ❑ Over 700 training seats taken annually with positive course evaluations
Corporate Priorities are Supported	D1.Client Services - Corporate wide Access to Information.	D1. ❑ Access to Internet 99+% up time by service provider. ❑ Delivered a new look, feel & client focused navigation to the HRM web site www.halifax.ca ❑ On-line web survey capabilities implemented ❑ Internet statistical reporting made available. Statistics for ***January - September, 2004:*** No. of Visits 1,590,622 Average visits per day 5,805 No. of HRM pages viewed 6,258,830 Average pages per day 22,842

STRATEGIC OUTCOMES	INDICATORS	RESULTS
		Reports available on "top pages" to focus improvements in information provided on www.halifax.ca

CLIENT BENEFITS	INDICATORS	RESULTS
First point of contact, for multiple municipal services **Tier 1** - handled between customer and call taker **Tier 2** - get info and forward for technical info, order, request, service **Tier 3** - Goes to management due to nature or escalation of call	One point of contact. E1. Develop and implement a broad classification of municipal service delivery areas. E.2. % of Calls to Call Centre "closed on initial contact" or "resolved at initial contact" % of Tier 1 municipal government transactions available through 490-4000, HRM webpage or HRM Customer Service Centres. Multiple Municipal Services E3. Survey question on Tiered Services - Were there any services that you would like to process through the service centres, web or call centres?	E1. ❑ LIS problem codes are a good representation of the types of service delivery programs at HRM. A program to review (With business unit process owners) service commitment times on HANSeN problem codes and definition of "resolution" was completed July '04 and web reports were revised to reflect corporate performance indicators. E2. ❑ 91% of calls "closed on initial contact" indicating that the information or service was available to the citizen at the Call Centre ❑ An Integrated Citizen Contact Strategy -setting the direction for the type, location and % of municipal services to be delivered through all three service channels (phone, web or in person) will be drafted by Shared Services and presented to the Excellence in Service Delivery Theme team prior to March 31/05. E3. **Survey Results*** ❑ Do customers want the Call Centre as a main telephone contact for multiple services - YES - 83% of respondents / NO - 4% ❑ Would citizens like other services (IVR - Interactive Voice Recordings - press # for ...) offered through the Call Centre -

CLIENT BENEFITS	INDICATORS	RESULTS
		8% of respondents - YES 79% NO. **Updated results from the December 2004 survey will be available in January 2005.*
Reliable and Accessible **Call Centre & Helpdesk Services**	Reliable F1. Regular Survey conducted % of call centre & dispatch customers surveyed: Wait time, professionalism of staff, helpfulness, knowledge, overall satisfaction and hours of operation. Accessible F2. Stated Grade of Service Objective for Call Centre/Dispatch is: 80% calls answered in 25 seconds with abandon rate not to exceed 10%.	F1. 2004 Survey Results Compiled from a random survey of 400 calls conducted during November/December 2004* ❒ Wait Time 92% Excellent or Very Good ❒ Professionalism of Staff 95% Excellent or Very Good ❒ Helpfulness of Staff 97% Excellent or Very Good ❒ Knowledge of Staff 94% Excellent or Very Good ❒ Overall Satisfaction 94% Excellent or Very Good ❒ Operational Hours 95% Excellent or Very Good *More details results are available on line at http://hrmwin10/customerservicesurvey F2. Quarterly Grade of Service (GOS) Compliance **Call Centre: January - November 2004** Significant improvement in % of time meeting GOS experience during 2004. ❒ Each quarter of 2004 - GOS exceeded previous quarter. **GOS** **Abandoned** Jan/Feb/March 72% 13%* April/May/June 75% 8% July/Aug/Sep 80% 6% Oct/Nov 86% 5% Annual average 78% 9% Average Speed of Answer: 24 seconds

<table>
<tr><th>CLIENT BENEFITS</th><th>INDICATORS</th><th>RESULTS</th></tr>
<tr><td></td><td></td><td>*Includes "White Juan" statistics

<u>Quarterly Grade of Service (GOS) Compliance - Dispatch</u>
❑ November, 2003 Dispatch was centralized to one location. Analysis indicates that GOS has significantly improved as Dispatchers concentrate on Core telephone functions.

GOS (80% calls answered in 25 seconds with abandon rate not to exceed 10%)
Met or exceeded in all months of 2004 except for February 2004 (White Juan 49% calls within GOS) and the November 2004 early snow event (56% of calls within GOS).

With those events removed GOS was met or exceeded by Dispatch in all months of 2004.

<u>IT Helpdesk</u>
❑ 95% of all IT calls closed within stated guidelines:
<table><tr><th></th><th>2003</th><th>2004 (to date)</th></tr><tr><td>Phone Calls</td><td>26,000*</td><td>29,049</td></tr><tr><td>E-mail</td><td>*incl</td><td><u>3,700</u></td></tr><tr><td>Total IT Requests</td><td></td><td><u>32,749</u></td></tr><tr><td>Unique Incidents</td><td>15,000</td><td>18,625</td></tr></table></td></tr>
<tr><td>On Time & Accurate Distribution of Pay Cheques</td><td>On Time & Accurate

G1. Percent of Quick Pays issued due to Shared Services' error.</td><td>G1.
❑ This is still considered a valid indicator from Pay/Costing, however, details will not be available until the last quarter of 2004/2005.</td></tr>
<tr><td>Accurate and Timely Response to Information Requests</td><td>I1. Civic Addressing Project: Phase III Year 3

I2. Response time for Civic address inquiries maintained</td><td>I1.
❑ 60% corrections activity completed this budget year (05/06)

I2.
❑ 90% of enquiries responded to within one day -</td></tr>
</table>

CLIENT BENEFITS	INDICATORS	RESULTS
	I3. Corporate Records - response times for record retrieval I4. Corporate Library - response times for Library requests I5. FOIPOP Requests - meeting legislated deadlines I6. GIS - response times for GIS services	either by resolution or status report to client. I3. 90% of retrieval requests responded to within 2 business days I4. 90% of requests responded to within 1 business day I5. 75% of applications processed within initial 30 day deadline ▸ Number of applications processed: ▸ 2002 - 18 ▸ 2003 - 17 ▸ 2004 - 30 ▸ 17% of decisions appealed ▸ 40% of appealed decisions upheld, balance awaiting decision I6. 90% of requests responded to within 2 business days.
Access to current technology & availability of technology and Business Solutions **Enhanced skill sets for employees trained in technology.**	Desktop Resources J1. Faster turnaround time for problem resolution. J2. Desktop replacements to keep current technology available, Server, Network and Application. J3. Availability of Infrastructure and more services done in off hours. J4. Number of courses offered and taken by HRM employees, cutting calls for repeat service and problems to HelpDesk.	J1. ❑ 95% of calls for services closed within the stated guidelines J2. ❑ Continued refresh of 650 desktops in 2004. J3. ❑ Server, Network and Business Applications availability - 99.9% of the time during HRM core business hours. J4. ❑ Over 700 classroom seats taken for 2004. ❑ Calls relating to training issues have been reduced through greater access to IT training opportunities.

2004/2005 Net Operating Budget	**$13,452,768**	***2004/2005 Gross Capital Budget***	**$864,000**
2005/2006 Net Operating Budget	**$14,187,635**	***2005/2006 Gross Capital Budget***	**$2,181,000**
2004/2005 Approved FTE's	**153.5**	**2005/2006 Approved FTE's**	**154[1]**

Summary of Achievements of Last Year's Business Plan

Key Initiative	Status
1. Develop three year Web Services strategy and Citizen Self-Service opportunities.	1. a) Basic web infrastructure & tools have been selected and installed. b) HRM Website has been redesigned and launched. c) Business Unit Page Authors have been trained in new software. d) On-line Citizen self-service products have been developed and tested.

[1] Shared Services' FTE count reflects an increase of 1 FTE approved during 04/05 (from contracting work in house); the transfer of 12 Marketing, Design and Print Services staff from Shared Services to Corporate Communications; the transfer of 4 IT staff from Police Services to Shared Services ; and an increase of 7.5 staff approved through the Integrated City and Scorecard initiatives.

2. Improve Citizen access to information and service.	2. a) Integrated Customer Contact strategy completed. b) 250 Business Unit users added to the Hansen Customer Service system enabling better response to citizen service requests. c) Hansen Customer Service Module installed at 6 Customer Service Centres. d) Installed web capabilities for Council agenda and reports. d) Developed and launched an EMO Citizen Alert on www.halifax.ca e) Co-located Visitor Information Centre with the HRM Customer Service Centre at Scotia Square, enhancing the "One Stop Shopping Experience."
3. Ensure the tools and technology appropriately support the business requirements of the organization.	3. a) Expanded the foot print of SAP to provide more effective management tools and reduce duplicate data entry. b) Expanded the foot print of Hansen to include Case Management and Portal functionality ensuring more seamless service to residents. c) Project managed the implementation of the Computer Aided Dispatch and Records Management System for Emergency Service Group. d) Created and delivered the first phase of a web enabled Executive Management Report on key result areas. e) Servers supporting enterprise systems were replaced and a back-up system was implemented enhancing speed, uptime and reliability. f) PC inventory control was enhanced through the instillation of a Automated Inventory System. g) Wireless Applications were pilot tested allowing staff to operate effectively in the field mobile office environments

4. Business and Geographical Information is reliable, easily shared and is an effective decision support tool for HRM.	4. a) The Geographical Information Services Division developed tools and processes to support the mapping and polling activity fo the 2004 Municipal Election. b) HRM took possession of the Municipal archival material from the Nova Scotia Provincial Archives. c) Data Sharing Agreements were completed with several utilities and Provincial Agencies. d) A Corporate Data Management and Data Gap analysis is being conducted.

Issue #1 Quality of the Work Place Environment

HRM has made a 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 often see the call centre as a "training ground" or "first step" into the organization and are willing to accept the reality of shift work to facilitate that process. Experienced call centre staff are often recognized throughout HRM for their training, expertise and organizational knowledge which makes them very competitive for other more attractive positions in the organization. This was presented as an issue in last year's business plan because of the high turn over rates in call centre staff. After more careful study Shared Services has restated this issue as an organizational opportunity that will require ongoing strategic management but also provides an exciting opportunity to both recruit and train excellent employees .

Opportunity:

- Turn over means that HRM is able to bring new employees into the organization
- Agents are trained to deliver excellent customer service to all callers and evaluated and coached in that area during their call centre experience
- The knowledge agents gain of the entire organization, technology and business processes provides staff with "the bigger picture" as they move to other positions in HRM
- By focusing on targeted recruitment programs that best suit the shift requirements at the call centre HRM is able to provide employment opportunities for students, early retirees or people seeking only part-time employment in non-traditional schedules

Shared Services has developed a Succession Planning framework which has been designed to ensure we can meet the skill requirements in our business unit. The following components of the framework, relative to succession planning in Shared Services, are expected to be complete in 2005/06: Analysis of Strategic Goals and Objectives; Determination of Future Functional Requirements; Development of a Future Workforce Profile (Demand); Development of a Current Workforce Profile (Supply); Identification of Workforce Requirements (Gap / Surplus Analysis).

Outcome 2005/2008

1. 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 2005/2006

1. Shared Services will clearly articulate and advocate for working environments that respond to employee needs and, will actively participate in corporate initiatives to advance the objective of quality work environments that support excellence in service delivery
2. Continue to implement and monitor targeted recruitment/retention programs for Call Centre employees.
3. Align IT workgroups with support requirements of the Enterprise Architecture. Improve manager effectiveness through balancing direct reports within the business solutions group.
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.
6. Complete Phase 1 and 2 of Workplace Succession Planning framework.
7. Managers at all levels of Shared Services conduct regular staff meetings that focus on how operational activities are linked to the outcomes of the Corporate Scorecard.

Risk Impact Category

Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B1 Corporate Image
	B2 Level of Service

Shared Services will continue to advocate for working environments that respond to employee needs and will actively participate in corporate initiatives to advance the objective of quality work environments that support excellence in service delivery. It is extremely difficult for Shared Services to impact these issues without corporate support and appropriate funding to meet already identified needs.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery - Customers satisfied with the level of service received from HRM
Excellence in Service Delivery - HRM provides a workplace environment that fosters employee and volunteer staff innovation, commitment, and competent service

Analysis of Proposed changes

Service Levels

Improved skills development will keep IT staff current and able to respond to changing technology demands.

Finance/Budget

- Training will be provided under current training budget.

- Provisions must be made in the corporate envelope to respond to the need to improve employee work environments.

Processes
Employees will be surveyed through formal and informal means to determine satisfaction levels with communication, work place environments, quality of supervision and access to training & development opportunities.

FTE: N/A

Performance Measures
1. Level of participation in corporate initiatives and response to draft HR and operational policy changes.
2. Percentage of appropriate candidates attracted and retained that match the expected qualifications for HRM opportunities.
3. IT staff have the appropriate skills to support applications and resolve business issues for clients and resources are aligned to support the Enterprise Architecture strategy.
4. Employee Survey Action Plan is delivered and evaluated through employee feedback.
5. Programs and strategies introduced in support of diversity.
6. Gap/surplus analysis completed for succession planning.
7. Improved survey results related to access to management and organizational information.

Issue #2 Planning for and securing appropriate capital & operating resources.

The capital investment in Information Technology and web services 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 three years there has been a significant number of systems and applications added to the existing Information Technology infrastructure. Server capacity enhancement and storage needs to be addressed annually to keep pace with changing requirements. These requirements are not sufficiently addressed through the Information Technology base capital. Any new systems which change the rate of storage or processing consumption will not be able to be accommodated by existing investments and speed and access to systems will be compromised. HRM has not established a reserve to replace these systems which normally have a 6 - 12 year life span.

Desktop Operating Systems are being moved to current versions through the server upgrading process. Technology change and pricing changes indicates that the current leasing model for desktop

equipment may not be the most cost effective way for HRM to acquire equipment. Since the existing desktop inventory is leased, a change to a purchasing model would require significantly more capital or borrowing from a reserve.

HRM's applications are moving toward browser based technology. As part of the Enterprise Architecture the costs associated with these requirements will be analyzed in 05/06 in preparation for the 06/07 capital cycle.

The impact on the business of making sufficient incremental investments in technology is that the business will not notice the technology. Systems will operate efficiently, citizens will be able to conduct business electronically with HRM in the manner they expect, new requirements are anticipated and resources allocated before they are required. A planned approach allows greater flexibility in evaluating the best overall fit for technology and capitalizing on opportunities for consolidation of services and economies of scale.

There is a growing demand for e- services and e-government to meet the expectations of citizens and business. HRM is required to make investments in web technology to be in a position to respond to the integrated delivery of web-based information and services and to take advantage of internet based technology.

Outcome 2005/2008

1. Ensure that the organization is aware of the operating and capital resources that are required to deliver services efficiently, improve customer service, support the business functions of HRM and control operational costs to Business Unit clients.

Objectives 2005/2006

1. Technology governance framework established for decision making on long term technology investments (working with Integrated City project).
2. Improve the server performance by increasing capacity, consolidating and upgrading equipment through a capital investment (2005/2006 capital budget submission)
3. Prepare a 3 year capital investment and life-cycle plan - linked to the Integrated City Enterprise Architecture plan- to acquire the appropriate systems and infrastructure to support the changes required for emerging technology
4. Convert remaining HRM web pages to the new template for www.halifax.ca and deliver improved services through the HRM Intranet.
5. Implement the HRM web portal technology solution and deliver the first "pilot" service through the new web portal technology.
6. Complete lease vs. buy analysis for Information Technology desktop hardware and implement recommendation through RFP or tender process.

7. Establish an Enterprise Replacement Reserve for funding long term replacement of costly systems such as SAP / HANSeN / CAD-RMS, etc.
8. Provide an adequate level of support and system administration for the new Computer Aided Dispatch and Records Management System.

Risk Impact Category:

Scorecard Theme:	*Excellence in Governance*
Impact Category:	A3 Information Resources
Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B2 Level of Service

Business equipment and technology must be up to date and at an acceptable standard. If capital funding for purchase of new desktops and upgrades or increased operating funding- for licensing, server and technology leases and earlier lease renewals - is not made available the organization is at considerable risk in these areas.

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
Excellence in Service Delivery - HRM utilizes management tools that provide current information on the state of its finances, assets, human resources, and service performance
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.

Analysis of Proposed changes

Service levels:
The Computer Assisted Dispatch Records Management system will have the capacity to support an additional 250 (RCMP) users.

Financial/Budget:
- Total Cost of Operating (TCO) initiatives & life cycle planning initiatives will moderate the peaks and valleys of capital funding request.
- The required reserves will be established and funded.

Processes:

- All new technology investments will be approved through the Integrated City governance structure.
- Web content managers will be assigned to work with Business Units to support their page improvements.

FTE: 1 CAD/RMS System Administrator
2 Web Content Managers
1 Java Programmer/Portal Developer
1 System Administrator/Web Master

Performance Measures

1. HRM's investments in technology are consistent with the principals of the Integrated City.
2. Efficiencies are achieved, server performance and application access is improved.
3. Three (3) year capital investment plan - linked to Integrated City IT architecture plan- prepared and ready for submission to the 2006/2007 capital budget process. Organization is aware of the requirements and capital and operating funding as well as alternate funding sources are being investigated.
4. Web presence is improved and all pages of the HRM web site are transitioned to the new templates. The portal and web technology plan is incorporated as part of the Business Architecture of HRM. The Internal Communications Committee's top three priorities to improve communications are supported by the HRM Intranet.
5. HRM's web portal product selected, purchased and installed with initial configuration
6. Costs for desktop equipment are reduced and required "bubble" funding source obtained.
7. An Enterprise Replacement Reserve in established and funded.
8. Hire and train a second system administrator for the CAD/RMS system.

Issue #3 Information and Data Management

Access to complete and accurate data is a significant issue impacting the day to day operations of all HRM business units. Some business units do not have ready access to the basic information they need to do their jobs while others struggle with the ability to properly manage and maintain the data and information they need to support their business activities.

Managing paper and electronic records has been identified as a challenge facing Business Units and impacting the ease with which they carry out their business activities. Much time and effort is spent looking for paper and electronic records which are stored in a variety of forms and in a variety of locations.

Administrative Order 31 is an order respecting corporate records and information management in Halifax Regional Municipality. It addresses how HRM will manage its corporate information records and adopts a standard classification and retention schedule. The Order further dictates how municipal records will be disposed of and it establishes a management committee to oversee, guide, and promote the management of municipal records.

Managing records and other issues regarding the current state of our data and information assets have been identified in the Corporate Data Plan. The Plan, which was developed as part of the Enterprise Architecture, identifies key data issues for each Business Unit in HRM, as well as corporate wide data issues and begins to lay out a strategy for systematically and effectively addressing these issues in a prioritized manner.

To address the challenges regarding record/ document management, the Information Management group will lead a project to implement the first phase of an electronic document/ record management system in 2005/06. The focus of Phase I will be the management of Legal Services records & documents as well as staff reports and studies sent to Council through the Clerk's office. It is anticipated the system will be rolled out to all other Business Units in a phased approach when Business Units demonstrate a readiness and ability to participate in the project.

In the past year, the demands on the Corporate Records Center (CRC) have expanded to include the storage and management of municipal archival records. The center is currently beyond capacity and this is impacting its ability to continue to receive and manage records from HRM Business units. As well, public requests for access to the archival material has placed great strains on the division's ability to meet their core business functions. The 2005/06 business cycle will see the expansion of the footprint of the corporate library, cataloguing, and managing of public access to archival material.

Management of FOIPOP applications has become a significant part of the IRM operations. The number of applications received in a year has doubled since the legislation was introduced. Given the growing number of applications as well as their increased complexity, the number of requests for extensions to the legislated time frames has grown. If applications continue to increase as anticipated, it is expected there will be a further reduction in the number of applications that are processed within the legislated time frames.

Access to current property information is a critical business need in the organization. Most Business Units require access to basic property information such as owner name, mailing address, civic address, lot area, lot frontage, etc. in order to carry out their business processes. Much of the required property data is obtained through various Provincial government agencies, most notably Land Information & Management Services (LIMS) and the Assessment division of Service Nova Scotia and Municipal Relations (SNSMR). In the past three years, significant

progress has been made in building relationships with these organizations and improving data exchange processes. In 05/06, HRM will work with the new Assessment entity and LIMS to improve data management practices and integration in order to further streamline the process for data sharing between HRM and the Province. In addition, it is expected that the submission of digital subdivision plans, through the proposed consolidated HRM Subdivision By-law, will further enhance the creation and management of lot record information by both HRM (Civic Addressing & GISS) and the Province since the data will be provided in digital form.

Outcomes 2005/2008

1. To improve the completeness, accuracy, currency, security, and availability of data and information used to support decision making and Business Unit activities.
2. To improve the management of unstructured data (corporate records, documents, and archival material) so as to provide a reasonable level of response to business unit, citizen and agency requests.

Objectives 2005/2006

1. Implement the Corporate Data Plan by working with Business Units to scope, manage and complete data projects relevant to their business functions as well as carry out projects to address overall corporate data needs. A key component of the 05/06 work plan will focus on data projects related to the Asset Management Program. The goal will be to implement projects which will complete fundamental information (base inventory data sets) for primary assets (i.e. sewer infrastructure, above ground Right Of Way assets, HRM buildings, parks & recreation facilities, fleet). The number of projects implemented will be dependent upon resources provided. Many of these projects will require several years to complete depending on scope and resources.
2. Complete roll out of Administrative Order #31 across the organization.
3. Deliver Phase I of the Corporate Records/Document Management project.
4. Expand the footprint of the Corporate Library.
5. Safeguard and manage HRM Archival material and make it accessible to residents, staff, and contractors.
6. Continue implementation of Data Sharing agreement with Province. Negotiate data Sharing agreements with other partners (Nova Scotia Power, Department of National Defence). Work with new Provincial assessment entity to improve data integration between assessment records and property / land records in order to improve and simplify the exchange of property/ assessment data between the Province and HRM.
7. Complete Year 3 of civic address corrections plan and develop the implementation plan for database maintenance.

Risk Impact Category

Scorecard Theme:	*Excellence in Governance*
Impact Category:	A1 Legal Liability
Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B4 Information Resources

Increasing numbers of FOIPOP requests will make it difficult for HRM to meet the legislative requirements, with current resources, for a 30 day response.

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-

- End "silo" data initiatives in the interest of integration and data sharing
- Public access to municipal archival material will be available
- Legal Services and Clerk's offices will manage records more effectively with improved sharing and search capabilities.

Financial/Budget:

- Capital funding provided for data component of Asset Management Program

Processes:

- Data plan will result in new processes and standards for data management.
- Data plan will result in a data custodianship model being adopted and implemented for the corporation.
- New subdivision bylaw will require that property information be provided in an electronic form. The new assessment service planning / structure has the ability to improve the management of property / ownership information data.
- Clerk's office will be required to create and store documents electronically.

FTE: 1 Archival Technician
0.5 Project Manager - Corporate Records/Document Management project

Performance Measures

1. Multi-year projects to complete base inventory asset data sets identified in the Corporate Data Plan are implemented. Detailed projects are scoped for other data priorities identified in the plan.
2. Administrative Order 31 is rolled out across the organization. Business Units understand the requirements of Administrative Order 31 and are implementing the procedures in support of it.
3. Phase I of the Corporate Records/ Document Management system is implemented on time and budget.
4. Corporate Library expanded
5. Clients have easy access to archival material. The risk associated with lost or damaged archival material is reduced.
6. Operational details of Memorandum of Understanding with Province completed. Partnership agreement in place with Nova Scotia Power and the Department of National Defence. The process for exchange of property / assessment data between the Province and HRM is more streamlined and efficient.
7. Year 3 of corrections activity and community boundaries completed for urban core.

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 in the delivery of information to citizens as the first point of contact through telephone, web, and in-person support services and the provision of IT systems, IT infrastructure and IT consulting services. Shared Services 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.

In 2005/06, Shared Services will develop a Knowledge base which will be the repository of information that will be used to answer questions frequently asked by callers to the Call Centre, Customer Service Centre and other front line services in HRM . Phase 1 will include Q&A's for the by-laws implemented in this phase of the Code Enforcement project and the "most commonly utilized" problem codes utilized at the Call Centre and Customer Service Centres.

HRM has made significant investments in systems and training to support the corporate direction of quality customer service and efficiencies through integration. In the last 2 years, leading edge technology has been implemented and business processes re-engineered to create efficiencies and provide effective performance measures. HRM has sized these applications to meet future demands. Many smaller Nova Scotia municipalities would not find it cost effective or affordable to make similar investments but are anxious to enjoy some of the same business benefits of HRM In 2005/06, Shared Services will be developing a plan to offer other Atlantic Canadian

municipalities with hosting options on selected systems. These hosting opportunities will be pursued only where the provision of the service is cost neutral to HRM taxpayers and where economies of scale provide direct benefits to HRM.

Outcome 2005/2008

1. To provide quality customer service that meets the needs of internal and external clients and integrate services to create greater efficiencies and improved service levels.

Objectives 2005/2006

1. Establish an IT Master Service Level Agreement (SLA) for support services with all business units. Provide regular reporting to clients on SLA objectives. Evaluate the SLA with HRP services.
2. Revise the HRM Disaster Recovery plan with a view to reducing service resumption times.
3. Advance Tier 1 support delivery to improve end-to-end customer response and "one stop" access for citizens and the business community.
4. Develop a Hosting Plan for other municipalities and partner agencies.
5. Implement Knowledge base to replace current paper-based collections of information with a highly searchable, easy to update set of questions and answers associated with each of the problem codes in the Hansen Customer Service Module.

Risk Impact Category

Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B1 Corporate Image B2 Level of Service
Scorecard Theme:	*Safe Communities*
Impact Category:	C2 Community Impact

There is a risk that Business Units may not make the necessary resource allocation or follow the processes necessary to keep the Knowledgebase current.

Links to HRM Corporate Scorecard Theme Outcomes

Excellence in Service Delivery- Citizens feel the services received are worth the taxes paid
Safe Communities - Citizens access to emergency and non-emergency service is logical, understandable, reliable and measurable

Analysis of Proposed changes

Service Levels

- New server technology (from capital) will enhance service levels as it pertains to Disaster Recovery (see implications sheet)
- A more pro-active and coordinated approach to licensing functions

Financial/Budget:

The operating cost of the licensing function is reduced by $20,000 annually through increased revenue.

Processes:

- Work with PWT & Code Enforcement initiatives will result in new processes in HANSeN.
- Service levels will be negotiated through Service Level Agreements.
- Business Units will be required to efficiently manage their content for the HRM knowledebase.

FTE: 1 Licensing Administrator

Performance Measure

1. Key Service Level Agreements are completed and regular reviews are held with clients.
2. IT risks are mitigated and HRM has improved its disaster recovery rate.
3. New processes are developed and implemented to provide end to end customer service on service requests and revenue is increased through a coordinated licensing function.
4. The Hosting Plan is developed and several trials are underway using Versaterm and HANSeN products. HRM realizes a return on investment.
5. Creation and launching of initial Knowledgebase content.

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.

The Integrated City Steering Committee will approve the Enterprise Architecture Plan in June 2005. The Enterprise Architecture plan will include the following components:

- The Business Architecture (Service Delivery Model) - describes the services HRM provides to citizens and clients, how these services are clustered and the role the various business units play in the overall delivery of these services.

- The Data Architecture (Data Plan)- details the current state of data and information required to support HRM business activities, identifies strategies to address gaps, provides future direction regarding proper management and storage of these assets, and establishes structures and systems that allow effective sharing of corporate business data and information, both internally, and where appropriate, to citizens and partners.

- The Technology Architecture - details our current state, identifies the operating systems and applications that are in place to support the existing business requirements and provides direction for future system and application requirements. This architecture also details and inventories our existing telephones and provides for future direction on telephone and wireless strategies that will take advantage of emerging technologies; will be compatible with the other elements of the IT architecture; and will create greater interoperability and contain costs. Another element of the IT architecture is the Web Services strategy. This strategy will detail our current state and capabilities and identify a strategy to allow HRM to provide more opportunities for e-services, e-democracy, and effective 2-way communication with citizens, clients and agency partners.

Geographic dispersal of HRM facilities has created a strong reliance on service providers for data communications. As new systems are introduced with higher bandwidth requirements, the costs to provide these communications links continue to increase. Shared Services is investigating opportunities to partner with other MUSH sector agencies (Municipalities, Universities, Schools, Hospitals) in building fiber-optic infrastructure within HRM to provide enhanced data circuits, greater reliability and redundancy of systems, and prepare for future growth. This infrastructure investment will support future initiatives and facilitate further rationalization of equipment and services.

Outcomes 2005/2008

1. Maximize the opportunities for integration and service improvements through the use of technology and process change.

Objectives 2005/2006

1. Continue to refine and detail Corporate Technology Architecture Plan.
2. Continue development of corporate dashboard to include safe communities indicators.
3. Establish levels of integration between the corporate GIS system and HRM's other enterprise systems (LIS, CAD, SAP) and develop plan to implement.
4. Implement Phase 1 of the Integrated Citizen Contact Strategy for Call Centre, Web Services & Customer Service Centres.
5. New applications in HRM will be implemented in support of the architectural direction to support single sign on.
6. Ensure that the process of delivering the services to the residents of HRM (from intake to resolution) for each problem code in the HANSeN Customer Service module has been clearly articulated by the lead Business Unit for the problem code and that the process has a Visio map

that shows the process and an accompanying Q&A sheet that answers the primary question required to develop the Knowledgebase for the Problem Code.

7. Use the results of the IT Architecture gap analysis to develop a strategy for end-user reporting tools for HRM. Implementation of the end-user reporting tool will be dependent upon completion of a corporate data dictionary, which is a deliverable of the Data Plan.
8. Partner with other agencies to build a small fiber optic network for the capital district.
9. Provide a higher level of connectivity and access for HRM work sites.

Risks

Scorecard Theme:	*Excellence in Governance*
Impact Area:	A3 I nformation Resources
Scorecard Theme:	*Excellence in Service Delivery*
Impact Area:	B2 Level of Service

There is a risk that Shared Services may not have the staff resources required to meet the ongoing operational requirements and respond to the support required for strategic initiatives.

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
Safe Communities - Citizens access to emergency and non-emergency service is logical, understandable, reliable and measurable

Analysis of Proposed changes

Service Levels:

- Service improvements
- More effective use of technology
- Higher level of integration of data and systems

Financial/Budget:

An increase in the budget envelope of $20,000 to support cost of data lines for high speed connections to selected depot sites

Processes:

All new technology investments will be approved through the Integrated City governance structure.

FTE: N/A

Performance Measures

1. Plan is delivered and recommended to Steering Committee.
2. Dashboard and business reporting tools are delivered.
3. Integration plan for GIS and other enterprise systems is developed.
4. Phase I of Integrated Citizen Contact Strategy successfully implemented
5. New applications in HRM support the architectural direction of single sign on.
6. Process Owners for each problem code clearly identified, Q&A template and knowledgeable approach established at Phase 1 - at least 50% of problem codes mapped and Q & A's completed.
7. End-user reporting tools strategy developed.
8. A fiber optic network will be built in the Capital District.
9. High speed connections are provided to selected depot sites and system access is provided to shop floor employees creating operational efficiencies and improved communication.

Shared Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Office of Director Shared Services:						
A610 Director of Shared Services	308,350	383,458	356,353	399,650	16,192	4.2%
A630 Shared Services Co-ordination	603	0	79	0	0	-
Office of Director Shared Services	**308,953**	**383,458**	**356,432**	**399,650**	**16,192**	**4.2%**
Data Knowledge Management::						
A642 Data/Knowledge Management	79,554	112,168	113,016	222,289	110,121	98.2%
Total Data Knowledge Management	**79,554**	**112,168**	**113,016**	**222,289**	**110,121**	**98.2%**
Information Resource Management						
A122 Information Resource Manageme	251,228	299,515	275,049	418,550	119,035	39.7%
Total Information Resource Managen	**251,228**	**299,515**	**275,049**	**418,550**	**119,035**	**39.7%**
Geographic Information Services:						
A635 GIS	388,403	449,849	438,619	377,740	(72,109)	-16.0%
Total Geographic Information Servic	**388,403**	**449,849**	**438,619**	**377,740**	**(72,109)**	**-16.0%**
Data Sources:						
C330 Civic Addressing	305,551	347,823	359,150	389,850	42,027	12.1%
Total Data Sources	**305,551**	**347,823**	**359,150**	**389,850**	**42,027**	**12.1%**
Information Technology:						
A410 Administration - IT	2,289,571	2,151,836	2,331,130	2,305,831	153,995	7.2%
Total Information Technology	**2,289,571**	**2,151,836**	**2,331,130**	**2,305,831**	**153,995**	**7.2%**
Technology Intrastructure:						
A440 Technology Intrastructure	2,596,920	2,671,466	2,625,729	2,830,094	158,628	5.9%
A444 Systems & Networks	1,899	0	0	0	0	-
Total Technology Intrastructure	**2,598,820**	**2,671,466**	**2,625,729**	**2,830,094**	**158,628**	**5.9%**
Customer Care:						
A420 Customer Care	469,748	1,150,149	1,147,081	1,356,500	206,351	17.9%
A441 Helpdesk	280,363	0	(12,050)	0	0	-
A442 PC Support	264,783	0	5,036	0	0	-
Total Customer Care	**1,014,894**	**1,150,149**	**1,140,068**	**1,356,500**	**206,351**	**17.9%**
Business Solutions:						
A430 Business Solutions	1,608,895	1,739,440	1,561,374	1,848,304	108,864	6.3%
Total Business Solutions	**1,608,895**	**1,739,440**	**1,561,374**	**1,848,304**	**108,864**	**6.3%**
Project Management:						
A435 Project Management	125,514	169,736	169,711	160,042	(9,694)	-5.7%
A436 CAD/RMS	147,845	795,180	840,861	619,385	(175,795)	-22.1%
A437 Land Information System (Operat	0	91,000	60,610	74,680	(16,320)	-17.9%
Total Project Management	**273,359**	**1,055,916**	**1,071,182**	**854,107**	**(201,809)**	**-19.1%**
Client Services:						
A461 Client Services	61,633	205,400	147,746	216,400	11,000	5.4%
Total Client Services	**61,633**	**205,400**	**147,746**	**216,400**	**11,000**	**5.4%**

Shared Services

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Customer Service Centres:						
A661 Admin. & Storefont	57,951	108,503	81,098	157,970	49,467	45.6%
A663 Alderney Gate	84,861	89,532	94,295	89,870	338	0.4%
A664 West End Mall	85,209	90,876	84,107	91,120	244	0.3%
A665 Scotia Square	145,450	158,767	164,174	158,550	(217)	-0.1%
A666 Cole Harbour Place	85,686	94,302	83,928	93,620	(682)	-0.7%
A667 Acadia Centre	89,251	91,056	89,951	87,470	(3,586)	-3.9%
A668 Musquodoboit Harbour	1,910	0	2,223	6,000	6,000	-
Total Customer Service Centres	**550,318**	**633,036**	**599,776**	**684,600**	**51,564**	**8.1%**
Dispatch Services/Call Centre						
A671 Dispatch Services	312,594	316,762	259,373	250,400	(66,362)	-21.0%
A625 Corporate Call Centre	1,016,936	1,079,963	1,100,563	1,162,970	83,007	7.7%
Total Dispatch Services/Call Centre	**1,329,530**	**1,396,725**	**1,359,936**	**1,413,370**	**16,645**	**1.2%**
Pay/Costing Systems:						
A615 Payroll & Admin Serv	804,005	823,057	815,518	838,200	15,143	1.8%
Total Pay/Costing Systems	**804,005**	**823,057**	**815,518**	**838,200**	**15,143**	**1.8%**
E-Access & Services						
A681 E-Access & Services	210,988	227,030	315,260	260,950	33,920	14.9%
Total E-Access & Services	**210,988**	**227,030**	**315,260**	**260,950**	**33,920**	**14.9%**
Total	**$12,075,702**	**$13,646,868**	**$13,509,984**	**$14,416,435**	**$769,567**	**5.6%**

Shared Services

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Office of Director Shared Services						
A610 Director of Shared Services	(1,553)	0	0	0	0 -	
Total Office of Director Shared Servic	**(1,553)**	**0**	**0**	**0**	**0**	-
Data Knowledge Management::						
A642 Data/Knowledge Management	0	0	(44)	0	0 -	
Total Data Knowledge Management	**0**	**0**	**(44)**	**0**	**0**	-
Information Resource Management:						
A122 Information Resource Managemei	(643)	0	**(749)**	0	0 -	
Total Information Resource Managen	**(643)**	**0**	**(749)**	**0**	**0**	-
Geographic Information Services						
A635 GIS	(6,902)	(11,900)	(15,464)	(5,000)	6,900	-58.0%
Total Geographic Information Service	**(6,902)**	**(11,900)**	**(15,464)**	**(5,000)**	**6,900**	**-58.0%**
Data Sources						
C330 Civic Addressing	(300)	0	(145)	0	0 -	
Total Data Sources	**(300)**	**0**	**(145)**	**0**	**0**	-
Information Technology:						
A410 Administration - IT	(1,227)	0	(303)	0	0 -	
Information Technology	**(1,227)**	**0**	**(303)**	**0**	**0**	-
Technology Intrastructure:						
A440 Technology Intrastructure	(8,400)	(8,400)	(40,790)	0	8,400	-100.0%
A444 Systems & Networks	0	0	0	0	0 -	
Total Technology Intrastructure	**(8,400)**	**(8,400)**	**(40,790)**	**0**	**8,400**	**-100.0%**
Customer Care:						
A420 Customer Care	0	0	(68)	0	0 -	
Total Customer Care	**0**	**0**	**(68)**	**0**	**0**	-
Business Solutions:						
A430 Business Solutions	**0**	**0**	**(83)**	**0**	0 -	
Total Business Solutions	**0**	**0**	**(83)**	**0**	**0**	-
Project Management:						
A435 Project Management	(37,698)	0	0	0	0 -	
A436 CAD/RMS	0	0	(100,249)	0	0 -	
Total Project Management	**(37,698)**	**0**	**(100,249)**	**0**	**0**	-
Customer Service Centres:						
A661 Admin. & Storefont	(114,342)	(166,000)	(252,232)	(216,000)	(50,000)	30.1%
A665 Scotia Square	(21)	0	0	0	0 -	
Total Customer Service Centres	**(114,363)**	**(166,000)**	**(252,232)**	**(216,000)**	**(50,000)**	**30.1%**
Dispatch Services/Call Centre						
A625 Corporate Call Centre	(3,008)	0	0	0	0 -	
Total Dispatch Services	**(3,008)**	**0**	**0**	**0**	**0**	-
Pay/Costing Systems:						
A615 Payroll & Admin Serv	(192,385)	(7,800)	(3,600)	(7,800)	0	-0.0%
Total Pay/Costing Systems	**(192,385)**	**(7,800)**	**(3,600)**	**(7,800)**	**0**	**-0.0%**
E-Access & Services						
A681 E-Access & Services	0	0	(26,948)	0	0 -	
Total Pay/Costing Systems	**0**	**0**	**(26,948)**	**0**	**0**	-
Total	**($366,479)**	**($194,100)**	**($440,673)**	**($228,800)**	**($34,700)**	**17.9%**

Shared Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Office of Director Shared Services:						
A610 Director of Shared Services	$306,797	$383,458	$356,353	$399,650	16,192	4.2%
A630 Shared Services Co-ordination	603	0	79	0	0 -	
Office of Director Shared Services	**307,400**	**383,458**	**356,432**	**399,650**	**16,192**	**4.2%**
Data Knowledge Management::						
A642 Data/Knowledge Management	79,554	112,168	112,972	222,289	110,121	98.2%
Total Data Knowledge Management	**79,554**	**112,168**	**112,972**	**222,289**	**110,121**	**98.2%**
Information Resource Management						
A122 Information Resource Manageme	250,584	299,515	274,301	418,550	119,035	39.7%
A123 Corporate Library	0	0	0	0	0 -	
Total Information Resource Managen	**250,584**	**299,515**	**274,301**	**418,550**	**119,035**	**39.7%**
Geographic Information Services:						
A635 GIS	381,501	437,949	423,156	372,740	(65,209)	-14.9%
Total Geographic Information Servic	**381,501**	**437,949**	**423,156**	**372,740**	**(65,209)**	**-14.9%**
Data Sources:						
C330 Civic Addressing	305,251	347,823	359,005	389,850	42,027	12.1%
Total Data Sources	**305,251**	**347,823**	**359,005**	**389,850**	**42,027**	**12.1%**
Information Technology:						
A410 Administration - IT	2,288,344	2,151,836	2,330,827	2,305,831	153,995	7.2%
Total Information Technology	**2,288,344**	**2,151,836**	**2,330,827**	**2,305,831**	**153,995**	**7.2%**
Technology Intrastructure:						
A440 Technology Intrastructure	2,588,520	2,663,066	2,584,938	2,830,094	167,028	6.3%
A444 Systems & Networks	1,899	0	0	0	0 -	
Total Technology Intrastructure	**2,590,420**	**2,663,066**	**2,584,938**	**2,830,094**	**167,028**	**6.3%**
Customer Care:						
A420 Customer Care	469,748	1,150,149	1,147,013	1,356,500	206,351	17.9%
A441 Helpdesk	280,363	0	(12,050)	0	0 -	
A442 PC Support	264,783	0	5,036	0	0 -	
Total Customer Care	**1,014,894**	**1,150,149**	**1,140,000**	**1,356,500**	**206,351**	**17.9%**
Business Solutions:						
A430 Business Solutions	1,608,895	1,739,440	1,561,290	1,848,304	108,864	6.3%
Total Business Solutions	**1,608,895**	**1,739,440**	**1,561,290**	**1,848,304**	**108,864**	**6.3%**
Project Management:						
A435 Project Management	87,816	169,736	169,711	160,042	(9,694)	-5.7%
A436 CAD/RMS	147,845	795,180	740,612	619,385	(175,795)	-22.1%
A437 Land Information System (Operat	0	91,000	60,610	74,680	(16,320)	-17.9%
Total Project Management	**235,661**	**1,055,916**	**970,933**	**854,107**	**(201,809)**	**-19.1%**
Client Services:						
A461 Client Services	61,633	205,400	147,746	216,400	11,000	5.4%
Total Client Services	**61,633**	**205,400**	**147,746**	**216,400**	**11,000**	**5.4%**

Shared Services

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Customer Service Centres:						
A661 Admin. & Storefont	(56,391)	(57,497)	(171,133)	(58,030)	(533)	0.9%
A663 Alderney Gate	84,861	89,532	94,295	89,870	338	0.4%
A664 West End Mall	85,209	90,876	84,107	91,120	244	0.3%
A665 Scotia Square	145,429	158,767	164,174	158,550	(217)	-0.1%
A666 Cole Harbour Place	85,686	94,302	83,928	93,620	(682)	-0.7%
A667 Acadia Centre	89,251	91,056	89,951	87,470	(3,586)	-3.9%
A668 Musquodoboit Harbour	1,910	0	2,223	6,000	6,000	-
Total Customer Service Centres	**435,956**	**467,036**	**347,545**	**468,600**	**1,564**	**0.3%**
Dispatch Services/Call Centre						
A671 Dispatch Services	312,594	316,762	259,373	250,400	(66,362)	-21.0%
A625 Corporate Call Centre	1,013,928	1,079,963	1,100,563	1,162,970	83,007	7.7%
Total Dispatch Services/Call Centre	**1,326,522**	**1,396,725**	**1,359,936**	**1,413,370**	**16,645**	**1.2%**
Pay/Costing Systems:						
A615 Payroll & Admin Serv	611,620	815,257	811,918	830,400	15,143	1.9%
Total Pay/Costing Systems	**611,620**	**815,257**	**811,918**	**830,400**	**15,143**	**1.9%**
E-Access & Services						
A681 E-Access & Services	210,988	227,030	288,312	260,950	33,920	14.9%
Total E-Access & Services	**210,988**	**227,030**	**288,312**	**260,950**	**33,920**	**14.9%**
Total	**$11,709,223**	**$13,452,768**	**$13,069,311**	**$14,187,635**	**$734,867**	**5.5%**

Shared Services

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	%
Expenditures						
Compensation & Benefits	6,842,311	8,012,430	7,743,261	8,278,560	266,130	3.3%
Office Costs	1,497,151	1,551,751	1,678,216	1,690,000	138,249	8.9%
Professional Fees	0	4,574	3,674	5,500	926	20.3%
Legal & Consulting Fees	156,180	222,130	149,053	241,160	19,030	8.6%
External Services	154,014	146,761	126,596	232,100	85,339	58.1%
Uniforms & Clothing	313	800	902	1,100	300	37.5%
Supplies & Materials	6,413	100	10,597	0	(100)	-100.0%
Building Costs	606	0	4,301	0	0	-
Equipment & Communications	3,150,859	3,195,793	3,320,449	3,330,981	135,188	4.2%
Travel	55,511	68,986	74,483	82,073	13,087	19.0%
Training & Education	119,486	194,248	148,213	216,653	22,405	11.5%
Facilities Rental	0	125,270	151,106	216,625	91,355	72.9%
Advertising & Promotion	11,112	10,088	10,230	8,880	(1,208)	-12.0%
Other Goods & Services	68,525	113,937	76,996	112,803	(1,134)	-1.0%
Interdepartmental	12,672	0	11,909	0	0	-
Other Fiscal	550	0	0	0	0	-
Total	**$12,075,702**	**$13,646,868**	**$13,509,985**	**$14,416,435**	**$769,567**	**5.6%**
Revenues						
Licenses & Permits	(60,407)	(66,900)	(67,956)	(62,500)	4,400	-6.6%
Rental & Leasing	(11,720)	(6,000)	(12,880)	(6,000)	0	-0.0%
Sales Revenue	(58,225)	(100,000)	(187,153)	(150,000)	(50,000)	50.0%
Waste Water Levies	(175,301)	0	0	0	0	-
Environmental Protection Levies	(12,500)	0	0	0	0	-
Other Revenue	(48,326)	(21,200)	(172,684)	(10,300)	10,900	-51.4%
Total	**($366,479)**	**($194,100)**	**($440,673)**	**($228,800)**	**($34,700)**	**17.9%**
Net Cost	**$11,709,223**	**$13,452,768**	**$13,069,312**	**$14,187,635**	**$734,867**	**5.5%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

		Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
Shared Services					
CID00630	Server Consolidation/Life Cycle Extnsior	0	281,000	281,000	281,000
CIO00108	Land Information System	2,297,000	0	0	0
CID00707	E-Commerce & Web Services	0	210,000	0	0
CID00710	Document/Records Management	0	250,000	0	0
CID00748	Fiber Optics Network	0	200,000	0	0
CIO00108	Land Information System	2,297,000	0	0	0
Provided to Other Business Units:					
CIY00019	Civic Addressing	1,141,600	340,000	0	0
* CHA00160	Vehicle Tracking & Communications	0	900,000	0	0
Total		**5,735,600**	**2,181,000**	**281,000**	**281,000**

TRANSPORTATION AND PUBLIC WORKS SERVICES

MISSION STATEMENT

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

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.

Description of Program/Service

Formulated as a result of the Regional Plan objectives for improved transportation planning, and in keeping with HRM's Corporate Vision, Transportation & Public Works Services (TPW) has been created to consolidate all critical and operational services with respect to management of the Municipality's infrastructure, particularly with regard to transportation issues. This organizational restructuring takes effect April 1, 2005.

TPW plans, constructs, maintains and regulates the effective use of public infrastructure and transportation facilities such as streets, sidewalks, sewers, and transit & ferry systems for the purposes of addressing public transportation, safety, infrastructure life cycle costs and legislated requirements.

The Director of TPW 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. The Director will also act as the Secretary to the proposed Capital Transportation Authority (CTA) Board.

TPW consists of six management units:

a) **Regional Transportation Planning** - Management of the **Capital Transportation Authority.** It is responsible for long term strategic planning for HRM. **Transportation planning** involves planning, expansion and assessment of new demands on the HRM's transportation infrastructure. This includes measures and processes for **Strategic Land Acquisition**. **Active/Alternative Transportation Planning** involves the coordination and development of a system of on- and off- road facilities that encourages the use of various modes of active transportation throughout the urban, suburban and rural areas of the HRM.

b) **Transit Services** - Provides public transportation services within HRM through conventional transit, community transit, ferry services and Access-A-Bus services.

c) **Traffic and Right of Way Services** - Responsible for transportation planning, traffic control, and traffic signal maintenance within the street right of way. **Traffic Control** involves the safe and efficient management of vehicle and pedestrian traffic flow within the existing transportation system. This includes **Traffic Signals & Streetlighting** maintenance, as their efficient performance is vital to the outcome and success of traffic control. **Right of Way Management** includes the coordination and management of activities and installations that occur within HRM rights of way and to balance the multitude of demands for right of way space. **Sign Shop & Traffic Markings** includes traffic signs, traffic markings, and parking meters.

d) **Public Works Operations** - Provides maintenance of streets and sidewalks under the following categories: street maintenance, sidewalk maintenance, traffic infrastructure maintenance, and snow and ice control. **Street maintenance (Urban and Rural)** includes street sweeping, litter and leaf pick up, asphalt patching, gravel roads, guard rails, and chip sealing. **Sidewalk maintenance** includes concrete, asphalt, and brick sidewalks; and curbs. **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.

e) **Service Delivery** - Responsible for the coordination of quality improvement initiatives for the business unit, development and monitoring of organizational performance tools, liaison with external agencies on business unit matters, the coordination of overall feedback systems for the business, and the coordination of the business unit's infrastructure management plan.

f) **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.

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
Public health and the environment protected	• Number of sewage spills/ backups addressed • % reduction of use of toxic materials such as road salt
A safer street and sidewalk system	• Number of liability claims • % change in Surface Distress Index (SDI)
Public Investment protected at reduced long term cost	• Measure change in overall condition assessment of asset inventory (streets) • Long term capital capacity gap
Customer focused service delivery	• Service request tracking statistics (Hansen)

Fiscal benefits related to mitigating need for street/road infrastructure	• Measured change in overall condition assessment of asset inventory (streets)
Well managed, effective transportation system	• Mean kms between breakdowns in public transit (average 2004) • Number of liability claims
CLIENT BENEFITS	**INDICATORS**
Well maintained stormwater/ wastewater system	• Number of liability claims • Number of sewage spills/backups addressed • % HRM households connected to HRM sewage system
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
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
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
Effective and efficient service delivery	• Service request tracking (Hansen/Call Centre) • # of customer complaints regarding bus condition/capacity • Employee Survey: % of employees who are satisfied with the resources available to them in doing their jobs

2004/2005 Net Operating Budget	**$44,464,062**	***2004/2005 Gross Capital Budget***	**$33,846,000**
2005/2006 Net Operating Budget	**$51,441,227**	***2005/2006 Gross Capital Budget***	**$37,601,000**
2004/2005 Approved FTE's	**730**	**2005/2006 Approved FTE's**	**798.5**

Summary of Achievements of Last Year's Business Plan to Date

Key Initiative	Status
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.	Ongoing, in conjunction with Long Term Capital Committee.
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.	Streets: 1562 km Inventory & Evaluation Sidewalk :757 km Inventory & Evaluation Curb:1996 km Inventory & Evaluation Bridges: 70 Inventory & Evaluation ongoing Walkways: 39 km Inventory & Evaluation ongoing State of the Physical Asset Report forthcoming from RPAM.
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 TPW.	Ongoing.
Complete development of the Hansen Pavement Management System	Process Mapping and requirements phase complete; now moving into Design phase with implementation to follow.
Pursue implementation of the bridge module and the sewer module.	1. Bridges inventory complete and inspections implemented in Hansen development environment but has not gone live. 2. Sewer Laterals Pilot Project carried out to identify problems, report given to the committee. 3. Sewer Wrc Rating Module implemented in development environment, 4, EMS & Underground Services to decide on codes and reports testing inputting rating codes. Project on hold because of IT resources.

Key Initiative	Status
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.	1. Program is continuing as per budget approval to replace transit fleet and bus shelters. Currently undertaking a Fare Strategy Study to determine the type of equipment that should be purchased. 2. Increased off-peak and weekend service on routes 20, 54, 61, 68 & 80 will increase frequency so that service on these routes meet frequency standards; The introduction of BRT and increased service on the Bedford Highway should address over crowding on the Portland Street, Windmill Road and Bedford Highway corridors. 3. Transit ridership has increased by approximately 500,000 passenger trips for the first six months of 2004/05 over the same period last year. 4. Discussed extending service to Sambro and Fall River areas with resident groups and area Councillors. To date there are no plans to expand service. 5. Discussed with Dalhousie University. Plans are to introduce U-Pass in early 2006.
Complete Cole Harbour Transit Terminal.	Design complete; tendered; construction begun.
Work with Dalhousie University to implement a U-Pass for the fall 2005	Staff have discussed the concept with Dalhousie University, with a view to introducing the system in 2006.
Enhance service in the Cole Harbour area by expanding service, and introducing BRT (including required infrastructure) service to Downtown Halifax	The service is being planned and the infrastructure designed for service introduction in mid to late 2005.
Increase off-peak service frequency on selected corridors	Ongoing. 2 additional Accessible Low Floor (ALF) routes; New Portland Hills Terminal
Increase peak service to better match the capacity with the growing Transit passenger demand	Increased weekend service frequency on routes 20, 60, 61, 68 & 80 in May 2004. In August extra service was added to Portland Street and route 18 to address ongoing load issues; In November off-peak service expanded in the Colby Village area.
Assess and improve Transit schedule adherence	Ongoing

Key Initiative	Status
Increase Access-A-Bus service to reduce the number of trip requests that cannot be accommodated.	Service has been increased with the addition of one bus early in the fiscal year.
Complete terminal and transit priority design and infrastructure work as required to support the introduction of BRT in the Windmill Corridor early in 2005/06.	Ongoing. BRT Service along Portland and Windmill Corridors; New facilities planned for Sackville and Burnside.
Continue 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	Discussed extending service to both the Sambro and Fall River areas with resident groups and the area Councillors. To date there are no plans to expand service.
Finalize ATU negotiations	Achieved. Contract signed.
Continue implementation of activities as outlined in the Transit IBI Study	Ongoing; Infrastructure components and outcomes; Fleet purchase.
Commence approved BRT Showcase project	Bus designs (interior and exterior) received and under review.
Continuation of TDM measures	Preparing posting for new TDM Coordinator.
Improve service provision and optimize resource utilization.	Ongoing.
Ensure optimum utilization of TPW fleet vehicle inventory, sized for timely life cycle replacement, within the confines of allocated capital budget funding.	Ongoing.
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.	Ongoing; In concert with Fleet Services.
Complete review and recommendation in association with Fleet & Information Services for Automated Vehicle Location (AVL) system installation for 2005.	Met with potential service provider; Vetting through Long Term Capital Committee; Goal installation 2005.
Budget sufficient resources to ensure the efficient training of new and succession employees.	Ongoing.

Key Initiative	Status
Foster improved workplace relations between supervisory staff and the respective unionized employees	Ongoing.
Promote opportunities to keep employees informed about Business Unit activities and opportunities for succession planning	Ongoing.
Continue to enhance ongoing internal communications for all Business Unit employees	Ongoing.
Continue to address the issues surrounding employee attendance	Ongoing. Regular monitoring though Attendance Support program.
Begin planning for PW&T Rewards and Recognition Program	Achieved.
Continue workplace relations discussions with CUPE Executive.	Ongoing.
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.	Achieved.
Undertake a review of the organizational structure and operational relationship between Streets & Roads, TUGS, and Right of Way Services.	Achieved.
Review business unit Emergency Measures plan.	Achieved. Draft Infectious Disease plan complete and submitted to EMO Coordinator; Ongoing review of sectional disaster recovery plans (Traffic complete).
Promote to all employees of the Business Unit the significance of improved respect and understanding of service delivery	Ongoing. Pilot project - Respect in the Workplace (Underground Services), sessions Nov. 17 - 30, 2004; Plan to implement program in Streets & Roads in January, 2005.

Key Initiative	Status
Promote diversity; reduce violence in the workplace; establish a Code of Conduct	Ongoing. Series of Workshops - Respect in the Workplace (Underground Services), Nov. 17 - 30, 2004.
Negotiate a new collective agreement with the CUPE 108 Union.	Contract ended October 31, 2004. Bargaining began November 29/04.

Internal/External Issues Analysis

Issue # 1 Long Term Capital Planning

Long Term Capital Planning and asset management continues to be a risk area for TPW and HRM. To be able to plan for and manage our assets, we need to know what we own, what its worth and its condition. In addition, there is a need to develop life cycle and risk management plans and to integrate technical and financial plans.

TPW currently faces several challenges:

1. Age and Deterioration of Infrastructure - Currently, the average street Surface Distress Index (SDI) for HRM's street inventory is 7.1 - a drop from the 1996 average of 7.6. A similar progressive decline in the condition of HRM's sidewalk inventory is evident, where the percentage of sidewalks having a deficiency rating of 70% or higher continues to grow.

2. Asset Data - There is antiquated (legacy) or incomplete information on the location, condition and value of assets such as streets, 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.

3. Base (Maintenance) Deficiencies - In light of the continuing progressive decline in the overall condition of HRM's road and sidewalk inventory, the annual funding allocation for upgrading and/or replacement is inadequate. 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 available funding spreading itself across fewer assets.

4. Capability Deficiencies - Capability deficiencies continue to increase as the demands for new infrastructure far outpace the available resources.

5. Regional Plan - Implementation of the Regional Plan will introduce new infrastructure pressures for Streets and Roads, Transit, and Transportation.

6. Council Approval of 3 Year Plans - Under the current process, Regional Council approves the capital budget on a yearly basis. The development of a continuous 3-year capital budget plan would enable staff to ensure an earlier start on project implementation relating to design, land acquisition, and utility and regulatory approvals - all of which translates into a more timely tendering process, and would provide residents with a more informed list of projects.

Risk Impact

Balanced Scorecard Theme:	*Excellence in Governance*
Impact Category:	A2 Financial
Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B2 Level of Service
Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	C1 Safety for Employees, Public C2 Community Impact

Link to HRM Corporate Scorecard Theme Outcomes

Excellence in Governance:
Citizens are satisfied that HRM vision and priorities have been implemented

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

Safe Communities:
Reasonable amount spent to maintain buildings, properties, and infrastructure

Outcome 2005/2008

1. 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 2005/06

1. Complete asset inventory (asphalt, concrete/asphalt curb and gutter, sidewalk) and assign condition indicators

2. Produce 3-year Capital plan - Review and prepare the list of projects through various rating techniques.
3. Begin a comprehensive review/analysis on all HRM-owned bridges to ascertain condition and annual funding thresholds.

Analysis of Proposed Changes

Service Levels:
Enhance the level of funding commitment towards infrastructure upgrading to reflect a more realistic approach to managing HRM's infrastructure. The advantages of an approved 3-year Capital budget include:

- The ability to produce more accurate estimates;
- Complete designs earlier in the season thus taking advantage of Winter/Spring tenders. HRM historically benefits from lower tendered prices during this timeframe;
- More projects may be tendered in the Winter/Spring thus taking advantage of the short construction season. As well, time sensitive projects can be better administered; and,
- Residents of HRM will know in advance which projects are to be identified over a 3 year period.

Financial/Budget:
N/A

Processes:

- Hansen Infrastructure Management System
- Long Term Capital Planning
- Asset Inventory
- Rating system for new sidewalks

FTE:
No changes in staffing proposed at this time.

Issue #2 Information Management of TPW Assets Through Corporate Technologies

Based on the Integrated City initiative, it is imperative that information systems be developed once but shared by many. Discussions have been held around a vision of developing a system that identifies all relevant infrastructure within Rights-of-Way and other HRM-owned property. An accurate depiction of HRM assets through the corporate GIS system would benefit most, if not all, Business Units, and the general public.

TPW intends to take the lead on the development, maintenance, and management of the TPW portion of the corporate GIS database and other data sets established through the priorities of the Integrated City initiative. Specific to TPW, record drawing information would first be generated and processed into GIS format so that the information can be used corporately.

Risk Impact

Balanced Scorecard Theme:	*Excellence in Governance*
Impact Category:	A2 Financial
	A3 Information Resources

Link to HRM Corporate Scorecard Theme Outcomes

Excellence in Governance:
Citizens believe HRM works with other levels of government to improve government responsiveness
Citizens are satisfied that HRM vision and priorities have been implemented.
Efficiency in integrated service delivery.

Outcome 2005/2008 (ongoing from previous years)

1. TPW business operations enabled through technology and information management.

Objectives 2005/06

1. Incorporate the Pavement Management initiative into the Corporate Asset Management Project and develop outcomes that are aligned with the HRM's emerging information management goals;
2. Accurately identify and capture information related to sewer infrastructure for insertion into the sewer lateral module;
3. Initiate pilot project to capture and update GIS database with record data from amalgamation to present day;
4. Data priorities:
   - Identify data collection opportunities through business processes (i.e. manhole cleaning, record drawing, lateral cards, etc.); define process/procedures to capture and maintain data

- Support record drawing project and define process to create digital infrastructure data from electronic record drawings
- Work with EMS to review Storm & Wastewater Infrastructure Database (SWID) project and re-scope to include post 1996 record drawing
- Commence sewer lateral project - this will complete the sewer system
- Scope and define other asset data requirements (in detail) and examine various data collection methodologies
- Identify partnership opportunities for data collection and maintenance (NSTPW, NSP, Aliant, HRWC);

5. Hansen Customer Service Module - improve tracking, response time, and work order management.

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
- Pavement management
- GIS

FTEs: 2
- 1 GIS Analyst or Technician (Funding granted in 2004/05 envelope)
- 1 Surveying Technician to lead the appropriate collection of record information for relevant HRM Business Units (Funding granted through Corporate Scorecard)

Issue #3 Transit Service Standards

Metro Transit has seen unprecedented growth in ridership and demand for transit over the last three years. During that period, ridership has grown over 20%. In 2004/05, ridership increased by 7.7%. This compares to a national growth in transit ridership of 1.4%.

With the Regional Plan coming into its final phase, TPW will continue to focus on strategies for improved transit and transportation networks. Studies are now underway to review the feasibility

of "fast ferries" in Halifax Harbour, which will enhance mobility for travellers, without adding pressure to current transportation infrastructure.

Metro Transit's new Bus Rapid Transit (BRT) service, scheduled for August 2005 in Cole Harbour and November 2005 in Lower Sackville, complete with a new terminal in Lower Sackville and station on Windmill Road, will provide citizens with more options for alternative transportation - that are in keeping with a healthy, vibrant community.
Plans are also in place to implement the U-Pass to Dalhousie students early in 2006. This will add significantly more passengers per month to the existing transit system.

Risk Impact

Balanced Scorecard Theme:	*Healthy, Sustainable Vibrant Communities*
Impact Category:	D1 Environment
	D2 Economic Impact
	D3 Community Impact

Link to HRM Corporate Scorecard Theme Outcomes

Healthy, Sustainable Vibrant Communities
People and goods can move easily throughout the municipality
Preservation of the environment

Safe Communities
Reasonable amount spent to maintain buildings, properties and infrastructure

Outcome 2005/2008

1. A responsive transit system that meets diverse ridership demands.

Objectives 2005/2006

1. Bus Rapid Transit Introduction
   - 300,000 new passengers during balance of 05/06
   - 20 buses equipped with enhanced customer features including bike racks
2. Service Expansion
   - Portland and Windmill corridors
   - New stations for Sackville and Burnside
   - New routes from the Portland Hills Drive to Burnside and Larry Uteck Drive (Bedford Highway) to Peninsula Halifax
   - Open the new Portland Hills Terminal
   - 220,000 added passengers during the 05/06 fiscal year.
3. Continue to plan for "fast" ferry implementation

4. Off-Peak Service
   - 2 additional Accessible Low Floor (ALF) routes
5. U-Pass
   - Planned implementation for Dalhousie - early 2006

Analysis of Proposed Changes

Service Levels:
- Measure progress in meeting Service Standard
- Replacement of aging transit infrastructure has created a new issue as the new low floor buses have on average 20-25% fewer seats and passenger capacity
- Replace bus operators as required
- 15 % growth in ridership - challenge

Financial/ Budget:
Increase Capital and Operating Budgets as recommended in the Strategic Transit Study.

Processes:
Scheduling software required for enhanced service.

FTE's: 55.5 (Funded through BRT Showcase).
- 1 Access-a-bus Driver
- 12 Conventional Bus Drivers
- 10 Bus Rebuild - U-Pass Service expansion Bus Drivers
- 29 MetroLink Bus Drivers
- 2.5 Operations Supervisor (Satellite Garage)
- 1 Planning & Development Office Support (Satellite Garage)

Issue # 4 Regional Transportation Planning

In recent years, members of the general public and the business community have expressed dissatisfaction over what they perceive as a lack of a clear and strategic vision for regional transportation issues within the HRM. This may be attributed to the different jurisdictions involved in the various components of transportation, and the seeming absence of a coordinated planning approach associated with those various elements.

The Regional Plan identifies the framework for the Regional Transportation system over the next 25 years and includes road network, transit, parking, transportation demand management, and active transportation. However, the organizational structure under which regional transportation services are to be delivered is not part of the Regional Planning process. To that end, HRM submitted a

proposal to the Province in the fall of 2003, outlining the concept of a Capital Transportation Authority (CTA). The CTA , through an appointed Board, would report to Council on transportation projects that are the products of a continuing, comprehensive, and cooperative planning process (for provincial and municipal officials), and collectively meet the priorities of the Regional Plan.

Additionally, an Active Transportation Plan will guide and coordinate the development of a system of on- and off-road facilities that encourages the use of various modes of active transportation throughout the urban, suburban and rural areas of HRM. By providing a variety of options to the general public, HRM can encourage a more active lifestyle and decrease the reliance on the automobile. The plan will support and encourage active transportation year round by identifying safe, alternative routes that will encourage the use of other modes such as cycling, in-line skating, jogging and walking.

Risk Impacts:

Balanced Scorecard Theme:	*Healthy, Sustainable Vibrant Communities*
Impact Category:	D2 Economic Impact
	D3 Community Impact
Balanced Scorecard Theme:	*Safe Communities*
Impact Category:	C1 Safety for Employees, Public
	C2 Community Impact

Link to HRM Corporate Scorecard Theme Outcomes

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." It also follows from the following citizen 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.

Outcome 2005/2008

1. Fiscally sustainable strategies exist to improve transportation networks, and provide options for active/alternative transportation.

Objectives 2005/06

1. Pursue initiatives to support alternatives to auto dependancy;

2. Complete the Cole Harbour Park & Ride facility; Cole Harbour arterial;
3. Road Improvements (As identified by the Regional Plan - Capital Priorities):
   - Mount Hope Avenue/Hwy 111 Interchange (Design underway; construction is anticipated to start in the Spring of 2005 with completion in 2006).
   - Chebucto Road (Engineering design and land acquisition)
   - Armdale Rotary (Engineering design and land acquisition)
   - Signal/Approach and modifications to Fairview Interchange/Lacewood Drive widening (Engineering design and land acquisition)
   - Sackville Drive Blvd. project - 1st Phase (Engineering Design Study and land acquisition)
   - Highfield to Burnside pedestrian overpass/Highway 111 (Design and construct overpass, sidewalk linkage, and possibly add lighting)
   - Upper Sackville Collector (land acquisition)
   - Wright Avenue/Highway 118 Interchange (Engineering design and construction);
4. Prepare an Active Transportation Plan;
5. Prepare a Commuter Trip Reduction plan;
6. Establish a Capital Transportation Authority
   - Finalize negotiations on the potential transfer of any road inventory from the province to HRM
   - Explore the creation of a transportation funding reserve
   - Implement capital projects associated with the new Transportation Plan and as identified in the capital budget;
7. Bus Rapid Transit - Park & Ride (land acquisition; location to be determined).

Analysis of Proposed Changes

Service Levels:
The fiscal and socioeconomic impacts of expanding the roadway network to meet increasing demand are great. Developing 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 and should result in meaningful reductions in vehicle trips and trip time.

Financial/Budget:
Two capital programs have been proposed to develop bicycling and other TDM measures: Bikeway Master Plan Implementation, and TDM Program.

Bus Rapid Transit (BRT) 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 the level of service of the roadway network and the split of trips between

various modes. Measurements will be taken annually to identify trends and make comparisons to results from other Canadian cities.

FTE: 4 new FTEs requested at this time.
- Sr. Advisor - Regional Transportation Planning
- TDM Coordinator
- Regional Transportation Planning Engineer
- Admin. Asst. Regional Transportation Planning

Issue # 5 Operational Standardization and Continuous Quality Improvement

There is a need to identify long term planning strategies for the business unit. This type of quality improvement, closely integrated with the Corporate Scorecard and Integrated City initiative, is

designed to heighten client satisfaction, employee empowerment and productivity, and performance measurement.

Quality Improvement Initiatives in TPW are intended to support and be more closely integrated with HRM's Corporate Vision, in particular the Corporate Scorecard and Corporate Customer Service Strategy. Over the next few years, the focus of these initiatives in TPW will be on continuing to formalize its customer feedback system and providing a variety of avenues for clients to communicate their concerns. As well, key quality improvement projects will be delivered which will result in quantifiable and sustainable increases in customer satisfaction.

Risk Impacts:

Balanced Scorecard Theme:	*Excellence in Governance*
Impact Category:	A3 Information Resources
Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B2 Level of Service

Link to HRM Corporate Scorecard Theme Outcomes
Excellence in Governance
Citizens are confident in the governance and management of HRM

Outcome 2005/2008

1. Continuous improvement in planning, communications and service delivery in TPW.

Objectives 2005/2006

1. Restructure the snow and ice program; Respond to Council's direction on sidewalk snowclearing; Bring controllable costs in line with forecast budget parameters;
2. Plan for scope increase resulting from possible road transfer from the Province;
3. Consolidate principles and accountability for all right of way activities for purposes of comprehensive right of way management;
4. Develop a framework for customer feedback;
5. Develop a framework for performance measurement for the business unit;
6. In cooperation with Fleet Services, review and recommend (general) fleet vehicle inventory requirements that allow for suitable and timely replacement.

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 such as the 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:
- Budget allocations for the provincial road transfer may necessitate developing rural service standards for Council's approval.
- Opportunity may arise to pursue geographical performance based contracting.

Processes:
- Continual liaison and training with staff to achieve stated objectives.
- Snow & Ice Control Service Standards

FTEs: 7
- 1 Quality Improvement Coordinator
- 1 Road Transfer Coordinator
- 4 Temp. Supervisors (Snow & Ice)
- 1 Works Controller (Snow & Ice)

Issue # 6 Developing Organizational Capacity within TPW

Within the next 10 years, a significant percentage of staff in TPW will be eligible to retire. 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 near future.

Along with the requirement to revise 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 TPW workplace. TPW has been working with HR to address workplace issues such as absenteeism, the acceptance of diversity, and the reduction of violence in the workplace.

TPW must continue investing in the workplace to provide the proper tools, workplace conditions, and quality management which will contribute to a better working environment for all staff. This will result in improvements in employee morale which, in turn, should be reflected in increased productivity and enhanced service delivery.

Risk Impacts:

Balanced Scorecard Theme:	*Excellence in Service Delivery*
Impact Category:	B1 Corporate Image
	B2 Level of Service

Link to HRM Corporate Scorecard Theme Outcomes

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.

Outcome 2005/2008

1. A productive workplace environment where employees (new and existing) are afforded the opportunity to improve job, trade, and professional competencies.

Objectives 2005/2006

1. Negotiate new collective agreement with CUPE;
2. Develop TPW succession plan; Identify divisions with greatest impact at management and supervisory levels;
3. Duty to Accommodate - Roll out new policy to accommodate any responsibilities under the Human Rights Act;
4. Deliver Frontline Leadership components of Management Development Plan (with a focus on supervisors and senior supervisors);
5. Respect in the Workplace (workshops/focus groups) - Completed Underground Services session and intention is to roll out to Streets and Roads;
6. Attendance Support - All supervisors consistently implementing program each quarter to be successful in improving attendance rates and realizing cost savings;

7. Change Management - Employee transition and communication plans in place to ensure employees are treated with respect through organizational structure changes;
8. PDP Coaching and Counselling by Managers - need to ensure skills development and organizational competencies for success within HRM;
9. Conflict Management/Coaching/Progressive Discipline;
10. Actively promote diversity through planned and visible activities aimed at building sensitivity to and supporting others - Implement & support initiatives that advocate a more inclusive culture, & develop action plans including more proactive recruitment strategies to attract diverse employees;
11. Provide EFAP awareness session in 2005 concerning new provider and services offered
12. Prepare for large recruitment drive for Transit BRT Operators - Provide support and direction to fair hiring and new recruitment strategies;
13. Engineer Progression Streams - Research & develop Engineer streams that allow for both a management and specialized career path. Hay review currently underway.

Analysis of Proposed Changes

Service Levels:
Improved workplace relations will result in enhanced service delivery.

Financial/ Budget:
A successful Attendance Support program and improved workplace relations translates to operational savings and results in more cost-effective service delivery.

Processes:
Continual liaison and training with staff to achieve stated objectives.

FTEs: 1 (Term)
- Management Development Program (secondment)

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Public Works Director:						
R101 Admin/Service Delivery	469,607	501,796	481,236	493,580	(8,216)	-1.6%
R702 Natural Gas Distribution	283	0	0	0	0	-
Total Public Works Director	**469,890**	**501,796**	**481,236**	**493,580**	**(8,216)**	**-1.6%**
Design & Construction:						
R110 Design Admin.	275,119	286,303	238,074	281,545	(4,758)	-1.7%
R111 Design	956,743	1,034,767	917,338	1,030,057	(4,710)	-0.5%
R120 Construction Ser	909,096	798,092	793,633	798,099	7	0.0%
R130 Infrastructure Management Servic	0	254,619	233,371	256,757	2,138	0.8%
R140 Surveying	771,443	789,284	752,568	897,159	107,875	13.7%
R150 Drafting	232,620	405,159	351,686	404,219	(940)	-0.2%
Total Design & Construction	**3,145,021**	**3,568,224**	**3,286,671**	**3,667,836**	**99,612**	**2.8%**
Transportation Services						
R170 Transportation Serv.	345,212	569,050	460,923	929,050	360,000	63.3%
R172 Traffic Serv.	577,656	358,687	397,041	0	(358,687)	-100.0%
Total Transportation Services	**922,869**	**927,737**	**857,964**	**929,050**	**1,313**	**0.1%**
Right of Way Services:						
R112 Rights of Way Approval	228,238	244,276	230,887	303,471	59,195	24.2%
Total Right of Way Services	**228,238**	**244,276**	**230,887**	**303,471**	**59,195**	**24.2%**
Sign Shop:						
R746 Street Name Signs	58,383	101,820	58,411	101,820	0	0.0%
R747 Traffic Signs	648,874	704,080	720,322	703,980	(100)	-0.0%
R748 Traffic Markings	359,875	426,835	382,764	426,835	0	0.0%
Total Sign Shop	**1,067,131**	**1,232,735**	**1,161,497**	**1,232,635**	**(100)**	**-0.0%**
Traffic Signals & Streetlighting:						
R825 Streetlighting	4,159,017	4,601,566	5,201,141	4,601,602	36	0.0%
R826 Locked Streetlighting-Rural	800,880	0	0	0	0	-
R827 Traffic Lights	1,166,635	1,314,981	1,395,747	1,323,496	8,515	0.6%
Total Traffic Signals & Streetlighting	**6,126,533**	**5,916,547**	**6,596,888**	**5,925,098**	**8,551**	**0.1%**
Streets & Roads:						
R715 Administration - Streets & Roads	2,295,776	1,563,701	2,135,920	1,748,420	184,719	11.8%
R720 Street Sweeping	520,450	653,005	736,941	653,005	0	0.0%
R721 Litter Pickup/Basket	897,954	974,865	1,048,842	977,565	2,700	0.3%
R730 Chip Sealing	456,218	339,500	332,679	339,500	0	0.0%
R731 Patching	1,614,033	1,985,281	1,841,607	1,987,581	2,300	0.1%
R732 Gravel Road Maintenance	925,767	992,489	1,049,968	992,589	100	0.0%
R733 Locked: Right of Way Maint.	93,423	97,000	113,059	0	(97,000)	-100.0%
R735 Guardrail	216,023	273,535	334,911	275,535	2,000	0.7%
R899 Streets Job Costing Clearing	116,728	0	(258,418)	0	0	-
Total Streets & Roads	**7,136,371**	**6,879,376**	**7,335,509**	**6,974,195**	**94,819**	**1.4%**
Operation Coordinator/Snow & Ice Control:						
R761 Ice Control	4,416,726	3,908,180	4,697,593	4,447,120	538,940	13.8%
R762 Plowing	4,739,911	2,585,030	4,278,657	2,435,700	(149,330)	-5.8%
R763 Snow Removal	1,802,448	746,830	1,623,691	806,330	59,500	8.0%
R764 Swlk Plow/Ice Control	2,810,625	2,193,583	2,838,073	2,421,413	227,830	10.4%
R765 Related Program Cost	1,030,788	565,125	1,397,765	616,425	51,300	9.1%
R766 District 15 Sidewalk Snowplowin	163,342	168,273	181,896	168,273	0	0.0%
R767 District 16 Sidewalk Snowplowin	258,415	233,921	412,696	233,921	0	0.0%
Total Operation Co-ord./Snow & Ice	**15,222,255**	**10,400,942**	**15,430,372**	**11,129,182**	**728,240**	**7.0%**

Transportation & Public Works

Summary of Gross Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Technical & Underground Services:						
R811 Administration	485,788	813,540	855,047	1,109,600	296,060	36.4%
R812 Inspection & Monitor	272,933	626,700	383,571	595,700	(31,000)	-4.9%
R814 Mains	939,464	1,596,882	1,274,139	1,651,000	54,118	3.4%
R817 Pumping Stations	2,298,836	2,642,254	2,558,966	2,669,000	26,746	1.0%
R818 Sewer Laterals	1,444,210	2,376,900	1,614,755	2,390,700	13,800	0.6%
R820 Manholes	494,054	910,412	764,821	960,200	49,788	5.5%
R821 Catchbasins	801,741	1,377,833	1,214,228	1,291,500	(86,333)	-6.3%
R822 Ditches,Drains,Culverts	1,148,657	1,484,634	1,083,113	1,476,500	(8,134)	-0.5%
R823 Flood Control	271,534	265,100	327,671	285,100	20,000	7.5%
R898 Sewers Job Costing Clearing	(2,070)	0	17,597	0	0	-
Total Technical & Underground Serv	**8,155,147**	**12,094,255**	**10,093,908**	**12,429,300**	**335,045**	**2.8%**
Sidewalks:						
R722 Leaf Pick Up	141,147	199,462	143,980	199,662	200	0.1%
R738 Waverley Sidewalks	509	5,200	0	5,200	0	0.0%
R739 Fall River Sidewalks	67,920	125,775	23,538	135,000	9,225	7.3%
R740 Concrete Sidewalks	690,270	824,806	769,005	825,006	200	0.0%
R741 Asphalt Sidewalks	86,324	139,230	107,991	139,230	0	0.0%
R742 Brick Sidewalks	58,920	106,825	50,185	106,825	0	0.0%
R743 Asphalt Curb	51,673	64,065	51,924	64,065	0	0.0%
Total Sidewalks	**1,096,764**	**1,465,363**	**1,146,623**	**1,474,988**	**9,625**	**0.7%**
Public Relations/debt:						
R622 Public Relations	115,774	174,010	250,377	174,400	390	0.2%
Total Public Relations/debt	**115,774**	**174,010**	**250,377**	**174,400**	**390**	**0.2%**
Transit:						
R631 Gen. Transit Admin.	11,352,923	11,897,856	12,566,195	13,838,800	1,940,944	16.3%
R635 Operator's Expense	15,686,518	18,051,177	17,867,826	18,363,600	312,423	1.7%
R636 Support Services - Transit	1,314,255	1,519,976	1,462,138	1,695,000	175,024	11.5%
R637 Scheduling	372,824	380,118	506,835	496,900	116,782	30.7%
R638 Gen. Operations Exp.	882,335	895,819	867,814	962,800	66,981	7.5%
Total Transit	**29,608,855**	**32,744,946**	**33,270,809**	**35,357,100**	**2,612,154**	**8.0%**
Community Transit:						
R641 Community Transit Services	349,906	332,134	361,211	399,390	67,256	20.2%
Total Community Transit	**349,906**	**332,134**	**361,211**	**399,390**	**67,256**	**20.2%**
Access-A-Bus:						
R651 AAB-Gen. Expense	0	0	0	0	0	-
R652 AAB-Scheduling/Disp.	279,867	305,447	304,128	368,700	63,253	20.7%
R653 Contracted AccessBus	243,228	291,000	281,746	300,000	9,000	3.1%
R654 AAB Operations	1,615,495	1,663,260	1,863,858	1,963,000	299,740	18.0%
Total Access-A-Bus	**2,138,590**	**2,259,707**	**2,449,732**	**2,631,700**	**371,993**	**16.5%**
Ferries:						
R661 Gen. Ferry Expense	519,560	559,773	767,264	595,800	36,027	6.4%
R668 Ferry Crew Expense	1,694,727	1,864,654	1,976,554	2,015,400	150,746	8.1%
R671 Metro Tr. Debt Chrg	2,077,717	3,981,100	3,786,650	5,580,500	1,599,400	40.2%
Total Ferries	**4,292,003**	**6,405,527**	**6,530,468**	**8,191,700**	**1,786,173**	**27.9%**
Regional Transportation Planning:						
R951 Regional Transportation Planning	0	0	0	499,000	499,000	-
Total Reg. Transportation Planning	**0**	**0**	**0**	**499,000**	**499,000**	**-**
Total	**$80,075,347**	**$85,147,575**	**$89,484,153**	**$91,812,625**	**$6,665,050**	**7.8%**

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Public Works Director:						
R101 Admin/Service Delivery	(285,090)	(90,000)	(175,210)	(90,000)	0	-0.0%
Total Public Works Director	**(285,090)**	**(90,000)**	**(175,210)**	**(90,000)**	**0**	**-0.0%**
Design & Construction:						
R120 Construction Ser	(755)	0	0	0	0	-
R130 Infrastructure Management Servic	0	0	(1,593)	0	0	-
R150 Drafting	(3,841)	0	(2,204)	0	0	-
Total Design & Construction	**(4,595)**	**0**	**(3,797)**	**0**	**0**	**-**
Transportation Services						
R170 Transportation Serv.	(3,415)	(3,200)	(5,750)	(3,200)	0	-0.0%
R172 Traffic Serv.	(5,740)				0	-
Total Transportation Services	**(9,155)**	**(3,200)**	**(5,750)**	**(3,200)**	**0**	**-0.0%**
Right of Way Services:						
R112 Rights of Way Approval	(223,384)	(222,000)	(289,496)	(281,195)	(59,195)	26.7%
Total Right of Way Services	**(223,384)**	**(222,000)**	**(289,496)**	**(281,195)**	**(59,195)**	**26.7%**
Sign Shop:						
R746 Street Name Signs	(3,159)	(2,500)	(2,780)	(2,500)	0	-0.0%
R747 Traffic Signs	(7,073)	0	(7,450)	0	0	-
Total Sign Shop	**(10,232)**	**(2,500)**	**(10,230)**	**(2,500)**	**0**	**-0.0%**
Traffic Signals & Streetlighting:						
R825 Streetlighting	(22,376)	0	(1,479)	0	0	-
Total Traffic Signals & Streetlighting	**(22,376)**	**0**	**(1,479)**	**0**	**0**	**-**
Streets & Roads:						
R715 Administration - Streets & Roads	(356)	0	(696)	0	0	-
R720 Street Sweeping	1,524	0	87	0	0	-
R721 Litter Pickup/Basket	399	0	(550)	0	0	-
R735 Guardrail	40	0	0	0	0	-
R899 Streets Job Costing Clearing	0	0	(8,464)	0	0	-
Total Streets & Roads	**1,607**	**0**	**(9,622)**	**0**	**0**	**-**
Operation Coordinator/Snow & Ice Control:						
R764 Swlk Plow/Ice Control	(1,742,148)	(1,710,517)	(1,863,853)	(1,512,319)	198,198	-11.6%
R765 Related Program Cost	(55)	0	0	0	0	-
R766 District 15 Sidewalk Snowplowin	(106,365)	(168,273)	(116,897)	(168,273)	0	-0.0%
R767 District 16 Sidewalk Snowplowin	(169,994)	(233,921)	(203,853)	(233,921)	0	-0.0%
Total Operation Co-ord./Snow & Ice	**(2,018,561)**	**(2,112,711)**	**(2,184,603)**	**(1,914,513)**	**198,198**	**-9.4%**
Technical & Underground Services:						
R811 Administration	(488,603)	(12,051,427)	(855,047)	(1,009,600)	11,041,827	-91.6%
R812 Inspection & Monitor	(272,933)	0	(383,571)	(595,700)	(595,700)	-
R814 Mains	(939,464)	0	(1,274,139)	(1,651,000)	(1,651,000)	-
R817 Pumping Stations	(2,307,613)	0	(2,558,966)	(2,769,000)	(2,769,000)	-
R818 Sewer Laterals	(1,444,210)	0	(1,614,755)	(2,390,700)	(2,390,700)	-
R820 Manholes	(494,054)	0	(764,821)	(960,200)	(960,200)	-
R821 Catchbasins	(801,741)	0	(1,214,228)	(1,291,500)	(1,291,500)	-
R822 Ditches,Drains,Culverts	(1,148,670)	0	(1,083,113)	(1,476,500)	(1,476,500)	-
R823 Flood Control	(277,136)	0	(327,671)	(285,100)	(285,100)	-
R898 Sewers Job Costing Clearing	(15,175)	0	(17,597)	0	0	-
Total Technical & Underground Serv	**(8,189,599)**	**(12,051,427)**	**(10,093,908)**	**(12,429,300)**	**(377,873)**	**3.1%**

Transportation & Public Works

Summary of Revenues by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Sidewalks:						
R738 Waverley Sidewalks	(4,566)	(5,200)	(4,857)	(5,200)	0	-0.0%
R739 Fall River Sidewalks	(127,313)	(125,775)	(125,574)	(135,000)	(9,225)	7.3%
Total Sidewalks	**(131,879)**	**(130,975)**	**(130,431)**	**(140,200)**	**(9,225)**	**7.0%**
					0 -	
					0 -	
Public Relations/debt:						
R622 Public Relations	(213,722)	(250,000)	(183,200)	(250,000)	0	-0.0%
Total Public Relations/debt	**(213,722)**	**(250,000)**	**(183,200)**	**(250,000)**	**0**	**-0.0%**
Transit:						
R631 Gen. Transit Admin.	(20,261,104)	(21,332,100)	(21,737,859)	(22,641,000)	(1,308,900)	6.1%
R635 Operator's Expense	(50,418)	(88,000)	(40,420)	(88,000)	0	-0.0%
R637 Scheduling	(325)	0	(1,663)	0	0 -	
R638 Gen. Operations Exp.	0	0	(27)	0	0 -	
Total Transit	**(20,311,847)**	**(21,420,100)**	**(21,779,968)**	**(22,729,000)**	**(1,308,900)**	**6.1%**
Community Transit:						
R641 Community Transit Services	(303,333)	(348,800)	(337,615)	(379,890)	(31,090)	8.9%
Total Community Transit	**(303,333)**	**(348,800)**	**(337,615)**	**(379,890)**	**(31,090)**	**8.9%**
Access-A-Bus:						
R652 AAB-Scheduling/Disp.	(92,819)	(100,000)	(102,787)	(105,800)	(5,800)	5.8%
Total Access-A-Bus	**(92,819)**	**(100,000)**	**(102,787)**	**(105,800)**	**(5,800)**	**5.8%**
Ferries:						
R661 Gen. Ferry Expense	(1,723,050)	(1,950,000)	(1,768,873)	(2,044,000)	(94,000)	4.8%
R668 Ferry Crew Expense	0	(1,800)	0	(1,800)	0	-0.0%
Total Ferries	**(1,723,050)**	**(1,951,800)**	**(1,768,873)**	**(2,045,800)**	**(94,000)**	**4.8%**
Total	**($33,538,035)**	**($38,683,513)**	**($37,076,967)**	**($40,371,398)**	**($1,687,885)**	**4.4%**

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Public Works Director:						
R101 Admin/Service Delivery	184,517	411,796	306,026	403,580	(8,216)	-2.0%
R702 Natural Gas Distribution	283	0	0	0	0	-
Total Public Works Director	**184,800**	**411,796**	**306,026**	**403,580**	**(8,216)**	**-2.0%**
Design & Construction:						
R110 Design Admin.	275,119	286,303	238,074	281,545	(4,758)	-1.7%
R111 Design	956,743	1,034,767	917,338	1,030,057	(4,710)	-0.5%
R113 Capital Budget Plan.	0	0	0	0	0	-
R120 Construction Ser	908,341	798,092	793,633	798,099	7	0.0%
R130 Infrastructure Management Servic	0	254,619	231,778	256,757	2,138	0.8%
R140 Surveying	771,443	789,284	752,568	897,159	107,875	13.7%
R150 Drafting	228,780	405,159	349,482	404,219	(940)	-0.2%
Total Design & Construction	**3,140,426**	**3,568,224**	**3,282,874**	**3,667,836**	**99,612**	**2.8%**
Transportation Services						
R170 Transportation Serv.	341,797	565,850	455,173	925,850	360,000	63.6%
R172 Traffic Serv.	571,916	358,687	397,041	0	(358,687)	-100.0%
Total Transportation Services	**913,714**	**924,537**	**852,214**	**925,850**	**1,313**	**0.1%**
Right of Way Services:						
R112 Rights of Way Approval	4,854	22,276	(58,609)	22,276	0	0.0%
Total Right of Way Services	**4,854**	**22,276**	**(58,609)**	**22,276**	**0**	**0.0%**
Sign Shop:						
R746 Street Name Signs	55,224	99,320	55,632	99,320	0	0.0%
R747 Traffic Signs	641,801	704,080	712,872	703,980	(100)	-0.0%
R748 Traffic Markings	359,875	426,835	382,764	426,835	0	0.0%
Total Sign Shop	**1,056,900**	**1,230,235**	**1,151,267**	**1,230,135**	**(100)**	**-0.0%**
Traffic Signals & Streetlighting:						
R825 Streetlighting	4,136,641	4,601,566	5,199,662	4,601,602	36	0.0%
R826 Locked Streetlighting-Rural	800,880	0	0	0	0	-
R827 Traffic Lights	1,166,635	1,314,981	1,395,747	1,323,496	8,515	0.6%
Total Traffic Signals & Streetlighting	**6,104,156**	**5,916,547**	**6,595,410**	**5,925,098**	**8,551**	**0.1%**
Streets & Roads:						
R715 Administration - Streets & Roads	2,295,421	1,563,701	2,135,224	1,748,420	184,719	11.8%
R720 Street Sweeping	521,974	653,005	737,028	653,005	0	0.0%
R721 Litter Pickup/Basket	898,353	974,865	1,048,292	977,565	2,700	0.3%
R730 Chip Sealing	456,218	339,500	332,679	339,500	0	0.0%
R731 Patching	1,614,033	1,985,281	1,841,607	1,987,581	2,300	0.1%
R732 Gravel Road Maintenance	925,767	992,489	1,049,968	992,589	100	0.0%
R733 Locked: Right of Way Maint.	93,423	97,000	113,059	0	(97,000)	-100.0%
R735 Guardrail	216,062	273,535	334,911	275,535	2,000	0.7%
R899 Streets Job Costing Clearing	116,728	0	(266,881)	0	0	-
Total Streets & Roads	**7,137,978**	**6,879,376**	**7,325,888**	**6,974,195**	**94,819**	**1.4%**
Operation Coordinator/Snow & Ice Control:						
R761 Ice Control	4,416,726	3,908,180	4,697,593	4,447,120	538,940	13.8%
R762 Plowing	4,739,911	2,585,030	4,278,657	2,435,700	(149,330)	-5.8%
R763 Snow Removal	1,802,448	746,830	1,623,691	806,330	59,500	8.0%
R764 Swlk Plow/Ice Control	1,068,478	483,066	974,221	909,094	426,028	88.2%
R765 Related Program Cost	1,030,733	565,125	1,397,765	616,425	51,300	9.1%
R766 District 15 Sidewalk Snowplowin	56,977	0	64,999	0	0	-
R767 District 16 Sidewalk Snowplowin	88,421	0	208,843	0	0	-
Total Operation Co-ord./Snow & Ice	**13,203,694**	**8,288,231**	**13,245,769**	**9,214,669**	**926,438**	**11.2%**

Transportation & Public Works

Summary of Net Expenditures by Business Unit Division

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Technical & Underground Services:						
R811 Administration	(2,815)	(11,237,887)	0	100,000	11,337,887	-100.9%
R812 Inspection & Monitor	0	626,700	0	0	(626,700)	-100.0%
R814 Mains	0	1,596,882	0	(0)	(1,596,882)	-100.0%
R817 Pumping Stations	(8,777)	2,642,254	(0)	(100,000)	(2,742,254)	-103.8%
R818 Sewer Laterals	0	2,376,900	(0)	0	(2,376,900)	-100.0%
R820 Manholes	(0)	910,412	(0)	0	(910,412)	-100.0%
R821 Catchbasins	0	1,377,833	(0)	0	(1,377,833)	-100.0%
R822 Ditches,Drains,Culverts	(13)	1,484,634	0	0	(1,484,634)	-100.0%
R823 Flood Control	(5,602)	265,100	(0)	0	(265,100)	-100.0%
R898 Sewers Job Costing Clearing	(17,245)	0	0	0	0 -	
Total Technical & Underground Servi	**(34,452)**	**42,828**	**(0)**	**0**	**(42,828)**	**-100.0%**
Sidewalks:						
R722 Leaf Pick Up	141,147	199,462	143,980	199,662	200	0.1%
R738 Waverley Sidewalks	(4,057)	0	(4,857)	0	0 -	
R739 Fall River Sidewalks	(59,392)	0	(102,036)	0	0 -	
R740 Concrete Sidewalks	690,270	824,806	769,005	825,006	200	0.0%
R741 Asphalt Sidewalks	86,324	139,230	107,991	139,230	0	0.0%
R742 Brick Sidewalks	58,920	106,825	50,185	106,825	0	0.0%
R743 Asphalt Curb	51,673	64,065	51,924	64,065	0	0.0%
Total Sidewalks	**964,885**	**1,334,388**	**1,016,192**	**1,334,788**	**400**	**0.0%**
Public Relations/debt:						
R622 Public Relations	(97,947)	(75,990)	67,177	(75,600)	390	-0.5%
Total Public Relations/debt	**(97,947)**	**(75,990)**	**67,177**	**(75,600)**	**390**	**-0.5%**
Transit:						
R631 Gen. Transit Admin.	(8,908,181)	(9,434,244)	(9,171,664)	(8,802,200)	632,044	-6.7%
R635 Operator's Expense	15,636,101	17,963,177	17,827,407	18,275,600	312,423	1.7%
R636 Support Services - Transit	1,314,255	1,519,976	1,462,138	1,695,000	175,024	11.5%
R637 Scheduling	372,499	380,118	505,173	496,900	116,782	30.7%
R638 Gen. Operations Exp.	882,335	895,819	867,788	962,800	66,981	7.5%
Total Transit	**9,297,008**	**11,324,846**	**11,490,841**	**12,628,100**	**1,303,254**	**11.5%**
Community Transit:						
R641 Community Transit Services	46,573	(16,666)	23,596	19,500	36,166	-217.0%
Total Community Transit	**46,573**	**(16,666)**	**23,596**	**19,500**	**36,166**	**-217.0%**
Access-A-Bus:						
R651 AAB-Gen. Expense	0	0	0	0	0 -	
R652 AAB-Scheduling/Disp.	187,048	205,447	201,341	262,900	57,453	28.0%
R653 Contracted AccessBus	243,228	291,000	281,746	300,000	9,000	3.1%
R654 AAB Operations	1,615,495	1,663,260	1,863,858	1,963,000	299,740	18.0%
Total Access-A-Bus	**2,045,771**	**2,159,707**	**2,346,944**	**2,525,900**	**366,193**	**17.0%**
Ferries:						
R661 Gen. Ferry Expense	(1,203,490)	(1,390,227)	(1,001,609)	(1,448,200)	(57,973)	4.2%
R668 Ferry Crew Expense	1,694,727	1,862,854	1,976,554	2,013,600	150,746	8.1%
R671 Metro Tr. Debt Chrg	2,077,717	3,981,100	3,786,650	5,580,500	1,599,400	40.2%
Total Ferries	**2,568,953**	**4,453,727**	**4,761,595**	**6,145,900**	**1,692,173**	**38.0%**
Regional Transportation Planning:						
R951 Regional Transportation Planning	0	0	0	499,000	499,000 -	
Total Reg. Transportation Planning	**0**	**0**	**0**	**499,000**	**499,000**	**-**
Total	**$46,537,312**	**$46,464,062**	**$52,407,186**	**$51,441,227**	**$4,977,165**	**10.7%**

Transportation & Public Works

Summary by Expense & Revenue Types

	2003-2004 Actual	2004-2005 Budget	2004-2005 Actual	2005-2006 Budget	Change over Budget	Change over %
Expenditures						
Compensation & Benefits	$38,815,490	$41,376,376	$42,563,322	$44,567,080	3,190,704	7.7%
Office Costs	729,379	783,063	781,888	810,451	27,388	3.5%
Professional Fees	243,543	291,000	287,211	300,000	9,000	3.1%
Legal & Consulting Fees	47,775	67,900	22,864	67,900	0	0.0%
External Services	5,890,711	7,091,447	7,183,335	7,089,588	(1,859)	-0.0%
Uniforms & Clothing	119,157	480,500	383,720	169,200	(311,300)	-64.8%
Salt	1,248,978	1,520,050	1,449,586	1,645,050	125,000	8.2%
Supplies & Materials	1,314,586	1,675,736	1,595,197	1,968,653	292,917	17.5%
Utilities	5,005,317	4,428,277	5,156,408	4,458,033	29,756	0.7%
Building Costs	473,138	640,960	567,628	641,020	60	0.0%
Equipment & Communications	6,021,446	3,794,512	5,283,258	3,924,973	130,461	3.4%
Vehicle Expense	83,544	140,990	84,538	287,990	147,000	104.3%
Travel	239,062	321,466	261,992	316,399	(5,067)	-1.6%
Training & Education	58,341	146,121	89,944	174,937	28,816	19.7%
Facilities Rental	0	0	8,071	0	0	-
Advertising & Promotion	91,359	85,690	135,974	95,949	10,259	12.0%
Other Goods & Services	750,854	952,745	896,864	1,691,945	739,200	77.6%
Interdepartmental	16,654,412	16,224,700	17,837,434	18,487,700	2,263,000	13.9%
Debt-Interest	613,921	1,138,912	1,164,400	1,135,012	(3,900)	-0.3%
Debt Principal	1,774,200	3,169,342	3,107,929	4,771,342	1,602,000	50.5%
Transfer Outside Agencies	(36,846)	0	0	0	0	-
Grants & Tax Concessions	673	0	250	0	0	-
Transfer to/from Reserves	(100,000)	0	0	(1,000,000)	(1,000,000)	-
Other Fiscal	(433,636)	0	24,076	20,000	20,000	-
Prior year Surplus/Deficit	469,945	817,788	598,264	189,403	(628,385)	-76.8%
Total	**$80,075,347**	**$85,147,575**	**$89,484,154**	**$91,812,625**	**$6,665,050**	**7.8%**
Revenues						
Tax Revenues	(126,400)	(134,900)	(134,900)	(148,700)	(13,800)	10.2%
Area Rate Revenue	(2,285,892)	(2,398,986)	(2,480,429)	(2,222,503)	176,483	-7.4%
Transfers from other Gov'ts	0	(90,000)	0	(90,000)	0	-0.0%
Licenses & Permits	(223,384)	(222,000)	(276,454)	(222,000)	0	-0.0%
Rental & Leasing	(48,791)	(68,000)	(60,280)	(66,000)	2,000	-2.9%
Transit Revenue	(21,720,751)	(23,097,700)	(23,329,732)	(24,513,200)	(1,415,500)	6.1%
Recreational Revenue	108	0	0	0	0	-
Sales Revenue	47	0	(7)	0	0	-
Waste Water Levies	(8,242,394)	(12,051,427)	(10,077,520)	(12,429,300)	(377,873)	3.1%
Environmental Protection Levies	(60,000)	0	0	0	0	-
Other Revenue	(830,578)	(620,500)	(717,645)	(679,695)	(59,195)	9.5%
Total	**($33,538,035)**	**($38,683,513)**	**($37,076,967)**	**($40,371,398)**	**($1,687,885)**	**4.4%**
Net Cost	**$46,537,312**	**$46,464,062**	**$52,407,187**	**$51,441,227**	**$4,977,165**	**10.7%**

Halifax Regional Municipality
Approved 2005-06 Capital Budget
Includes 2006-07 & 2007-08 Plan

Transportation & Public Works

	Past Budgets	2005-2006 Gross Budget	2006-2007 Gross Plan	2007-2008 Gross Plan
CB200427 Satellite Garage Facility	0	2,000,000	0	0
CB200428 Transit Terminal Upgrade & Expnsn. ($121.5 k pre-app	290,000	243,000	485,000	2,500,000
CBT00432 Bus Stop Accessibility	100,000	75,000	146,000	146,000
CBT00437 Bus Shelters-Replacement	0	25,000	58,000	58,000
CBT00438 New Bus Shelters	60,000	58,000	58,000	58,000
CHD00060 Farebox Replacement	100,000	770,000	878,000	0
CHU00587 Brine Mixing Plants for Salt Pre-Wetting	0	97,000	78,000	78,000
CB300628 Bus Rapid Transit Showcase ($832k pre-appvd)	1,020,000	3,112,000	0	0
CIU00586 Remote Weather Information System (RWIS)	0	49,000	49,000	49,000
CZU00717 Resurfacing Various Locations ($2.417M pre-apprvd)	0	8,519,000	7,658,000	7,856,000
CYU00716 Paving Renewals ($2.458 M pre-apprvd)	0	4,198,000	5,050,000	5,180,000
CXU00585 New Paving Subdivision St's outside core	0	1,000,000	1,000,000	1,000,000
CXU00715 New Paving inside core ($550k pre-apprvd)	0	970,000	550,000	550,000
CRU00684 Bridge Repairs & Renewals	0	900,000	500,000	500,000
CRU00701 Other Related Road Works (D&C)	0	750,000	750,000	750,000
CZU00564 Main Artery Patching	0	750,000	750,000	750,000
CRU00584 Other Related Road Works	0	315,000	315,000	315,000
CRT00426 Transit Road Priorities	0	0	97,000	97,000
CRU00683 Concrete Curb Renewals	0	0	1,000,000	1,000,000
CJU00719 New Sidewalks ($675 pre-apprvd)	0	1,830,000	1,770,000	1,790,000
CKU00718 Sidewalk Renewals ($591k pre-apprvd)	0	1,618,000	1,651,000	1,678,000
CJV00724 Highfield to Burnside Pedestrian Overpass	0	400,000	0	0
CTR00423 Traffic Calming (Consultant Support & Ha	400,000	50,000	50,000	50,000
CTU00530 Hwy 111/Portland St. Interchange	0	4,850,000	0	0
CTU00705 Wright Ave./Hwy 118 Interchange	0	0	2,100,000	0
CTR00905 Intersection Improvement Program ($611k pre-apprvd)	620,000	1,050,000	880,000	880,000
CTV00725 Lacewood Four Lane/Fairview Interchange	0	1,100,000	2,850,000	2,300,000
CTU00561 Traffic Signal Installation ($320k pre-apprvd)	0	752,000	803,000	803,000
CTV00732 Rotary Conversion/Chebucto reversion lane	0	600,000	2,700,000	0
CTU00419 Traffic Signal Rehabilitation ($97k pre-apprvd)	200,000	300,000	300,000	300,000
CTU00422 Traffic Signal Compliance Program ($145 pre-apprvd)	300,000	300,000	300,000	300,000
CTU00337 Controller Cabinet Replacement ($70k pre-apprvd)	102,000	200,000	150,000	150,000
CTU00420 Bikeway Master Plan Implementation	70,000	200,000	120,000	120,000
CTR00908 Transportation Demand Management Program	265,000	120,000	120,000	120,000
CTR00529 Various Traffic Related Studies	462,000	100,000	100,000	100,000
CTR00530 Traffic Signal Control Sys Integration	930,000	100,000	100,000	100,000
CTV00733 Sackville Collector Acquisition	0	100,000	0	100,000
CTR00906 Pedestrian Safety & Access Program	220,000	50,000	50,000	50,000
CTR00904 Destination Signage Program	60,000	50,000	50,000	50,000
CTRxxxxx Traffic Planning	0	0	1,377,000	1,507,000
Total	**5,199,000**	**37,601,000**	**34,893,000**	**31,285,000**
Provided by Other Business Units:				
CB100077 Transit Facilities Upgrades (Bundle)	400,000	170,000	194,000	194,000
CB300553 HRM Depots Upgrades (Bundle)	0	146,000	146,000	146,000
CVD00413 Fleet Vehicle Replacement Program	3,026,000	3,233,000	3,233,000	3,023,000
Total	**3,426,000**	**3,549,000**	**3,573,000**	**3,363,000**

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 its 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).

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 funded 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 Federal government charges each province a flat fee; the reserve covers the municipal component.

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 (under consideration): 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.

Sustainable Community Reserve (Q127): 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' Green Municipal Investment Fund, corporate contributions, public partnerships, and savings produced from reduced reliance

on fossil fuels.

Rural Fire Reserve (Q128): 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 (Q129): 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 (Q130): As part of its 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.

Underground Services Reserve (Q131): This reserve will be used to enable the municipality to respond quickly to opportunities that may arise outside of the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies to co-locate under ground services such as natural gas conduit, fibre optic cable, power and telecom lines with other capital projects.

Major Public Facilities Reserve (Q13x): This reserve will be used for the development of cultural and public facilities, such as a new Metro Centre / expanded convention centre, a performing arts centre, or other facility as determined by Council. The business case for this reserve is under development. Contributions to this reserve may come from an increase in the Hotel Room Tax, after consultation with the tourism and hotel industry. A reserve business case will be forthcoming to Council for discussion and approval.

Capital Cost Contribution Reserve (Q13x): The MGA permits the Municipality to recover a charge through the Subdivision Approval process. It affords the municipality an opportunity to control its financial exposure and recover costs where development requires capital expenditure for new infrastructure. Costs associated with new infrastructure can be recovered from subdividers, deriving service benefits. The reserve is used to fund the initial expenditures until such time as they can be recovered. The business case for this reserve is under development.

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.

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, 2006 based on the 2005-2006 Operating and Capital Budgets.

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUND PROJECTION
TO MARCH 31, 2006

	Projected Balance March 31, 2005	Adjustments	Contributions	Interest	Withdrawals	Projected Balance March 31, 2006
Equipment Reserves	2,581,000		525,000	71,000	(1,310,000)	1,867,000
Operating Reserves *	7,629,000	524,000	1,893,000	196,000	(4,300,000)	5,942,000
Capital Reserves	39,467,000	1,060,000	25,900,000	1,356,000	(36,075,000)	31,708,000
Pollution Control Reserves	24,761,000		81,631,000	1,536,000	(91,643,000)	16,285,000
	$74,438,000	**$1,584,000**	**$109,949,000**	**$3,159,000**	**($133,328,000)**	**$55,802,000**

* excluding Pollution Control Reserves

EQUIPMENT & OPERATING RESERVE FUNDS PROJECTION
to March 31, 2006
As At 3rd Quarter Projections for December 31/05

		per 3rd quarter Projected Balance March 31, 2005	*Adjustments*	*2005/06 Projected Contributions*	*2005/06 Projected Interest*	*2005/06 Capital Budget Withdrawals*	*2005/06 Operating Budget Withdrawals*	*2005/06 Other Withdrawals*	*Projected Available Balance March 31, 2006*
Equipment Reserves									
Q204	General Fleet	1,242,000		120,000	40,000	(500,000)			902,000
Q205	Police Vehicles	1,034,000		75,000	20,000	(500,000)			629,000
Q206	Fire Vehicles	282,000		330,000	10,000	(310,000)			312,000
Q213	Fuel System	23,000			1,000				24,000
	Total Equipment Reserves	**2,581,000**		**525,000**	**71,000**	**(1,310,000)**			**1,867,000**
Operating Reserves									
Q105	Environmental Control	23,530,000		68,487,000	1,536,000	(71,746,000)	(5,644,000)	(1,000,000)	15,163,000
Q106	Wastewater/Stormwater Management	1,231,000		13,144,000			(13,253,000)		1,122,000
	Total Pollution Control Reserves	**24,761,000**		**81,631,000**	**1,536,000**	**(71,746,000)**	**(18,897,000)**	**(1,000,000)**	**16,285,000**
Q117	Sludge Tipping Fees	134,000		845,000	3,000			(945,000)	37,000
Q306	Self Insurance	837,000			21,000				858,000
Q308	Operations Stabilization	2,433,000			64,000				2,497,000
Q309	Snow & Ice Control	2,620,000			53,000		(1,000,000)		1,673,000
Q310	Service Improvement *	828,000	94,000	92,000	13,000	(450,000)	(580,000)		(3,000)
Q311	Cemetery Maintenance	91,000		22,000	3,000				116,000
Q312	Heritage & Cultural Tourism **	15,000	350,000	99,000	9,000	(461,000)			12,000
Q313	Municipal Elections	45,000		200,000	9,000				254,000
Q314	EMO Cost Recovery	268,000		25,000	7,000				300,000
Q315	Special Events ***	124,000	80,000	610,000	10,000			(761,000)	63,000
Q316	DNA Costs (HRP and RCMP)	231,000			4,000		(103,000)		132,000
Q317	Titanic Reserve	3,000							3,000
	Total Operating Reserves (excluding PC)	**7,629,000**	**524,000**	**1,893,000**	**196,000**	**(911,000)**	**(1,683,000)**	**(1,706,000)**	**5,942,000**
	Total Equipment & Operating Reserves	**34,971,000**	**524,000**	**84,049,000**	**1,803,000**	**(73,967,000)**	**(20,580,000)**	**(2,706,000)**	**24,094,000**

* Although this Reserve shows a negative ending balance, cashflows will be monitored throughout the year to ensure the ending balance will be positive.
** To reflect contributions from the Sale of Land Reserve, which were not reflected at 3rd quarter.
*** Funds that were not necessary in 04/05 have been added back to the balance.

Interest projections are based on actual balances, as opposed to appropriated balances. Therefore, interest projections will be updated through quarterly reports to Council.

HALIFAX REGIONAL MUNICIPALITY
RESERVE FUNDS PROJECTION
To March 31, 2006

Capital Reserves		*per 3rd quarter Projected Balance March 31, 2005*	*Adjustments*	*2005/06 Projected Contributions*	*2005/06 Projected Interest*	*2005/06 Capital Budget Withdrawals*	*2005/06 Operating Budget Withdrawals*	*2005/06 Other Withdrawals*	*Projected Balance March 31, 2006*
Q101	Sale of Capital Assets	4,092,000		1,719,000	119,000	(5,230,000)			700,000
Q121	Business/Industrial Parks Expansion	2,133,000		2,800,000	171,000	(4,750,000)			354,000
Q103	Capital Surplus	(42,000)		387,000	39,000				384,000
Q104	Sewer Redevelopment	2,406,000		1,976,000	142,000	(1,645,000)			2,879,000
Q107	Parkland Development	549,000		275,000	28,000	(85,000)			767,000
Q119	Sackville Landfill Closure	6,328,000	900,000	702,000	163,000	(250,000)	(1,201,000)		6,642,000
Q120	Otter Lake Landfill Closure	431,000		1,298,000	36,000				1,765,000
Q122	Water Treatment Plants Infrastructure	1,031,000		1,000,000	82,000	(1,099,000)			1,014,000
Q123	Waste Resources	10,622,000		6,300,000	147,000	(16,074,000)			995,000
Q124	Upper Sackville Turf	112,000		25,000	3,000				140,000
Q125	Metro Park Parkade	691,000		223,000	21,000				935,000
Q126	Strategic Growth Reserve	5,786,000		5,000,000	222,000	(5,131,000)	(210,000)		5,667,000
Q127	Sustainable Communities Reserve	406,000		386,000	1,000	(400,000)			393,000
Q128	Rural Fire Reserve	673,000		250,000	22,000				945,000
Q129	Ferry Replacement Reserve	2,036,000		1,000,000	66,000				3,102,000
Q130	New Capital Replacement Reserve *	2,036,000		1,000,000	66,000				3,102,000
Q131	Energy & Underground Services **		160,000		4,000				164,000
Q132	Facilities Renewal Reserve *			1,100,000	15,000				1,115,000
Q133	Capital Cost Contribution *			450,000	6,000				456,000
Q108	Kingswood Water	3,000							3,000
Q110	Windsor Junction Water	82,000		2,000	2,000				86,000
Q112	5594-96 Morris St	48,000		7,000	1,000				56,000
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	177,000		9,000	3,000				189,000
	Total Capital Reserves	**39,467,000**	**1,060,000**	**25,900,000**	**1,356,000**	**(34,664,000)**	**(1,411,000)**		**31,708,000**
	TOTAL RESERVES	**$74,438,000**	**$1,584,000**	**$109,949,000**	**$3,159,000**	**($108,631,000)**	**($22,222,000)**	**($2,706,000)**	**$55,802,000**

* These Reserves still require business cases which have to be approved by Council.
** This Reserve was established after December 31st, 2004.

Interest projections are based on actual balances, as opposed to appropriated balances. Therefore, interest projections will be updated through quarterly reports to Council.

Approved Capital Budget

Halifax Regional Municipality
Approved 2005-06 Budget by Category

	2005-06 Gross	2005-06 Operating
Buildings	18,018,000	830,000
Community & Property Development	4,076,000	82,000
Councillors Funds	920,000	0
Equipment - Heavy	4,979,000	(67,000)
Equipment - Light	1,155,000	635,000
Fleet	22,119,000	1,876,400
Industrial Parks	4,750,000	0
Information Technology	4,143,000	789,200
Parks & Playgrounds	6,151,000	138,500
Roads & Streets	17,402,000	0
Sewers	103,221,000	0
Sidewalks, Curbs & Gutters	4,061,000	2,000
Solid Waste	12,600,000	0
Traffic Improvements	10,582,000	12,000
Totals	**214,177,000**	**4,298,100**
Summary of Funding Sources:		
Cost Sharing	($29,866,000)	
Reserves	(103,500,000)	
Local Improvement Charges	(1,900,000)	
Capital Cost Contribution	(2,350,000)	
Infrastructure	(6,599,000)	
Capital from Operating	(24,081,000)	
Fuel Tax	(7,900,000)	
Strategic Growth Reserve	(5,131,000)	
Crespool	(854,000)	
New Debt Issued	**$31,996,000**	

Halifax Regional Municipality
Approved 2005-06 Budget by Business Unit

	2005-06 Gross	2005-06 Operating
CAO & General Government	7,907,000	139,200
Environmental Management Services	119,745,000	0
Financial Services	575,000	328,000
Fire & Emergency Services	568,000	0
Halifax Regional Library	49,000	0
Human Resources	130,000	100,000
Planning & Development Services	0	0
Public Works & Transportation	37,601,000	1,767,000
Real Property Services	42,390,000	869,900
Recreation, Culture & Heritage	1,381,000	0
Regional Police Services	1,650,000	145,000
Shared Service	2,181,000	949,000
Totals	**214,177,000**	**4,298,100**
Summary of Funding Sources:		
Cost Sharing	($29,866,000)	
Reserves	(103,500,000)	
Local Improvement Charges	(1,900,000)	
Capital Cost Contribution	(2,350,000)	
Infrastructure	(6,599,000)	
Capital from Operating	(24,081,000)	
Fuel Tax	(7,900,000)	
Strategic Growth Reserve	(5,131,000)	
Crespool	(854,000)	
New Debt Issued	**$31,996,000**	

Halifax Regional Municipality
Approved 2006-07 Plan by Category

	2006-07 Gross	2006-07 Operating
Buildings	6,865,000	903,000
Community & Property Development	2,747,000	107,000
Councillors Funds	920,000	0
Equipment - Heavy	2,663,000	(109,000)
Equipment - Light	114,000	0
Fleet	31,434,000	3,839,400
Industrial Parks	6,700,000	0
Information Technology	1,323,000	351,000
Parks & Playgrounds	4,104,000	159,565
Roads & Streets	17,670,000	0
Sewers	87,237,000	0
Sidewalks, Curbs & Gutters	3,634,000	2,000
Solid Waste	455,000	0
Traffic Improvements	12,050,000	19,000
Totals	**177,916,000**	**5,271,965**
Summary of Funding Sources:		
Cost Sharing	(7,858,000)	
Reserves	(90,098,000)	
Local Improvement Charges	(1,575,000)	
Capital Cost Contribution	0	
Infrastructure	(8,525,000)	
Net Capital	**$69,860,000**	

Halifax Regional Municipality
Approved 2006-07 Plan by Business Unit

	2006-07 Gross	2006-07 Operating
CAO & General Government	4,698,000	165,000
Environmental Management Services	89,011,000	0
Financial Services	600,000	72,000
Fire & Emergency Services	468,000	0
Halifax Regional Library	49,000	0
Human Resources	0	100,000
Planning & Development Services	0	0
Public Works & Transportation	34,893,000	2,559,000
Real Property Services	46,636,000	2,054,965
Recreation, Culture & Heritage	1,280,000	0
Regional Police Services	0	79,000
Shared Service	281,000	242,000
Totals	**177,916,000**	**5,271,965**
Summary of Funding Sources:		
Cost Sharing	(7,858,000)	
Reserves	(90,098,000)	
Local Improvement Charges	(1,575,000)	
Capital Cost Contribution	0	
Infrastructure	(8,525,000)	
Net Capital	**$69,860,000**	

Halifax Regional Municipality
Approved 2007-08 Plan by Category

	2007-08 Gross	2007-08 Operating
Buildings	8,272,000	2,320,000
Community & Property Development	4,747,000	100,000
Councillors Funds	920,000	0
Equipment - Heavy	777,000	(154,000)
Equipment - Light	114,000	0
Fleet	24,624,000	4,808,100
Industrial Parks	5,550,000	0
Information Technology	1,323,000	241,000
Parks & Playgrounds	4,609,000	120,000
Roads & Streets	17,998,000	0
Sewers	75,234,000	0
Sidewalks, Curbs & Gutters	3,681,000	2,000
Solid Waste	13,745,000	0
Traffic Improvements	7,680,000	19,000
Totals	**169,274,000**	**7,456,100**
Summary of Funding Sources:		
Cost Sharing	(3,725,000)	
Reserves	(87,915,000)	
Local Improvement Charges	(1,575,000)	
Capital Cost Contribution	0	
Infrastructure	(7,000,000)	
Net Capital	**69,059,000**	

Halifax Regional Municipality
Approved 2007-08 Plan by Business Unit

	2007-08 Gross	2007-08 Operating
CAO & General Government	7,848,000	260,000
Environmental Management Services	89,290,000	0
Financial Services	600,000	0
Fire & Emergency Services	468,000	0
Halifax Regional Library	49,000	0
Human Resources	0	0
Planning & Development Services	0	0
Public Works & Transportation	31,285,000	4,167,000
Real Property Services	39,043,000	2,748,100
Recreation, Culture & Heritage	410,000	0
Regional Police Services	0	150,000
Shared Service	281,000	131,000
Totals	**169,274,000**	**7,456,100**
Summary of Funding Sources:		
Cost Sharing	(3,725,000)	
Reserves	(87,915,000)	
Local Improvement Charges	(1,575,000)	
Capital Cost Contribution	0	
Infrastructure	(7,000,000)	
Net Capital	**69,059,000**	

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number			2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Buildings				
	Real Property & Asset Management				
A1	CB100066	Regional Library-Facility Upgrades	90,000	194,000	194,000
A3	CB100070	Wharf Repair (Bundle)	24,000	0	0
A5	CB100077	Transit Facilities Upgrades (Bundle)	170,000	194,000	194,000
A7	CB100080	Fire Services-Station Upgrades (Bundle)	224,000	233,000	233,000
A9	CB100091	Mainland Commons Recreation Facility	7,212,000	0	0
A11	CB200240	Management Agreement Community Centres-U	194,000	194,000	194,000
A13	CB200452	HRM Heritage Building Upgrades (Bundle)	146,000	146,000	146,000
A15	CB200453	East Dartmouth Recreation Facility	1,000,000	0	0
A17	CB200454	District 2 Recreation Centre	900,000	0	0
A19	CB200516	Integrated Dispatch/Telecomm. Project	186,000	0	0
A21	CB300551	Various Rec Facilities-Upgrades (Bundle)	315,000	340,000	340,000
A23	CB300552	HRM Admin Buildings-Upgrades (Bundle)	144,000	116,000	116,000
A25	CB300553	HRM Depots Upgrades (Bundle)	146,000	146,000	146,000
A27	CB300554	Arena Upgrades	125,000	125,000	125,000
A29	CB300555	Major Facilities Upgrade (Bundle)	850,000	970,000	970,000
A31	CB300556	Facilities Upgrade-General (Bundle)	460,000	450,000	742,000
A33	CB300621	Safety Upgrades (Bundle)	60,000	73,000	73,000
A35	CB300627	New Penhorn Fire Station	1,067,000	1,067,000	1,067,000
A37	CB300702	5755 Sackville Street Demolition	85,000	0	0
A39	CBA00629	Environmental Remediation & Bldg Demoltn (Bu	200,000	200,000	200,000
A41	CBR00747	200 Illsley Ave-Underground Tank Removal	185,000	0	0
A43	CBR00750	200 Illsley Ave-Safety Upgrades	300,000	291,000	291,000
A45	CBR00755	Underground Tank & Chimney Liner Replcmt	140,000	0	0
	Total		**14,223,000**	**4,739,000**	**5,031,000**
	Recreation, Tourism & Culture				
A47	CBG00505	Civic Collection Storage	80,000	80,000	80,000
A49	CBG00506	Starr Interpretive Pavillion	50,000	50,000	50,000
A51	CBG00720	Prospect Community Centre	40,000	0	0
A53	CBG00700	Penninsula Gym	900,000	900,000	
	Total		**1,070,000**	**1,030,000**	**130,000**
	Police Services				
A55	CBK00678	Police Training Center - Northbrook School	200,000	0	0
	Total		**200,000**	**0**	**0**
	Financial Services				
A57	CBM00711	Fuel depot Upgrade	75,000	300,000	300,000
	Total		**75,000**	**300,000**	**300,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Public Works & Transportation			
A59	CB200427 Satellite Garage Facility	2,000,000	0	0
A61	CB200428 Transit Terminal Upgrade & Expnsn. ($121.5 k p	243,000	485,000	2,500,000
A63	CBT00432 Bus Stop Accessibility	75,000	146,000	146,000
A65	CBT00437 Bus Shelters-Replacement	25,000	58,000	58,000
A67	CBT00438 New Bus Shelters	58,000	58,000	58,000
	Total	**2,401,000**	**747,000**	**2,762,000**
	Halifax Regional Library			
A69	CBW00481 Facilities Review & Plan Implementations	49,000	49,000	49,000
	Total	**49,000**	**49,000**	**49,000**
	Total Buildings	**18,018,000**	**6,865,000**	**8,272,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Community & Property Development			
	CAO & Governance			
B1	CDG00271 Cap. Distr. Downtown Streetscapes	383,000	388,000	388,000
B3	CDG00490 Cap. District Urban Design Implementation	485,000	485,000	485,000
B5	CDV00721 Watershed/env. studies	300,000	0	750,000
B7	CDV00722 Clustering - pilot re shared septic field	250,000	0	0
B9	CDV00738 Center Plans / Design (visioning)	200,000	0	250,000
B11	CDV00723 Harbour Plan	150,000	0	100,000
B13	CDV00737 Water Quality Monitoring Pilot Program	125,000	0	150,000
B15	CDV00729 Prepare land Acquistion Strategy	100,000	0	0
B17	CDV00731 Regional Urban Design	100,000	300,000	500,000
B19	CDG00493 Cap. Distr. Implement Greenway Study	49,000	49,000	49,000
B21	CDG00332 Cap. Distr - Wayfinding Study & Implementatior	38,000	38,000	38,000
B23	CDV00734 Streetscaping in hubs & corridors	1,000,000	1,000,000	1,000,000
B25	CDV00736 Underground Wiring in Capital District	725,000	0	0
B27	CDG00499 Cap. Distr. Implement HRM Policy Re:Burying \	0	194,000	194,000
B29	CDG00494 Cap. Distr. Halifax Waterfront WDCL Partnersh	0	63,000	63,000
	CDGxxxxxx Regional Planning	0	0	500,000
	Total	**3,905,000**	**2,517,000**	**4,467,000**
	Recreation, Tourism & Culture			
B31	CDG00302 Community Signs	85,000	105,000	105,000
B33	CDG00509 Heritage Incentive Program	36,000	100,000	150,000
B35	CDG00487 Public Art-Repair & New	25,000	25,000	25,000
B37	CDG00511 Cultural Asset Inventory	25,000	0	0
	Total	**171,000**	**230,000**	**280,000**
	Total Community & Property Development	**4,076,000**	**2,747,000**	**4,747,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Councillors Funds			
	CAO & Governance			
	CCV00651 District 1	40,000	40,000	40,000
	CCV00652 District 2	40,000	40,000	40,000
	CCV00653 District 3	40,000	40,000	40,000
	CCV00654 District 4	40,000	40,000	40,000
	CCV00655 District 5	40,000	40,000	40,000
	CCV00656 District 6	40,000	40,000	40,000
	CCV00657 District 7	40,000	40,000	40,000
	CCV00658 District 8	40,000	40,000	40,000
	CCV00659 District 9	40,000	40,000	40,000
	CCV00660 District 10	40,000	40,000	40,000
	CCV00661 District 11	40,000	40,000	40,000
	CCV00662 District 12	40,000	40,000	40,000
	CCV00663 District 13	40,000	40,000	40,000
	CCV00664 District 14	40,000	40,000	40,000
	CCV00665 District 15	40,000	40,000	40,000
	CCV00666 District 16	40,000	40,000	40,000
	CCV00667 District 17	40,000	40,000	40,000
	CCV00668 District 18	40,000	40,000	40,000
	CCV00669 District 19	40,000	40,000	40,000
	CCV00670 District 20	40,000	40,000	40,000
	CCV00671 District 21	40,000	40,000	40,000
	CCV00672 District 22	40,000	40,000	40,000
	CCV00673 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**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Equipment - Heavy			
	Environmental Management Services			
C1	CHI00577 Refuse Trailers - Rural Depots	250,000	0	0
C3	CHI00680 Otter Lake Equipment Replacement	3,474,000	1,319,000	311,000
	Total	**3,724,000**	**1,319,000**	**311,000**
	Fire & Emergency Services			
C5	CHJ00525 Rural Fire Water Supply	388,000	388,000	388,000
	Total	**388,000**	**388,000**	**388,000**
	Public Works & Transportation			
C7	CHD00060 Farebox Replacement	770,000	878,000	0
C9	CHU00587 Brine Mixing Plants for Salt Pre-Wetting	97,000	78,000	78,000
	Total	**867,000**	**956,000**	**78,000**
	Total Equipment - Heavy	**4,979,000**	**2,663,000**	**777,000**
	Equipment - Light			
	Real Property & Asset Management			
D1	CEC00686 Athletic Field/Park Equipment	75,000	34,000	34,000
	Total	**75,000**	**34,000**	**34,000**
	Shared Services			
D3	* CHA00160 Vehicle Tracking & Communications	900,000	0	0
	Total	**900,000**	**0**	**0**
	* Includes $1.4 M from redefining the scope of the current CHA00160 TMR project and re-naming it to reflect the revised objectives.			
	Fire Services			
D5	CEF00702 Opticom Signalization System	80,000	80,000	80,000
D7	CEJ00632 Fire Station Alerting System	100,000	0	0
	Total	**180,000**	**80,000**	**80,000**
	Total Equipment - Light	**1,155,000**	**114,000**	**114,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Fleet			
	Real Property and Asset Management			
E1	CVD00413 Fleet Vehicle Replacement Program	3,233,000	3,233,000	3,023,000
E3	CVD00429 Access-A-Bus Vehicle	120,000	0	0
E5	CVD00430 Access-A-Bus Replacement	388,000	388,000	388,000
E7	CVD00431 Midlife Bus Rebuild	655,000	655,000	655,000
E9	CV300749 Bus Rebuild - U-Pass Service	450,000	0	0
E11	CVD00433 Service Vehicle Replacement	50,000	97,000	97,000
E13	CVD00434 Conventional Transit Bus Expansion	3,361,000	5,658,000	5,906,000
E15	CVD00435 Conventional Transit Bus Replacement ($2.672	5,345,000	6,198,000	6,198,000
E17	CVD00436 Bi-annual Ferry Refit	545,000	175,000	290,000
E19	CVJ00703 Fire Fleet Apparatus Replacement	3,410,000	3,410,000	3,410,000
E21	CVJ00704 Fire Fleet Utility Vehicle Replacement	230,000	400,000	400,000
E23	CVK00416 Police Vehicles-Marked	689,000	689,000	710,000
E25	CVK00417 Police Vehicles-Unmarked	531,000	531,000	547,000
E27	CV300751 Bedford Fast Ferry	0	10,000,000	3,000,000
	Total	**19,007,000**	**31,434,000**	**24,624,000**
	Public Works & Transportation			
E29	CB300628 Bus Rapid Transit Showcase ($832k pre-appvd)	3,112,000	0	0
	Total	**3,112,000**	**0**	**0**
	Total Fleet	**22,119,000**	**31,434,000**	**24,624,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number			2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Industrial Parks				
	Real Property & Asset Management				
F1	CQ300741	Burnside Phase I 1-2-3-4-5 Development	4,000,000	3,800,000	3,800,000
F3	CQ300742	Aerotech Repositioning & Dvlpmnt	500,000	1,000,000	0
F5	CQ300640	Intersection/Traffic Improve'ts Burnside	250,000	250,000	250,000
F7	CQ300743	Bayers Lake Infill & Ragged Lake Dev.	0	1,500,000	1,500,000
F9	CQ300744	Park & Open Space Renewal & Improvements	0	50,000	0
F11	CQ300745	Park Signs Renewal & Maintenance	0	50,000	0
F13	CQ300639	Development Consulting	0	50,000	0
	Total		**4,750,000**	**6,700,000**	**5,550,000**
	Total Industrial Parks		**4,750,000**	**6,700,000**	**5,550,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Information Technology			
	CAO & Governance			
G1	CID00631 Integrated City - Asset Management	243,000	243,000	243,000
G3	CIV00533 Integrated City - Enterprise Archit. & Dashboard	200,000	450,000	450,000
G5	CIV00726 Lidar Mapping	200,000		
G7	CIV00728 Partnering with ACOA	50,000		
	Total	**693,000**	**693,000**	**693,000**
	Environmental Management Services			
G9	CII00740 Whole Systems Methodology	40,000	0	
	Total	**40,000**	**0**	**0**
	Financial Services			
G11	CIM00566 Revenue Tools Replacements	500,000	300,000	300,000
	Total	**500,000**	**300,000**	**300,000**
	Human Resources			
G13	CIN00200 SAP HR Phase 2	130,000	0	0
	Total	**130,000**	**0**	**0**
	Police Services			
G15	CIK00289 CPIC-Interfaces-Hardware & Software	250,000	0	0
G17	CIP00763 Computer Aided Dispatch (CAD)	1,200,000	0	0
	Total	**1,450,000**	**0**	**0**
	Shared Services			
G19	CID00630 Server Consolidation/Life Cycle Extnsion	281,000	281,000	281,000
G21	CID00707 E-Commerce & Web Services	210,000	0	0
G23	CID00710 Document/Records Management	250,000	0	0
G25	CID00748 Fiber Optics Network	200,000	0	0
G27	CIY00019 Civic Addressing	340,000	0	0
G29	CIO00108 Land Information System	0	0	0
	Total	**1,281,000**	**281,000**	**281,000**
	Public Works & Transportation			
G31	CIU00586 Remote Weather Information System (RWIS)	49,000	49,000	49,000
	Total	**49,000**	**49,000**	**49,000**
	Total Information Technology	**4,143,000**	**1,323,000**	**1,323,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Parks & Playgrounds			
	CAO & Governance			
H1	CPG00492 Cap. Distr - Public Gardens Management Plan	604,000	0	0
H3	CPG00495 Cap. Distr - Halifax Waterfront Design Work	175,000	78,000	78,000
H5	CPG00496 Cap. Distr - Dartmouth Waterfront Park Upgrad	98,000	78,000	78,000
H7	CPG00497 Cap. Distr - Dartmouth Common Management F	49,000	49,000	49,000
H9	CPV00730 Regional Park Corridors - land acquisition	150,000	150,000	450,000
H11	CPV00735 Trails, active transportation	600,000	0	150,000
	Total	**1,676,000**	**355,000**	**805,000**
	Real Property & Asset Management			
H13	CP300559 Playground Upgrades&Replacements (Bundle)	515,000	300,000	446,000
H15	CPG00581 Dartmouth Artificial Sports Field	700,000	0	0
H17	CPC00682 Skateboarding Facilities (Bundle)	500,000	200,000	0
H19	CPC00814 Mainland Commons-Halifax	259,000	150,000	0
H21	CPR00316 HRM Wide Tree Planting	250,000	120,000	150,000
H23	CPC00467 Regional Trails Development (Bundle)	250,000	250,000	300,000
H25	CPC00677 New Playground Development	250,000		
H27	CPC00304 Ball Field Upgrades (Bundle)	216,000	100,000	150,000
H29	CPC00684 Sports Courts Upgrades	150,000	100,000	150,000
H31	CP300560 Park Upgrades (Bundle)	130,000	76,000	150,000
H33	CPC00683 Sports Field Upgrades	125,000	100,000	150,000
H35	CPC00313 Regional Park Washroom Facilities (Bundle)	105,000	0	0
H37	CP300699 New Sports Court Development	100,000		
H39	CPR00325 Walkways-HRM Wide Program (Bundle)	60,000	50,000	75,000
H41	CPC00676 New Park Development	50,000		
H43	CPR00330 Cemetery Upgrades	50,000	25,000	50,000
H45	CPS00041 Lawn Bowling Facilities	40,000	0	0
H47	CPC00810 Outdoor/Spray Pools and Fountains	10,000	100,000	50,000
H49	CP300750 Building Communities Capital Fund	575,000	575,000	575,000
H51	CPC00675 Track and Field Upgrades (Bundle)	0	200,000	50,000
H53	CPS00040 Point Pleasant Park Upgrades	0	50,000	100,000
	CPxxxxxx Parks Planning	0	1,333,000	1,408,000
	Total	**4,335,000**	**3,729,000**	**3,804,000**
	Recreation, Culture & Heritage			
H55	CPG00483 Sullivan's Pond	50,000	0	0
H57	CPG00484 Black Heritage Trail	20,000	0	0
H59	CPG00485 Needham Bells	50,000	0	0
H61	CPG00486 Shubenacadie Canal - Master Plan	20,000	20,000	
	Total	**140,000**	**20,000**	**0**
	Total Parks & Playgrounds	**6,151,000**	**4,104,000**	**4,609,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Roads & Streets			
	Public Works & Transportation			
I1	CZU00717 Resurfacing Various Locations ($2.417M pre-ap	8,519,000	7,658,000	7,856,000
I3	CYU00716 Paving Renewals ($2.458 M pre-apprvd)	4,198,000	5,050,000	5,180,000
I5	CXU00585 New Paving Subdivision St's outside core	1,000,000	1,000,000	1,000,000
I7	CXU00715 New Paving inside core ($550k pre-apprvd)	970,000	550,000	550,000
I9	CRU00684 Bridge Repairs & Renewals	900,000	500,000	500,000
I11	CRU00701 Other Related Road Works (D&C)	750,000	750,000	750,000
I13	CZU00564 Main Artery Patching	750,000	750,000	750,000
I15	CRU00584 Other Related Road Works	315,000	315,000	315,000
I17	CRT00426 Transit Road Priorities	0	97,000	97,000
I19	CRU00683 Concrete Curb Renewals	0	1,000,000	1,000,000
	Total	**17,402,000**	**17,670,000**	**17,998,000**
	Total Roads & Streets	**17,402,000**	**17,670,000**	**17,998,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Sewers			
	Environmental Management Services			
J1	CGI00591 Windmill Road PS, Dartmouth ($50k pre-apprvd	50,000	650,000	0
J3	CSE00386 Halifax Harbour Solutions Project	95,586,000	56,862,000	48,790,000
J5	CSE00500 Combined Sewer Overflow Prevention	2,317,000	5,000,000	5,000,000
J7	CGU00686 North West Arm Sewer	250,000	1,500,000	0
J9	CGI00614 Eastern Passage WPCP Expansion	776,000	9,341,000	11,639,000
J11	CGU00577 Akerley & Windmill PS, Dartmouth	550,000	0	0
J13	CGI00615 Ellenvale Run - Drainage Imprv. ($500k pre-app	500,000	500,000	500,000
J15	CSU00116 Fairview Overpass-Combined Swr Cleaning	450,000	0	0
J17	CSI00706 Sullivan's Pond Outlet Pipe Rehabilitation	300,000	0	0
J19	CSU00110 Wastewater Treatment Plants-Upgrades	243,000	194,000	200,000
J21	CSI00692 Pollution Prevention P2	200,000	0	0
J23	CGU00572 Plymouth Rd PS, Dartmouth ($200k pre-apprvc	200,000	0	0
J25	CGI00605 Johnson Road PS, North Preston ($150k pre-ap	150,000	0	0
J27	CGI00616 Fairfield Holding Tank, Halifax	150,000	0	0
J29	CSR00803 Roach's Pond-Forcemain	150,000	2,200,000	0
J31	CGI00677 Chestnut Lane (Portland - MacRae) Sewer ($15(	150,000	0	0
J33	CGU00685 Sewer Drags-Large Diameter Sewers ($100k pr	100,000	0	0
J35	CGU00579 Crescent Ave PS, Halifax ($100k pre-apprvd)	100,000	0	0
J37	CSR00784 Bayer's Lake Industrial Park Forcemain	100,000	0	0
J39	CSU00327 Wellington STP/Frame Subdivision STP	80,000	700,000	800,000
J41	CGI00676 Raymond ST, Dartmouth Storm Sewer Rehab ($	75,000	400,000	400,000
J43	CGI00599 Quigley's Corner PS, Eastern Passage ($75k pre	75,000	400,000	400,000
J45	CSU00117 Freshwater Brook Sewer-Inspection	70,000	1,000,000	1,000,000
J47	CGU00583 Main St PS, Dartmouth	70,000	0	600,000
J49	CSR00503 Infiltration/Inflow Reduction	50,000	300,000	250,000
J51	CGI00613 Dingle Tower PS, Halifax	50,000	0	0
J53	CGI00617 Street Drainage Systems-Various Location	95,000	0	85,000
J55	CGI00593 Valleyford Holding Tank, Dartmouth ($50k pre-a	50,000	860,000	0
J57	CGR00788 Studies & Investigations(Var.Locations)	94,000	0	85,000
J59	CGU00689 Chandler Drive PS, Sackville	50,000	150,000	0
J61	CGU00688 Greenhead Road PS	50,000	0	300,000
J63	CGI00608 Beaver Crescent PS, Dartmouth ($40k pre-appr	40,000	375,000	0
J65	CGI00611 Bissett Lake PS, Dartmouth ($25k pre-apprvd)	25,000	175,000	0
J67	CGI00675 Colpitt Lake PS, Herring Cove	25,000	0	100,000
J69	CSE00600 HSP:PS Upgdes/Wet weather flow solutions	0	3,500,000	2,000,000
J71	CSU00317 BLT STP Odour Control System	0	450,000	0

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Sewers (EMS continued)			
J73	CGI00610 Bedford Sackville Trunk Sewer	0	2,000,000	2,000,000
J75	CGI00618 Auto Port PS, Eastern Passage	0	50,000	0
J77	CGI00612 Cross Culvert Replacements	0	30,000	0
J79	CGU00571 O'Dell Dr PS, Dartmouth	0	250,000	0
J81	CGU00461 Sewer Laterals Replacements(Paving Proj.)	0	0	85,000
J83	CGU00502 Wet Weather Flow Studies	0	100,000	0
J85	CGI00595 Lyle St, Dartmouth - Upgrade Storm Sewer	0	250,000	0
J87	CGU00690 Aerotech Lagoon Decommissioning	0	0	1,000,000
	Total	**103,221,000**	**87,237,000**	**75,234,000**
	Total Sewers	**103,221,000**	**87,237,000**	**75,234,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Sidewalks, Curbs & Gutters			
	CAO & Governance			
K1	CRG00491 Cap. Distr. - Brick Sidewalk Replacement	213,000	213,000	213,000
	Total	**213,000**	**213,000**	**213,000**
	Public Works & Transportation			
K3	CJU00719 New Sidewalks ($675 pre-apprvd)	1,830,000	1,770,000	1,790,000
K5	CKU00718 Sidewalk Renewals ($591k pre-apprvd)	1,618,000	1,651,000	1,678,000
K7	CJV00724 Highfield to Burnside Pedestrian Overpass	400,000	0	0
	Total	**3,848,000**	**3,421,000**	**3,468,000**
	Total Sidewalks, Curbs & Gutters	**4,061,000**	**3,634,000**	**3,681,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Solid Waste			
	Environmental Management Services			
L1	CWI00446 Otter Lake Cell 4	12,200,000	0	13,020,000
L3	CWI00679 Highway 101 Landfill	250,000	305,000	575,000
L5	CWI00681 Green Carts For New Residents	150,000	150,000	150,000
	Total	**12,600,000**	**455,000**	**13,745,000**
	Total Solid Waste	**12,600,000**	**455,000**	**13,745,000**

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number			2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
		Traffic Improvements			
		CAO & Governance			
M1	CTV00727	Park & Ride Land Acquisition	500,000	0	750,000
	Total		**500,000**	**0**	**750,000**
		Environmental Management Services			
M3	CTI00694	Bio-Diesel Recycled Fuel	60,000	0	0
M5	CTI00695	Emisssions Reductions	60,000	0	0
M7	CTI00696	Commuter Trip Reduction Program	40,000	0	0
	Total		**160,000**	**0**	**0**
		Public Works & Transportation			
M9	CTR00423	Traffic Calming (Consultant Support & Ha	50,000	50,000	50,000
M11	CTU00530	Hwy 111/Portland St. Interchange	4,850,000	0	0
M13	CTU00705	Wright Ave./Hwy 118 Interchange	0	2,100,000	0
M15	CTR00905	Intersection Improvement Program ($611k pre-	1,050,000	880,000	880,000
M17	CTV00725	Lacewood Four Lane/Fairview Interchange	1,100,000	2,850,000	2,300,000
M19	CTU00561	Traffic Signal Installation ($320k pre-apprvd)	752,000	803,000	803,000
M21	CTV00732	Rotary Conversion/Chebucto reversion lane	600,000	2,700,000	0
M23	CTU00419	Traffic Signal Rehabilitation ($97k pre-apprvd)	300,000	300,000	300,000
M25	CTU00422	Traffic Signal Compliance Program ($145 pre-a	300,000	300,000	300,000
M27	CTU00337	Controller Cabinet Replacement ($70k pre-appr	200,000	150,000	150,000
M29	CTU00420	Bikeway Master Plan Implementation	200,000	120,000	120,000

Halifax Regional Municipality
2005-06 Approved Capital Budget
Includes 2006-07 & 2007-08 Plan

Page Number		2005-06 Gross Budget	2006-07 Gross Plan	2007-08 Gross Plan
	Traffic Improvements (continued)			
M31	CTR00908 Transportation Demand Management Program	120,000	120,000	120,000
M33	CTR00529 Various Traffic Related Studies	100,000	100,000	100,000
M35	CTR00530 Traffic Signal Control Sys Integration	100,000	100,000	100,000
M37	CTV00733 Sackville Collector Acquisition	100,000	0	100,000
M39	CTR00906 Pedestrian Safety & Access Program	50,000	50,000	50,000
M41	CTR00904 Destination Signage Program	50,000	50,000	50,000
	CTRxxxxx Traffic Planning	0	1,377,000	1,507,000
	Total	**9,922,000**	**12,050,000**	**6,930,000**
	Total Traffic Improvements	**10,582,000**	**12,050,000**	**7,680,000**
	Total	**214,177,000**	**177,916,000**	**169,274,000**
	Capital Funding			
	Cost Sharing	(29,866,000)		
	Reserves	(103,500,000)		
	Local Improvement Charges	(1,900,000)		
	Capital Cost Contribution	(2,350,000)		
	Infrastructure	(6,599,000)		
	Capital from Operating	(24,081,000)		
	Fuel Tax	(7,900,000)		
	Strategic Growth Fund	(5,131,000)		
	Capital Surplus	0		
	Crespool	(854,000)		
	Debt Issued	**31,996,000**		

Operating Costs of New Capital

		2005-06 Budget
CB100091	Mainland Commons Recreation Facility	110,000
CB200453	East Dartmouth Recreation Facility	5,000
CB200454	District 2 Recreation Centre	10,000
CB200516	Integrated Dispatch/Telecomm. Project	100,000
CBK00678	Police Training Center - Northbrook School	105,000
CB200427	Satellite Garage Facility	500,000
CDG00271	Cap. Distr. Downtown Streetscapes	24,000
CDG00490	Cap. District Urban Design Implementation	35,000
CDG00493	Cap. Distr. Implement Greenway Study	8,000
CDG00332	Cap. Distr - Wayfinding Study & Implementation	15,000
CHU00587	Brine Mixing Plants for Salt Pre-Wetting	(67,000)
CHA00160	Vehicle Tracking & Communications	635,000
CVD00429	Access-A-Bus Vehicle	28,000
CV300749	Bus Rebuild - U-Pass Service	(1,600)
CVD00434	Conventional Transit Bus Expansion	530,000
CB300628	Bus Rapid Transit Showcase ($832k pre-appvd)	1,320,000
CIV00533	Integrated City - Enterprise Archit. & Dashboard	7,200
CIM00566	Revenue Tools Replacements	328,000
CIN00200	SAP HR Phase 2	100,000
CIP00763	Computer Aided Dispatch (CAD)	40,000
CID00707	E-Commerce & Web Services	237,000
CID00710	Document/Records Management	45,000
CID00748	Fiber Optics Network	(15,000)
CIO00108	Land Information System	47,000
CPG00492	Cap. Distr - Public Gardens Management Plan	45,000
CPG00496	Cap. Distr - Dartmouth Waterfront Park Upgrades	5,000
CPG00581	Dartmouth Artificial Sports Field	36,500
CPC00682	Skateboarding Facilities (Bundle)	7,500
CPC00467	Regional Trails Development (Bundle)	20,000
CPC00677	New Playground Development	12,000
CPC00313	Regional Park Washroom Facilities (Bundle)	9,500
CP300699	New Sports Court Development	3,000
CJV00724	Highfield to Burnside Pedestrian Overpass	2,000
CTU00561	Traffic Signal Installation ($320k pre-apprvd)	7,000
CTU00420	Bikeway Master Plan Implementation	3,000
CTR00904	Destination Signage Program	2,000
Total		**$4,298,100**

Canada / Nova Scotia Infrastructure Program

Projects Approved For Funding

Requested Projects	Total Cost	Federal/ Provincial Share
Maplewood Water, Phase I	450,000	277,977
Beaverbank Water - Phase IV, A	428,200	285,467
Miller Lake Water	200,000	133,333
Beaverbank Sewer Services - Phase IV AB&C	4,411,500	2,941,000
MacIntosh Run Sanitary Sewer Upgrade	1,000,000	517,477
Beaverbank Road Trunk Sewer Upgrade	750,000	500,000
Beaver Bank Water - Phase IV, BC	2,250,000	1,500,000
Beaver Bank Sewer Services - Phase IV D&E	3,492,650	2,328,433
Beaver Bank Water Services - Phase IV D&E	2,717,650	1,811,767
Beaver Bank Water Reservoir	3,000,000	2,000,000
Little Salmon River Water	1,132,000	754,666
North Preston Recreation Centre	2,972,000	1,981,333
Herring Cove Water & Sewer *	3,106,200	2,070,800
Artificial Outdoor Soccer Facility *	4,000,000	1,600,000
Mainland Commons Recreation Facility (Phase I) */**	7,912,000	2,683,682
Moser River Fire Station *	625,000	416,666
Prince's Lodge Water & Sewer *	1,620,000	1,080,000
Maplewood Water Phase 2 *	615,000	410,000
Highway 111/Woodside Connector *	7,000,000	2,500,000
Totals	**$47,682,200**	**$25,792,602**

* 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.

** $768,000 of capacity and $512,000 of Federal/Provincial funding have been reallocated to this project from Little Salmon River Water.

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.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial 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 Poor 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.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Gross Expenditures	Gross Expenditures
GST	Goods and Services Tax. The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
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.
Measure	An indicator that provides information (either qualitative or quantitative) on the extent to which a policy, program or initiative is achieving its outcomes.
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.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial *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.
Risk	Something that may negatively impact HRM.
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.
Stakeholder	A person with an interest or concern in the HRM budget.
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.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).

Temporary Debt	Financing provided through the MFC Short-Term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
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.