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**TO:** Mayor Kelly and Members of Halifax Regional Council

**FROM:** The Business Planning Office of Business Planning and Information Management

**DATE:** April 29, 2011

**SUBJECT:** Budget Consultation Question and Answer

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Council's 2011/12 budget consultation process consisted of an informal Project Budget "Open House" on April 26<sup>th</sup>, followed by individual Business Unit Presentations and discussion on April 27<sup>th</sup> and 28<sup>th</sup>.

This report includes the questions asked during the informal Project Budget consultations to provide all Councilors with the benefit of the responses provided at that time as well as those responses that couldn't be provided immediately.

During the Business Unit Presentations some questions were raised that required staff to compile information to provide complete responses. In addition some questions were sent directly to staff. These questions and staff responses are also included in this report.

A small number of questions require more detailed analysis so the responses are not yet available. Staff will follow up with responses to those questions at a later date.

### CAO Business Unit

Councillor Fisher inquired as to more detail regarding the advertising, facility rental, vehicle expense and uniforms/clothing budget lines.

The following table outlines the detail by line item, as requested by the Councillor. Because the budget book provides a summary of revenue and expense type for the entire CAO business unit budget, the table breaks the line items out by individual cost elements to provide more detail on the expenditures.

<b>Line Item</b>	<b>Cost Breakdown</b>	<b>Explanation</b>
Advertising and Promotion	\$110,832 in GOVA (HRM Council Support and Partners)	Cost for advertising and promotion activities for the Mayor and Councillors. Activities include media advertising, promotion of community events, and purchase of promotional items.
	\$18,630 in E002 (DCAO Corporate Service and Strategy)	Municipal Clerk's advertising costs for legislatively required public notices, public meetings, etc.
	\$17,198 in A470 (Marketing, Design and Print)	Cost for the Halifax Visitor Guide, transferred from BPIM effective 2011/12. The 11/12 budget has been reduced by approximately \$8,000 and staff is reviewing this item.
	\$11,493 in E005 (External and Corporate Affairs)	HRM's contribution to Information Radio (107.7 FM) which provides weather, road conditions, local attractions and important community information. The contribution also ensures HRM access to the station for communications during EMO events.
	\$9,241 in E001 (CAO Office)	Cost for advertising and promotion related to the 2011 FCM conference (one time cost).
Facilities Rental	\$600 in E002 (DCAO Corporate Service and Strategy)	For use if a facility external to HRM is required for a meeting or event, due to lack of availability, size constraints, or specialized requirements.
	\$400 in GOVA (HRM Council Support and Partners)	For use if a facility external to HRM is required for a meeting or event, due to lack of availability, size constraints, or specialized requirements.
Vehicle Expense	\$50,301 in GOVA (HRM Council Support and Partners)	Cost for renting the parking lot at the former Birks site, which provides parking for Council and EMT. The budget was transferred from Transportation and Public Works to the Council Support Office, effective 2011/12.
Uniforms and Clothing	\$300 in A470 (Marketing, Design and Print)	Used primarily for safety shoes in the HRM Printing Centre, as staff are required to have protective footwear. This line also covers gloves and aprons for staff working with inks in the press room.

Business Planning and Information Management

Councillor	Question	Response
Councillor McCluskey	What is the \$40k identified as Non-Inventoried Assets Operating Cost of Capital (OCC)? Why is it taking up space in this year's budget?	<p>Since the time of the original \$40k budget submission, a detailed business case has been completed which identifies the following requirement for \$31k OCC:</p> <ul style="list-style-type: none"> <li>• \$9k for bar code reader replacements</li> <li>• \$2k for server replacement</li> <li>• \$10k for software maintenance</li> <li>• \$10k for annual networking fees</li> </ul> <p>The OCC request for 2011 will be adjusted from \$40k to \$31k.</p> <p>We will also work with Finance to determine the best approach to budgeting OCC hardware replacements in the out-years. This may result in an additional reduction for 2011.</p>
Councillor McCluskey	What is the purpose of the \$100k identified for the Asset Management project this year?	The \$100k in 2011 tops-up the existing Asset Management capital project balance and will be used to implement Fleet Management and Pavement Management information systems.
Councillor Hendsbee	Have we considered reducing the core hours of the Call Centre?	<p>No, in accordance with Council's direction, staff are currently investigating what is required to migrate to a municipal 311 Call Centre. It was the understanding of staff from Council's motion that Council might be looking to expand Call Centre hours as part of this initiative.</p> <p>It should be noted that in 2010/11 staff ceased statutory holiday service saving approximately \$50,000 annually.</p>
Councillor Watts	Where are we with an Open data initiative?	Staff intend to deliver an Open Data policy by the end of the 2nd quarter 2011/12.
Councillor Karsten	Trunk Mobile Radio (TMR) has a budget for 2 M this year and 2.5 M next year. If our equipment is current why do we need to go this route to stay current with the Province? Does the	Our TMR equipment (approx. 2000 radios) is "current" for the existing system; however some of it will become obsolete and the majority of the remainder will require upgrade when the new system is implemented to a P-25 standard. We

Councillor	Question	Response
	existing equipment have any current value for resale?	<p>also have a couple of key unresolved issues with our existing system and potential issues with the new solution such as performance of digital radios in high noise environments and implementation of a Fire station alerting solution. There may be costs in advance of the Provincial implementation to address these items.</p> <p>Our existing Works equipment was previously used in Police and Fire and is significantly older. Surplus equipment would be disposed of in accordance with HRM's procurement policy. Given the age it is unlikely to have any resale value. The TMR project will include a long term asset management plan for end user equipment, and BPIM will be advancing this in the current fiscal year.</p>
Councillor McCluskey	Councillor McCluskey asked for detail on contract services used by BPIM.	<p>The contract services budget in BPIM is used to purchase services such as:</p> <ul style="list-style-type: none"> <li>• Shredding of documents which have exceeded their retention period at the Records Centre</li> <li>• After-hours Commissionaire Services at the Call Centre (this item comprises 50% of the total BPIM contract services budget)</li> <li>• Short-term temporary staffing through Temp Agencies</li> <li>• Armoured services to transfer daily deposits from Customer Service Centres.</li> <li>• On-site security for Customer Service Centres during high-volume taxation periods</li> <li>• Specific, short-term expertise for business systems such as Hansen, RIVA, and Versaterm</li> </ul>
Councillor Uteck	<p>Cost Element 6301 – Professional Fees</p> <p>Please clarify – outside consulting fees or professional fees for staff (under Planning &amp; CRM)? Please explain</p>	<p>It is important to understand that Planning &amp; CRM is a net new cost centre for 2011 resulting from a staff realignment and therefore had no budget in 2010. BPIM's Professional Fees budget was \$15,300 in 2010 and has increased to \$20,300</p>

Councillor	Question	Response
	<p>why these dollars are being proposed for 2011 (along with several others) that were not proposed in 2010.</p>	<p>in 2011 for the reason outlined below.</p> <p>The Municipal Archives in BPIM applies for annual 50% cost-share funding to hire Project Archivists through the National and Provincial Archival Development Programs (NADP). In addition, the Information Management Program has plans to participate in student programs such as Young Canada Works, Dalhousie University's School of Information Management Student and Co-op Program and the Nova Scotia Community College's Student Programs.</p> <p>In 2010, grants were secured from NADP in the amount of \$15,300. In 2011 we anticipate an additional \$5,000 grant for a new total of \$20,300. Actual costs for staff hired through the grant programs appear under line 6001 - salaries as the grant employees are paid through the corporate payroll system</p> <p>Grant revenue is included in our business unit forecast (line 5508) once the grants are approved.</p>
Councillor Uteck	<p>What does BPIM mean when it states "BPIM has an opportunity to promote and educate the organization to the new way it will operate and how that will translate into improved service for business units, Regional Council and the Public."</p> <p>Does Council not have to approve this?</p>	<p>Significant improvements have been made internally within BPIM to position staff to deliver better ICT solutions faster to our internal clients. These improvements need to be communicated to clients to ensure they are effective and fully leveraged. Where this is an internal service delivery improvement that did not trigger additional budget requirements, there is no requirement for Council approval.</p>
Councillor Uteck	<p>Cost Element 4916 – Vending Licenses</p> <p>If the Decrease was -23,000 last year why are you proposing 50,000 again this year?</p>	<p>Vending License revenue is dependent each year on the number of sites available for tender and the sealed bids which are received. If the downward trend continues with lower than anticipated actual revenue, the budget amount will be reduced in 2012.</p>
Councillor Uteck	<p>Cost Element 6051 – Shift Agreements</p> <p>How did we go from 3.7 to 7.3 in one year (2010) and show no increase or decrease for 2011. Please explain agreements.</p>	<p>Cost Element 6051 – Shift Agreements is a budget for payments made to Call Centre employees under Article 8.05 of the NSUPE Collective Agreement. The collective agreement provides an additional \$1.00 per hour for all work outside the period of 7:00 a.m. and 6:00 p.m. Optimal operation of the Call Centre is achieved through a</p>

Councillor	Question	Response
		<p>shift schedule which operates from 7:00 a.m.- 11:00 p.m. This premium must be paid for all hours worked after 6:00 p.m.</p> <p>The budget increase from 2009 to 2010 was an adjustment to right-size the budget based on actual expenditures and a known increase in the premium from \$.80 to \$1.00 at the signing of the new collective agreement. In 2010, the budget to actual expenditures was within \$200.</p>
Councillor Uteck	<p>Cost Element 6152 - Retirement Incentives</p> <p>Please explain what this is and I will assume that we have an increase due to record numbers of employees retiring?</p>	<p>Cost Element 6152 - Retirement Incentives is a corporate line item in all business unit budgets and is used to record the retirement allowance liability. The budget amount is calculated based on the gross employee earnings as represented in the attachment (Explanation of Specific Cost Elements)</p>
Councillor Uteck	<p>IS Technology budget line states all overtime (\$61,545) is being eliminated. Since we are so technically dependent in HRM, what happens in the case of a system crash?</p>	<p>Information, Communication and Technology budgets were realigned for 2011 into a new cost centre group entitled ICT (A710). Within that group is cost centre A740 which contains the overtime budget for the key staff to respond to any major system issue. This team is known as ICT Operations. It should be noted the Overtime budget has been cut 20% over last year.</p>
Councillor Uteck	<p>ISPM Project Management – Line item 6303 – consulting fees are going from \$85,000 to 0 – do we have the in-house expertise? Has this line item moved? Same with Training and Education (6905)?</p>	<p>Information, Communication and Technology budgets were realigned for 2011 into a new cost centre group entitled ICT (A710). Within that group is cost centre A730 – ICT Delivery which includes our Project Management office. We are proposing a slightly reduced budget amount of \$61,000 for 2011. Training and Education (6905) can also be found in A730.</p>

## Finance and Fiscal Services

### **Question:**

Sheet Harbour Streetscape Project – staff to come back (when area rates are brought forward) with information on how to make this area rated project more fair, so that each resident is only paying once, and that a property owner who may own several properties is not having to pay for each property.

**Response:**

Finance is currently looking into options for funding this project. When this review is completed we will discuss these with the local Councillor. A proposed change may involve public input through meetings and workshops with local residents. Any change to an approved area rate must be supported by Regional Council.

**Question:**

Requesting detailed information on budget line items 6099 and 6999.

**Response:**

See attachment – Explanation of Specific Cost Elements

**Question:**

Reference to the property tax figure of \$24.3 million and asked for a breakdown of how much of this money was 'new' e.g. new construction, first time homebuyers and how much relates to an increase for properties under the cap.

**Response:**

Additional \$7 million for existing homes; \$2.9 million for new homes  
\$12.5 million is for residential and \$12.5 million is for commercial

**Question:**

A340 – What is the revenue replacement project – no monies budgeted?

**Response:**

This was for the Hansen Revenue System which went live 3 years ago. The project is now closed and this should be removed.

**Question:**

6001 – Salaries – We have gone from \$488,000 to an ask of \$860,695 for 2011- why a 30% increase and what is the justification

**Response:**

1. After the Operating Budget Book was printed, an error in this cost element for this cost center was found. During the transfer of data from our wage model to the main budget change model, increases for the staff in this area were double counted.  
Cost: **\$ 82,092**  
(To be removed from Budget)
2. Includes the addition of 2 new Financial Consultant positions in 2010-11 (78608931, 78608933):  
\$138,249  
Another Financial Consultant position is an existing position transferred from cost centre A391 upon completion of the TCA Project: \$85,614  
Cost: **\$223,863**
3. The salaries and other compensation items for increase for existing staff are also included:

Cost: \$66,140

Total Increase over 2 year period: \$372,095

Actual increase: \$372,095 – 82,092: \$290,003

**Question:**

6399 – What are examples of contract services and why the justification for a \$73,000 dollar increase (budget is set @ \$780,000 this year)

**Response:**

The contract services are for parking enforcement and armoured car services. There has been a contractual increase for these services. There was also a service expansion on the armoured courier contract related to the Ragged Lake Transit Center.

**Question: Relating to uniform clothing and protective equipment**

Requested detailed information for 'Uniforms and Clothing' (referred to G12).

6401 – Why is the clothing allowance for Finance higher than that of Recreation?

A330 Procurement – again why a clothing allowance?

6401 Uniform and clothing again – why separate accounting?

6409 – Personal Protective Equipment – Is this safety boots, helmets etc.

**Response:**

The Procurement and Revenue sections have contractual obligations (ATU and NSUPE) to provide uniforms, clothing and safety equipment for employees. The sections that provide equipment, uniforms and clothing are in the coin room, parking meter division and procurement stores staff.

**Question:**

6330 – Why the overtime? Why would we still propose \$166, 000 in overtime in this dept and a 14% increase in salaries overall?

**Response:**

Overtime occurs within Finance for a few reasons. During peak periods, such as tax billing, payroll/accounting year end overtime is needed to maintain established service levels. Also, Procurement is required to maintain a presence in their stores (24/7) that provide essential service to Business Units to support the Snow and Ice Program, Metro Transit Fleet and Fleet (Fire).

**Question:**

6099 – What is the increase in other allowances – what does this cover and what is the rationale for a \$30,000 increase?

**Response:**

Procurement Stores in order to meet increased demand has increased the number of supervisors that are available 24/7. There is a cost to have the supervisors on call which is referred to as "pager pay". The demand for this service comes from other Business Units and our continued support of their services.



Where a new Stores has expanded there is an expansion of our service to reflect this and our support of these services which includes: Snow and Ice, Fleet, Metro Transit and EMO events.

**Question:**

6207 – Office Supplies – Why the sudden jump – all other departments have curbed back?

**Response:** These costs are associated with the new office location (Alderney Gate) and new Procurement Stores at Thornhill Drive and Ragged Lake facilities

**Question:**

A391 – PSAB TCA project – What is this?

**Response:**

PSAB – Public Sector Accounting Board, TCA – Tangible Capital Asset project  
This project was implemented in 2010/2011.

**Question:**

Why, in this budget, are cost centers rolled together so that it is virtually impossible to find out what departments is what?! There is no detail for Council to follow.

**Response:**

During the 2010-11 budget process, the Budget Office received comments from the public that the financial information presented in the budget documents was confusing. In particular, the comments related to HRM's "Cost Center" budget structure. In an effort to reduce this confusion, this year, the Budget Office provided information at the major divisional level in the actual budget books. For Council and other HRM staff, the Budget Office provided more detailed financial data down to the Cost Center level through a series of hand-outs.

The Budget Office can produce budget reports in a wide variety of formats. If any individual Councillor wishes reports in a particular format to assist them, we would be only too pleased to assist.

Human Resources

**Question:**

Councillor Hendsbee asked for information on FTE's - how many are actual employees and how many are vacancies or positions yet to be determined.

**Response:**

Due to the office move currently underway, staff are unable to give a current response to the FTE question from Councillor Hendsbee. However, as a result of the same question raised in December, the following information that was produced at that time is being provided. More current data will be provided by staff at a later date.

Workforce Snapshot as of December 13, 2011

<b>Business Unit</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Youth Live</b>	<b>Total EE's</b>	<b>Vacancies</b>
BPIM	144	12	0	156	13
CAO/DCAO	56	16	0	72	2
CD	221	1,005	0	1,226	12
FINANCE	188	7	0	195	12
FIRE	476	0	0	476	12
FORUM	18	42	0	60	
HR	42	4	0	46	3
AG	4	2	0	6	
IAM	98	9	0	107	6
LEGAL	23	2	0	25	
POLICE	726	219	20	965	12
Sackville Sports Stad.	14	152	0	166	
TPW	1,231	40	0	1,271	37
<b>TOTAL:</b>	<b>3241</b>	<b>1510</b>	<b>20</b>	<b>4771</b>	<b>109</b>

**Question:**

Councillor Uteck asked for detail on what is included in special projects across HRM business units.

**Response:**

The Human Resources Special Projects Budget (6919) includes the Corporate Long Service program, Corporate Retirement Program, CAO Awards of Excellence Program,

Fire Service

**Question:**

Councillor Uteck - Requested detailed information on line item 6099.

**Response:**

Fire receives a budget of \$80k (previous years line item was \$180k, however Fire cut \$100k last year for budget reductions as this account was not being fully used). The \$80K is now split between Operations (\$60k) for FF casuals and Logistics (\$20k) for FF casuals who do the Snow clearing for all Fire Stations.

Although corporate uses 6099, the actual SAP posting for casuals goes against the salaries GL 6001. That is why for the past number of years, you will see a budget in 6099 but no expenses charged against it. Since SAP posts casual wages to GL 6001, we have suggested that this line item should be changed to reflect this.

**Question:**

Councillor Uteck – 6002 Salaries and Overtime – 217,700 was budgeted yet 1.3 million was spent. How much was due to emergency events and how much was due to vacation and having to call senior staff in? ex. Could a regular firefighter do, but a Captain was called in? What is the plan to manage the overtime? Next time shows zero vacancy management.

**Response:**

Of the 1.3 million in Overtime costs, there was no OT as a result of Emergency Events. Vacation Overtime was \$657,916.88 – approximately 52.63%.

In response to what positions fill the overtime ie Firefighter vs Captain, we replace the position with a like position – a Firefighter replaces a Firefighter, a Captain replaces a Captain for overtime. We will continue to monitor overtime by addressing vacation and sick time usage. OT is bound by the Collective Agreement.

In response to the vacancy management line, this is not a budget item. This line item is dependent on vacancies that occur throughout the year, which we do not know until they occur.

**Question:**

Councillor Uteck – 6201 Why is there no phone budget? Or monies for Office Supplies?

**Response:** The phone and office supply budgets are in cost centres that are in the Operations Support FIOS for all Fire. The budget is not contained in Operations FIOP.

**Question:** Councillor Uteck – 6699 – What is other Building cost? Current budget is \$538,000.

**Response:**

This is the budget for Rural Building Maintenance for the rural fire stations.

**Question:**

Councillor Uteck – 6201 Telephone – Why are you so off in your projections? You spent \$229,000 and now have budgeted \$98,000 how is this going to be achieved?

**Response:** This budget was reduced substantially several years ago when BPIM took over the cell airtime component of the budget. The budget had always been underfunded and this transfer made it worse. We still have an issue that will need to be resolved.

Library

Councillor	Question	Response
Streatch	Is there any way that we can preserve the service for another couple of years?	<p>Not without the addition of \$290,000 to the operating budget. This cost cannot be accommodated in the existing library budget without cuts to the collections and technology budgets (providing public access to computers). Similar reductions were made in the previous year to fund mobile services and these funds, identified as “one time only” cuts were not restored. Reductions cannot be sustained without downgrading service across the region.</p> <p>The Library recommends an increase of \$50,000 to provide consulting services to update the Master Facilities plan which would address facility concerns for all areas affected by the cancellation of Mobile Library services as well as other service requests from other parts of HRM.</p> <p>The process to cancel the service has already been initiated</p>

Councillor	Question	Response
		and while it could be stopped it would really only be putting communities through the process again. Solutions to address the service concerns will take longer than a year or two to define and implement. If funds are reinstated they would be required for every budget year and will increase each year as costs go up.
Sloane	Are there savings to be achieved if the mobile library schedule was altered?	No. Mobile Library service costs are fixed. There would only be minor savings in gas.
Uteck	Can we look at account #6999 Other Goods and Services to find money required for the Mobile Library service?	The Library Other Goods and Services account is the region-wide library materials and programming budgets. This year's increase of \$35,400 results from the new Woodlawn Library OCC budget for library collections. This account cannot sustain a cut to accommodate the Mobile service without downgrading services across the region.
Hendsbee Streach	How does Books by Mail work and how will it replace the Mobile Library service?	<p>Books by Mail is available online at any time, or by phone Monday to Friday 8:00 am to 4:00 pm. (902) 490-5599 or 1-800-565-4414 for long distance. Customers must call the service to register. Once registered, customers with computer/internet access can request books via the online catalogue. Alternately, staff can fill requests by phone. There is also a regularly updated list of new books that can be mailed out.</p> <p>The service mails materials free of charge directly to the customer. Customers can call as frequently as they wish. Return mail is prepaid. There are no mailing costs for the customer. The service provides a more flexible service than the Mobile library as it is not limited to one location at a particular time slot.</p> <p>The service is designed to meet the needs of customers who are not able to access any of our branch services due to distance, transportation or disability issues.</p>
	What alternate service methods are available should the Mobile Service not be reinstated?	In addition to Books by Mail service the Library also offers a range of online services including: downloadable audio and video collections, ebooks, live chat homework help, e-mail reference service - "ask a librarian" and a range of magazine articles via the website.

Councillor	Question	Response
Hendsbee	Could people request books from their home computer and pick them up at one of the branches?	Yes, this system is in place now.

### Community Development

Councillor Sloane commented that building permit fees are often not collected from a property owner when a building infraction is discovered by staff. She inquired whether there were figures available on these lost fees.

### *C400 Development Services*

**Question:**

Councillor Uteck asked:

6151 Vehicle Allowance – there is a significant drop in allowance – how many vehicles currently are in the fleet and for what departments (i.e. By-law, inspections etc.)

**Response:** This is not related to fleet vehicles, but rather high mileage users of personal vehicles. The reduction is due to a review of the number of those who receive the vehicle allowance and subsequent transfer of some staff to standard local travel instead of vehicle allowance.

**Question:**

6401 Uniform and Clothing – has gone from \$15,100 to \$4,800. Has there been a change in policy or a reduction of employees?

**Response:**

This is one of the cuts across the board. Payment of uniforms and clothing is outlined in collective agreements and it fluctuates somewhat as replacement supplies are not needed annually. This reduction is a reflection of recent needs.

**Question:**

6807 Vehicles and Leases – current budget is at 154,000 – how many do we own and how many do we lease – are we looking at purchasing leases?

**Response:**

All vehicle leases have been bought out. There are 41 in total within CD. The funds are to cover the remaining payment for the buyout.

**Question:**

6917 Books and Periodicals – Please explain increase, it is up by 11,000

**Response:**

Primarily an increase in new building codes for the new code cycle which occurs every 5 years.

**Question:**

4903 If building permits are up by 28% would not plumbing permits be slightly higher than they were last year?

**Response:**

Building permits per se are not up by 28% - the revenue associated is up due to the increased value of construction. Plumbing permit revenue is primarily number of units and therefore, is not linked directly to the permit revenue.

**Question:**

4913 Occupancy Permits – If construction activity is up, how are occupancy permits down?

**Response:**

Similar to the plumbing permits - the revenue from occupancy permits is not directly linked to the building permit revenue.

**Question:**

4915 Variance Permits - If the actual was 20,000 in 2010 – why are we budgeting only 10,000 for 2011?

**Response:**

A significant drop in Variance permits occurred after the fees were increased therefore we are anticipating a drop in revenues.

**Question:**

C710 – Market Development – is this not real estate

**Response:** No this Cost Centre grouping is for Destination Halifax

**Question:**

8001 Transfers to outside agencies – what is this (1.5 million dollars in transfers)

**Response:**

This is Destination Halifax

**Question:**

C720 – CBDU Administration – Why a 5,000 dollar clothing allowance?

**Response:**

C471-6401 – Halifax Commons Oval. It is for branded clothing for Supervisors, skating monitors and instructors.

**Question:**

6303 – Consulting Fees – shows zero for 2012 – are facilities management not engaged currently with consultants regarding our master facility plan?

**Response:**

No, no new studies or needs assessments are included or proposed for 2011/12. The results of the Peninsula facility study and Dartmouth Sportsplex study have concluded and been referred to the Audit & Finance Committee for consideration. There is some consultancy work related to the Stadium feasibility study that is still underway, and some facility condition assessment consultancy related to the Long Term Arena Strategy work, but both of these are funded from project work approved last year by Council.

**Question:**

6399 – Contract Services – can you please name a few (fees are fine, I am just not sure what they are for)

**Response:** In C705, there is a budget of \$83,296. It is predominately for two contracts: one is for water quality testing in various HRM owned rural community centres and is a legislative requirement; the second one is with HRWC to maintain several sewage lift stations for several community centres. This second one is a cost arising from the transfer of wastewater services from HRM to HRWC.

*D110 Recreation Services*

**Question:**

6001 – Salaries show a decrease of 11.8% - have we removed any programming or is this through vacancy management?

**Response:** We do not have information that indicated a decrease of 11.8% in this GL

**Question:**

6095 Training and Education – Recreation Services is “front line” to the public, why over a 50% decrease in education and training and zero for workshops and out of town travel – how are staff to learn?

**Response:**

This cut was made in response to budgetary pressure and last years actuals. What it means is there will be no additional training and less staff will be able to attend the Recreation Nova Scotia conference when it not held in HRM. Typically High Five training (Quality Assurance. Training) and lifeguard training comes out of this GL as well

**Question:**

6912 – Advertising and Promotion is also reduced – what means are we using to communicate to the public as Council has stated that Recreation is a priority? (down 17,000 dollars)

**Response:**

As indicated by the CAO, spending for 2011 was based on actuals for 2010. In this case some service reduction may be required for 2011. Staff will use innovative methods to ensure the budget is used in the most effective means possible.

**Question:**

6919 Special Projects - please given an example and explain why this is down from 143,000 to 55,000

**Response:**

6919 is reduced for two reasons: 1. Special Projects is reduced due to an internal dollar realignment (This is the biggest portion - 54,000) which is the significant portion but is still in the budget elsewhere and 2. Response to budgetary pressures.

6919 (Special Projects) is a mix of several initiatives including youth action team initiatives, the annual operating grant to the Dartmouth Y of 32,000 and the partnership funding to the Physical Activity Strategy.

**Question:**

6942 Management Fees – why are they 50% more than budgeted in 2010?

**Response:**

Centennial Pool Parking lot fees: As part of the Management Agreement this is an "in/out" flow-through account which means fees are collected and then transferred back to Centennial Pool. The increase is a reflection of the actuals from the 10/11 budget.

**Question:**

5102 Facility Rentals – shows a zero budget? Is this under another line item and do facility rentals get returned to the facility?

**Response:**

That is correct, there are no facility rentals in D110. All of this would fall under individual recreation facility cost centres. The actual budget figure for 11/12 is \$1,294,470

**Question:**

7005 Interdepartmental Expenditures – 569,300 – what would be examples? is only recreation using this budget line and if not, what is the total interdepartmental transfers across the board and have we examined this for efficiencies?

**Response:**

The recreation component is primarily the monies paid to TPW for the maintenance of recreation facilities. Recreation transfers an amount annually to cover off the base expenditures for maintenance. TPW also allots additional funds beyond these for most recreation buildings. TPW conducts energy efficiency studies and work improvements on a priority case by case basis across the various buildings.

*Community Relations*

**Question:**

D730 is the 480,000 increase due to the Youth Advocate Program?

**Response:**

Yes, this increase is a result of the permanent FTEs established in support of the Youth Advocate Program

**Question:**

6802 Vehicle Repair and Maintenance – We know that Community Development has vehicles – where is budget for maintenance?

**Response:**

This line item is found in cost centre C430-6802 which contains \$1000. Vehicles are sent to Fleet in TPW for oil and tire changes.

**Question:**

6912 – Advertising and Promotion – again how are getting the message out when you have a 35% decrease in the area considered a Council priority?

**Response:**

Budget allocation is based on actual expenditures in 2010



**Question:**

6919 Special Projects – what are they - program monies?

**Response:**

For the most part, this is CRCA program budget money. The budget supports the following, but does not include some traditional programs identified as deferred as a result of reductions to budget this year:

- a) Cultural Programming: (\$115,000)
  - Mayor Cultural Awards
  - Contemporary Visual Art Competition (*Deferred*)
  - PA Open Projects
  - Museum Collection Management - Service Agreement with Dartmouth Heritage Museum
  - Artist In Residence Grants
  - Small Scale Community Programming (*Deferred*)
  - Community Art/Mural Program
  - Art Events (ie. Nocturne)
  - Traffic Control Box Mural Program (*Deferred*)
  - Poet Laureate
  - Outdoor Gallery Arts Outreach program
- b) Community Relations (\$40,000)
  - Newcomer BBQ
  - Immigration Action Plan Implementation/Review
  - HRM Youth Group
  - Youth Engagement Project
  - Newcomer Guides to HRM
  - African NS Relations
  - East Preston Visioning
  - Express Yourself Civic Engagement
  - Policy and Research
  - Volunteer Awards
  - Step Up To Leadership Program
  - Volunteer Conference (*Deferred*)

**Question:**

8004 Grants – shows we went from 20,000 to 878,622 – are the monies held from something else that is sitting in operating?

**Response:**

This is simply as a result of a new accounting procedures, that requires any monies distributed from a reserve (such as the Marketing Levy Reserve, be housed in an operating budget. Consequently, a new operating budget was established this year to roughly this amount, which accounts for this perceived increase.

**Question:**

5508 Recoveries from external parties – why is this so off? Projected 35 actual 247,000

**Response:**

This seems to be an error. CRCA annually anticipates recovering approximately \$350,000 and usually achieves this through staff efforts in sponsorship for events, partnerships with newcomers, and other government funding.

**Questions from Council April 28 for Community Development**

**Question:**

Councillor Blumenthal requested that staff identify the costs associated to make the Needham Centre accessible, such as the installation of a pool lift and an elevator.

**Response:**

Further analysis is required to provide accurate cost estimates for various alternatives. Staff will follow up at a later date.

**Question:**

Identify the current number of Fleet vehicles within the Business Unit and to what Division are they assigned

**Response:**

There are 40 fleet vehicles within Community Development. 29 of these vehicles are located in Permits and Inspections. The remainder are located within Subdivision & Development, and Development Engineering.

**Question:**

Provide a breakdown of the \$1.7 million in transfers to outside facilities

**Response:**

Pending further analysis

**Community Development Project Budget Questions and Answers**

<b>Councillor</b>	<b>Question</b>	<b>Response</b>
Jerry Blumenthal	Needham Ctr. Costs less to renovate or totally replace? Would like to have an assessment.	More than just the pool requires renovations. There are issues with the building's layout that would make it difficult to renovate for programs. Terry G. said that there are physical issues with the building. IAM can fund for an assessment.
Jerry Blumenthal	When will St Andrew's be renovated?	This was presented to Council 3 weeks ago and referred to the Audit and Finance Committee for a funding strategy along with the Peninsula Study. Top priorities are St Andrew's and Dartmouth Sportsplex.

Councillor	Question	Response
Gloria McCluskey/ Bill Karsten	Why is a \$600,000 allocation made for the 5-year Regional Plan Review. Are there any funds for the Port Wallis area?	<p>The studies identified below support both the 5-year Regional Plan Review and the Regional Centre Plan (Greenprint) as well as future suburban (e.g. Port Wallis) and rural community designs. The funds are required for a detailed analysis of issues relating to the costs and benefits of various development patterns in urban, suburban and rural areas. Detailed numeric data is required to illustrate to the public the true cost of development, especially respecting municipal servicing costs and future tax rates and the measures that need to be taken respecting density and community form to ensure a sustainable future. Further, it is necessary to ensure that the impact on the costs of development and affordability of housing and commercial space are clearly understood by Council and the public before new policies are adopted.</p> <p>Quantifying the environmental, economic and social benefits of urban densification and complete neighbourhoods. (200,000) Ensuring new development guidelines and processes permit economically attractive urban development. (70,000) Quantifying the benefits and establishing the rules for broadly allowing secondary (accessory) suites.(70,000) Appropriate techniques for incentivizing housing affordability through density bonusing and design controls.(70,000) The identification of new Financial, regulatory and Legislative tools to incent urban densification and complete neighborhoods(\$100,000) Communications program (\$90,000)</p> <p>Corridor densification design standards as well as new suburban and rural community design standards will be explored under a separate account. -Centre Plans Design. The Cogswell interchange area design study is under a separate account also.</p>
Gloria McCluskey/ Bill Karsten	Why is \$550,000 allocated to watershed environment studies.	<p>\$250,000 is required for continuation of the Planning Services work plan namely completion of studies in the Tantallon and Porters Lake/Lake Echo watersheds.</p> <p>\$300,000 is needed for undertaking two studies as</p>

Councillor	Question	Response
		directed by Council in October, 2010 during the debate on the Cost of Servicing Analysis. These studies are for the Port Wallis area and Highway 102 Corridor lands.
Steve Adams	Would like to clean up Rec Centre in Herring Cove. IAM (Terry Gallagher) has \$75K to clean up the building and sell to Community Group. Does CD have \$\$ to put into the building?	Don't have the \$\$ right now, would need to shuffle priorities. Need to do an assessment and report on things we can and can not do. List of options will be provided, for council.
Darren Fisher	BMO Centre – are operating costs covered by Nustadia? Does the 31M increase include operating costs of BMO Centre? How is usage trending? Pulling and users from other facilities?	The BMO centre operates on a 100% operating cost recovery. It is turning a small profit the first year, and is forecast to turn higher operating profits each year from here on. Council has options on how to utilize and profits. Trends have shown new growth in some sports, more expected. It is pulling from shoulder season customers from at least one facility, the Sackville Sports Stadium. The \$31M would not include any operating costs of BMO Centre, but would include debt payments on original construction.
Peter Lund	Are we hiring new staff for Regional Plan to support Visioning?  Watershed Studies?	No additional visioning, priority is to work on regional centre.  Watershed Study directed by Council. (see above)
Jennifer Watts	Regional Plan Review: MPS Moratorium?  Watershed – interfacing with Richard's (SEMO) group data?	No more initiation of Community Visioning. Projects need to focus on the Regional Plan and Regional Centre Plan.  SEMO data is provided to watershed study process
Linda Mosher	Chocolate lake centre – replacement? Updating beach – beach feasibility study. Community quitting, unsafe, energy inefficiency	Needs assessment needed for this Area. At a high level, a lot of people who are using the facility are not from the Community. We do not have the capability for 11/12 this year. No staff available. Suggest watch spending for this year, priority for next year. Terry: potential to link into beach study. Terry will try to find operational \$.
Bob Harvey	Where does the Sackville Sports Stadium fit in the Capital Bundle? CBX01152 Stadium has a proposal – internal switch school. Will we have the \$ when the consultant comes back with the findings.	Depends on the cost of the recommendations. In 100's of K OK, if in Millions – unlikely.

Councillor	Question	Response
Linda Mosher	When will we be updating MPS for Mainland South?	Focus on Regional Plan and Regional Centre Plan for next 2-3 years out.
Peter Lund	Has staff had a chance yet to look at the retention of the old fire station new Allen Heights. The parking Lot is the only parking for the ball field. The community is interested in using the old fire station as a Community Hall	No, staff has not been able to fully investigate this request yet. It is intended to investigate this in the next 4 weeks.
David Hendsbee	When will the Watershed study for Lake Echo/Porter's lake be completed?	In Winter 2012
David Hendsbee	Page O-23 and Page 33 of Project details. It shows \$7M for Cole Harbour Place for 2014. What is this?	It was a potential project identified in the 2008 Community Facility Master Plan and referred to the Long Term Arena Strategy Committee. It is not intended to indicate any specific project yet, only the possibility. Nor should it imply this specific facility. Recommendations from the Long Term Arena Strategy will be necessary first.
Multiple	What has happened with respect to the Cultural Capital budget – they are all \$0 in 2011.	The budget contains no new money. Regional Council adopted a Public Art Policy which requires 1% of the total capital program for all new facilities (ie Indoor/Outdoor) be directed towards Public Art. This year as part of the budget process, IAM has included this Capital portion in their respective budgets.

Transportation and Public Works

Councillor	Question	Response
McCluskey	At which intersections are the signals being upgraded?	Duffus/Novalea/Devonshire Dunbrack/Main Chebucto/Connaught

Councillor	Question	Response
McCluskey	What is the total cost and cost sharing breakdown for the Hollis/Morris undergrounding project?	<p>The budget for the project is comprised of 2 aspects, both from the Downtown Streetscape Capital Account CDX01182</p> <p>\$400,000.00 for undergrounding infrastructure \$100,000.00 for upgrade to intersection traffic signals</p> <p>The low bid for the work(not fully reviewed yet) is \$596,975.00</p> <p>However, of that amount:</p> <ul style="list-style-type: none"> <li>- BellAliant will contribute approximately \$50,000.00</li> <li>- Street light s infrastructure amounts to \$35,000.00(which was not included in the original scope of work)</li> <li>- Traffic Signal system conduit represents about \$13,000.00</li> </ul> <p>Therefore, to proceed, the project needs an additional \$100,000 plus some contingency (20% would be \$120,000). Street lighting will still need to be budgeted for.</p>
Karsten	Trunk Mobile Radio has a budget for 2 M this year and 2.5 M next year. If our equipment is current why do we need to go this route to stay current with the province? Does the existing equipment have any current value for resale?	Not a Fleet issue, question sent to BPIM for comment
Karsten	Fire light equipment has a 500K per year project budget	<p>The light equipment is on a 10 year cycle. The 500K/year is based on this cycle.</p> <p>The value of the fleet is approximately 5-6 Million.</p> <p>Any money made from the sale of Fire Trucks that are sent to surplus and are sold and the money is placed into Fire Reserve Q206.</p>
Karsten	Fire Self Contained Breathing Apparatus. Do we need to buy all new and have we done anything with the old equipment	The SCBA equipment (660 units) is being completely replaced. The units for the core are in place and rural will be done this year. The old equipment has been returned to the vender as a trade in to reduce the overall price of the project.

Councillor	Question	Response
Russell/ Karsten	RFP for green carts. Can you confirm current per unit cost, the budget have 3k for 400k per year? Also, getting told there are much cheaper units. Can you provide a brief synopsis on the reasoning for current program, inventory life expectancy, replacement cycle, tender plan.	<p>3,000 compostainers purchased annually by HRM, total cost \$ 216,000  2 suppliers under agreement with warranty, reimbursed for warranty repairs and parts at no cost to HRM  2 Types/Models of carts: Schaefer &amp; Rehrig, both aerated for airflow/evaporation, fit with our program</p> <p>Notes: Current suppliers have commitments to agreement that are not the same level offered in other areas. HRM will have to deal with issuance of an RFP for carts and manage the risk that new entrants into the cart asset marketplace may not service a product they did not supply in our current asset base if a repair is required.</p> <p>Future Plans ( Fiscal 10/11 budget)  1. To go out to marketplace for annual cart supply and also deal with new and existing cart repair agreements.  2. To review rate of repairs with a view to assessing lifespan and recommending options for a staged in asset replacement program.</p> <p>Currently in our asset base we have over 120,000 Schaefer and 10,000 Rehrig carts that are aging</p> <p>We have agreements with original suppliers and will test the marketplace this year with issuance of an RFP. Last year, Colchester and the Valley went out to tender and received costing at \$57.00, let's hope that oil does not affect plastic pricing. HRM will look more closely for more than just prices, we want to pay attention to the quality aspect, warranty, rates of repair, durability of the product, a ready supply of parts and arrangements paying for cart repairs under warranty will be very important elements in our document and weighting for the RFP evaluation.</p>
McCluskey	Why have the Police Negotiations unit and Investigation unit been put in later years	Because of the limited amount of Capital funds all areas of fleet had cuts and several projects have been pushed into later years.

Councillor	Question	Response
McCluskey	Why are we buying out leases and will they be good for a few years	This will be the last of our leased cars. They are still needed by the Business Units so we are buying out the leases. We expect at least 3 or 4 years out of these cars. It is far less expensive to buy out the leases rather than to purchase new vehicles to replace them.
Hendsbee	Main Street upgrade (Cherrybrook – To Ross Road)	Design this year, construction next year.
Hendsbee	Exit 20 on highway 107 (Porter's Lake)	Land acquisition and construction this year contingent on sale of land from province.
Hendsbee	Active transportation – road shoulders on Cole Harbour Road	Existing money dedicated to Herring Cove Road for this fiscal.
Hendsbee	Caldwell Road, the street is wide enough and there is no on street parking....can we mark bike lanes	Will look at it
Hendsbee	LED street lighting outside the core	Will look at funding opportunities, the legislation will also require NSP to convert lights to LED
Hendsbee	MetroLink is coming to an end in the budget book.	Leaning to Urban Express is where we are at. Routes 30-35 have been a huge success.
Nicoll	With the conventional bus expansion account CVD00434, why is there OCC but no associated asset purchase (no capital expenditure in 2011/12)?	The funding for the conventional transit expansion for 2011/12 was spent in 2010/11 as part of a transfer from the ferry reserve in order to purchase buses early from the Canada Winter Games. The vehicles are currently on site yet still require approval of the operating expenditure to implement new service with these 10 expansion vehicles. The OCC associated to this account represent the implementation of the new service for Metro Transit in the 2011/12 fiscal year. The funding that was in the account has been redirected to the ferry reserve account.



Councillor	Question	Response
McCluskey	Why is there two supervisors attached to the OCC for the MetroX project CMX01104?	<p>The service supervisors attached to this project are related to expansion of the Metro Transit geographic service area. The expansion of Metro Transit's service area with the new MetroX line is vast, to put it into context, the service boundary for Metro Transit will now go from Tantallon in Halifax to Robert Stanfield International Airport. This new service is a 7 day a week operation at a 17 hour service day. It requires two supervisors to cover the service day.</p> <p>The service supervisor if called to the airport to a situation would pull the supervisor far from the core service therefore redundancy in service supervisor coverage is imperative to the successful support of our conventional transit operators.</p>

#### Infrastructure and Asset Management

**Question:**

Councillor Uteck asked:

6001 Salaries- even though this is a decrease from 414 to 271 why is this still a cost? The agreement is in place and a consultation should not cost 271,000 dollars

**Response:**

As a result of a description in SAP, Councillor Uteck's question is based on the understanding that these costs are relative to the CC Implementation Project. However, that Cost Center (C460) now holds the compensation expenses for the Infrastructure Planning Office which is a fulltime division within IAM.

**Question:**

6919- special projects (IAM admin) 70,238 what is this?

**Response:**

These funds are personally overseen by the Director of the business unit and are used to offset unforeseen project related expenses.

**Question:**

6401- Parks and Planning-why is cost only set @ 200 dollars and why doesn't park staff have proper shirts- jackets that identify them as such? as an example design and construction has a clothing allowance of 5,200.

**Response:**

This Uniform and Clothing expense line is used to offset costs for specialized work clothes such as safety boots or rain gear for none staff who typically conduct field work. As this clothing lasts for more than one year, these are not typically annual costs for each person. As these staff spend only a portion of their time in the field with minimal exposure to the public, uniforms are considered to be a non-essential expense. Design and Construction's expenses for this purpose are higher primarily due to a larger number of field staff.

**Question:**

SEMO-6303

Consulting Fees- budget is 20,000 down from 73,000- is this a realistic number?

**Response:**

6303 (Consulting Services) was reduced but 6399 (Contract Services) increased. That specific spend is the Laboratory Fees for Water Quality Analysis, better defined under Contract Services than Consulting Services. We have a contract for specific testing services (where Cameron sends the samples).

**Question:**

8008 -290,000- transfers from reserves- what is this for?

**Response:**

290,000 is Sustainable Communities Reserve annual deposit into the Operating Account from which we spend. Green Municipal Fund approved \$100k for Fleet (i.e. EMP mini Hybrids), \$100k for buildings (i.e. solartron, Community Centre solar), then a project with Adventure Earth Centre, Green Procurement, Pollution Prevention with HW. The GMF submission was sent last fall. In future years I will be seeking Env and Sus Committee approval on submission content for further transparency. I can supply the FCM submission if needed. The Reserve is funded by a Green Municipal Fund program.

**Question:**

Councillor McCluskey asked for details in the following Cost Centres:

- CBX01056 - Strategic Community Facility Planning
- CBX01269 - Mechanical (Recapitalization), CBX01272 - Roof Replacement (Recapitalization)
- CBX01273 - Architectural Interiors (Recapitalization)
- CBX01343 - Facility Maintenance (Recapitalization under \$50,000)
- CBX00091 - Canada Games Centre - Solar hot water
- CBX01269 - Major Facilities Upgrade (Recapitalization).

**Response:**

Please note that the amounts indicated are budget numbers only and may be revised as a result of Request for Proposals, Requests for Quotations, and/or Tenders.

CBX01056 - Strategic Community Facility Planning - Dartmouth Sportsplex - \$250,000, to develop concept plans of proposed renovations

CBX01269 - Mechanical (Recapitalization)

- City Hall Chiller - \$125,000
- Dartmouth Ferry Terminal, HVAC - \$100,000
- East Preston Community Centre, HVAC - \$100,000
- Eric Spicer, chiller - \$250,000
- Fire Station water systems - \$200,000

- Library, water handling equipment - \$333,000
- Spryfield Lions rink- \$200,000
- Emergency Generator program - \$300,000
- Alderney 5 project - \$200,000

CBX01272 - Roof Replacement (Recapitalization) - HRP HQ - \$75,000

- East Preston Community Centre - \$60,000
- Eric Spicer Building - \$600,000
- Moser River Community Centre - \$50,000
- Northbrook Community Centre - \$75,000
- Sackville Heights Community Centre - \$170,000
- Fire Station #38 - \$55,000

CBX01273 - Architectural Interiors (Recapitalization) - Centennial Pool - \$250,000

- Dartmouth Ferry Terminal 3rd Floor - \$400,000
- HPD Lockup Phase 1 - \$250,000

CBX01343 - Facility Maintenance (Recapitalization under \$50,000) see attached spreadsheet

- TPW requests - \$2,325,000
- Fire Services requests - \$600,000

CBX00091 - Canada Games Centre - Solar hot water - \$100,000

- FFE - \$100,000
- Landlord improvements for tenants, signage, misc- \$100,000
- Exterior landscaping - \$100,000

CBX01269 - Major Facilities Upgrade (Recapitalization) - Centennial Rink - \$115,000

- Cole Harbour Place - \$203,000
- Dartmouth Sportsplex - \$250,000
- Eastern Shore Community Centre - \$120,000 -
- Halifax Forum - \$315,000
- Sackville Sports Stadium - \$367,000
- Spryfield Lions Rink - \$360,000
- St. Margarets Community Centre - \$240,000

Infrastructure and Asset Management Project Consultation Questions

Councillor	Question	Response
Dalrymple	What are the limits of the proposed guiderail projects for 2011?	Will confirm and contact Councillor
Dalrymple	What is the class of street for Lady Slipper and Springgreen?	Will confirm and contact Councillor
Adams	What work will be done on Capt. William Spry Center this year?	Exterior lights and security this year. Potentially the playground as well. Herring Cove Road entry will be done in two to three years

Councillor	Question	Response
Adams	What work will take place on the Spryfield rink this year?	New chiller work to begin immediately after budget approval
Adams	What work will be done on the Herring Cove Community Center this year?	Demolition of Fire Station and \$50-\$75 thousand in maintenance
Wile	Are there plans to improve the parking at the Canada Games Center	\$300 K is currently in the proposed budget. Subject to budget approval, work will take place this year.
McCluskey	Provide a breakdown of the bundled accounts including major facilities, mechanical, electrical etc?	Done via separate e-mail document
McCluskey	OCC costs at Prospect Community Center	Referred to CD for accurate answer
Karsten	Why spend funds on the old library when we intend to sell the property	Repairs are required to eliminate leakage and reduce damage and deterioration
Mosher	Suggestion: Would like to see additional detail attached to project descriptions in the budget book	Will consider when developing new project budget tools this year
Blumenthal	Can a tree on Novalee just down from Duffus be adjusted/saved prior to sidewalk renewal in the area? (tree roots are causing sidewalk damage)	Will check with design staff and HRM's arborist to determine what can be done.
Blumenthal	When will Beresford sidewalks and pavement be upgraded?	Existing ratings do not warrant recapitalization in 2011/12. Will be part of the assessment program for 2012/13.
Adams	Provide a list of Provincial streets that are chipsealed?	Done

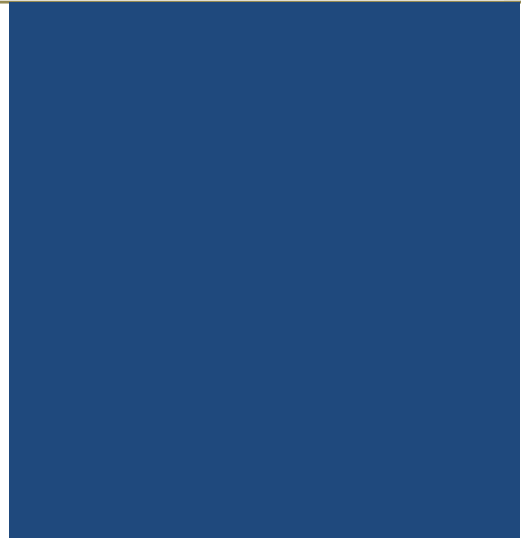
Councillor	Question	Response
Mosher	Can you tell us what the capital budget funding gaps are?	There are \$88.5 million in unfunded requests in the current 5-year plan.  Anecdotally, asset owners and managers have identified an additional \$167.4 million in capability projects that have some formal status or a high level of public expectation. This does not include a new stadium.
David Hubley	What is the condition rating of the sidewalk and paving on Wright Avenue?	Will check ratings and confirm
Hendsbee	What % is the recapitalization budget compared to the needs?	For the 2011/12 budget the recapitalization portion equates to about 80% of the needs. (\$78M budget vs \$17M gap)
Karsten	There are some incorrect pager references in the draft budget book. On page 9 of the book there is a reference to page 173 that should be 171 and a reference to page 174 that should be 172.	Will identify these corrections to the Finance Department for repair before the final version is printed.
Wile	When will Washmill Construction begin?	Will confirm and advise
Wile	What is the status of the private property issue that is under review by Halifax Water?	Awaiting response from Halifax Water and will advise when info is received
Mosher	Can a bike lane be included in the paving project for Purcell's Cove Road?	This issue is currently under consideration by design staff. Will advise shortly.
McCluskey	What retaining walls are being done this year?	Will provide detailed project list
McCluskey	What guiderails are being done this year?	Waverley Road

<b>Councillor</b>	<b>Question</b>	<b>Response</b>
McCluskey	What are the ratings for the sidewalk renewal projects?	Will compile information and provide
McCluskey	What are the ratings for the street recap projects?	Will compile information and provide
Walker	Is there sidewalk work occurring on Glenforest this year?	Will confirm the % defective and scope of work
Hendsbee	What is the status of the upgrade of the Crane Hill Bridge?	Will check and provide update
Hendsbee	What is the current condition of the bridge at Cherry Brook?	Will check and provide update
Hendsbee	Concerned about washouts on the shoulder of Cumberland. Wants maintenance costs.	Referred to MOPS for accurate answer
Nicoll	When will the stormwater proposal from Halifax Water be presented to Council?	Will confirm
Nicoll	What is the SDI of John Stewart Drive?	Will confirm
Nicoll	Will Caldwell Road have bikelanes as part of the micro upgrade?	Will confirm
Harvey	What is the status of the potential sidewalk upgrade on Glendale?	Will Confirm

Councillor	Question	Response
Harvey	What section of Mayfair will have the new sidewalk?	Will Confirm
Harvey	What is the status and scope of work on the Old Sackville Road bridges?	Will Confirm
Harvey	What is that status of the sidewalk on the old Beaverbank Road?	Will Confirm
Harvey	Which section of Nordic is getting paved?	The lower section

#### **ATTACHMENTS**

Explanation of Specific Cost Elements



## **Explanation of Specific Cost Elements(with Budget)**

As requested by Councillors

*Excerpts from the 2011 'Use of  
Cost Elements' Guide Book*





## **CE# 6152: Retirement Allowance**

This component is calculated in the Wage Model based on the rates shown below.

To provide for retiring allowances, as per the various collective agreements, or HR policy, a monthly accrual based on gross earnings will be charged against cost element 6152 in cost centres. The accrual rate varies by employee group as shown in the following table:

Employee Group	Accrual Rate
Non - Union	0.58%
NSUPE	0.53%
Library	0.59%
IAFF	0.75%
ATU	0.80%
CUPE	0.77%
MAPP	0.83%

All employees in the pension plan or eligible to be in the pension plan, including those on temporary leave of absence, should have retiring allowance benefits accrued. For purposes of the retirement allowance calculation, gross earnings includes all regular salaries and wages for these individuals, but not overtime

## CE# 6099: Other Allowances

This Cost Element is used to budget for any other employee allowances required for collective agreements (ie. Sunday premium ATU, merit bonuses) or personnel policies and for which a specific cost element is not otherwise provided.

	Budget
<b>6099 Other Allowances</b>	<b>347,600</b>
<b>Finance</b>	<b>50,600</b>
Inventory & Asset Mg	10,300
Stores - Ragged Lake	20,000
Stores-East/West	10,300
Stores-Transit/Fire	10,000
<b>Fire &amp; Emergency Services</b>	<b>80,000</b>
Buildings & Logistic	20,000
Operations	60,000
<b>Fiscal Services</b>	<b>200,000</b>
Compensation PPP	200,000
<b>Halifax Regional Municipality Police Services</b>	<b>17,000</b>
Sch. Crossing Guard - Contracted	17,000
<b>Grand Total</b>	<b>347,600</b>

Except for the amount in Fiscal Services, these amounts represent the cost of various allowances for union personnel.

## CE# 6401: Uniforms & Clothing

The Uniform and Clothing cost element should be used only for the direct purchase of required uniforms and other clothing by business units for their employees.

The Clothing Allowance, (cost element 6156) should be used only when there is an obligation in the collective agreement to pay directly to employees an allowance for clothing through the payroll system.

Budget is as follows:

	Budget
<b>6401 Uniforms &amp; Clothing</b>	<b>1,521,050</b>
<b>Community Development</b>	
Area Prog. & Maint.	5,700
Beaches/Common Pool	4,300
Bloomfield Prog. & Maint.	1,000
BSFR Prog. & Maint.	2,450
Capt. Will Spry Aquatics	500
Citadel Prog & Maint.	1,500
Cole Harbour Program	500
Community/CivicEvent	2,000
CWSCC Prog. & Maint.	300
Development Engineering	1,000
Dixon Program	1,000
Halifax Commons Oval	5,000
Herring Cv. AreaProg	700
MH Office & FitnessCtr	400
Mid. Musq. Program	300
Musq Harbour Program	500
Permits & Inspection	900
Pres/LkEcho/LT Prog	500
Rec/Enviro Leadership	1,000
Sheet Hbr. Fitness Ctr	300
Sheet Hbr. Prog.	500
SMBC Prog. & Maint.	800
St Andrews Prog & Maint.	1,600
Subdivision & Development	

	2,900
<b>Community Development Total</b>	<b>35,650</b>
<b>Finance</b>	
Admin. & Mtce of Parking Meters	1,000
Coin Room	2,000
General Purchasing	200
Inventory & Asset Mg	200
Procurement Field Support Reps	100
Stores-East/West	1,000
Stores-Transit/Fire	12,000
<b>Finance Total</b>	<b>16,500</b>
<b>Fire &amp; Emergency Services</b>	
Buildings & Logistic	342,900
Rural Fire - Rural Operations	177,400
<b>Fire &amp; Emergency Services Total</b>	<b>520,300</b>
<b>Halifax Regional Library</b>	
Branch Library Services	2,000
<b>Halifax Regional Library Total</b>	<b>2,000</b>
<b>Halifax Regional Municipality Police Services</b>	
Animal control	9,000
Bike Patrol	2,000
By-Law Services Enforcement	8,000
Canine	700
Community Response Initiative	1,000
EAP	300
ERT	10,000
Exhibits & Property	250,600
Identification	

	2,000
Operation's Adm	14,000
Public Safety Unit	500
QRU	500
Sch. Crossing Guard - Contracted	1,800
Training	1,800
<b>Halifax Regional Municipality Police Services Total</b>	<b>302,200</b>
<b>Infrastructure &amp; Asset Management</b>	
Construction Ser	2,800
Design	500
Infrastructure Management Services	800
Parks Planning	200
Record Management	100
SEMO Administration	1,300
Surveying	1,000
<b>Infrastructure &amp; Asset Management Total</b>	<b>6,700</b>
<b>Office of the Chief Administrator</b>	
Office Services - Print Shop	300
<b>Office of the Chief Administrator Total</b>	<b>300</b>
<b>Transportation &amp; Public Works</b>	
AAB Operations	30,200
Administration - Streets & Roads	100
Administration - Waste Resources	800
Asphalt Curb/Walkways-East & Central	5,000
Asphalt Patching-all regions	2,500
Burnside Fleet Maintenance	32,800
Burnside Transit Center Operations	190,000

Bus Rebuild Program	1,000
Capital District Maint. (Weekend Shift)	4,000
Central - Ice Control	3,000
Central - Sidewalk Plowing / Ice Control	2,500
Central Plowing	600
Cleaning and Tenant Services	4,000
Community Transit Services	3,200
Concrete Sidewalks-East & Central	5,000
Concrete Sidewalks-West & Bedford	6,300
Construction Services	2,200
Dartmouth Artificial Sportsfield	200
East - Ice Control	3,500
East - Plowing	700
East - Sidewalk Plowing / Ice Control	4,000
Facility Operations	30,000
Ferry Services	20,000
Fleet R&M:Fire	6,500
Fleet R&M:Municipal	21,000
Fleet R&M:Police	1,100
Fleet R&M:Transit-Isley	-
Halifax Artificial Sportsfield	300
Mechanical and PM Services	10,000
Municipal Operations Support	3,000
Parks Cemeteries	2,000
Parks Urban Forestry	13,000
Parks/Horticulture	4,200

Parks/Open - Admin	500
Parks/Open-West	4,500
Playgrounds Central	2,800
Playgrounds East	3,500
Playgrounds West	1,100
Priority 2&3 Snow &Ice	-
Public Gardens & Greenhouse Operations	3,600
Ragged Lake Fleet Maintenance	21,000
Ragged Lake Transit Operations	90,000
Rights of Way Approval	800
RRFB Contract	1,000
Safety & Training	2,000
Security	500
Service Delivery & Quality Improvement	1,500
Service Development	500
Service Supervisors	18,000
Service Trucks & Litter	10,700
Sportsfields - Central	2,900
Sportsfields East	4,500
Sportsfields West	6,200
Street Cleaning/Graffiti-all regions	4,000
Street Maintenance-Central Region	2,400
Street Maintenance-East Region	1,200
Street Maintenance-West Region	2,000
Streetlighting	1,000
Structural and Arenas	21,000

Traffic Lights	2,000
Traffic Signs	3,000
Transit Shop Maintenance	4,000
Transportation Serv.	800
West - Ice Control	3,500
West - Plowing	700
West - Sidewalk Plowing / Ice Control	3,500
<b>Transportation &amp; Public Works Total</b>	<b>637,400</b>
<b>Grand Total</b>	<b>1,521,050</b>



**CE# 6699: Other Building Costs**

This cost element is intended for budgeting and tracking “miscellaneous” expenses related to building costs that do not clearly fall within another specific cost element that more appropriately reflects the nature of the expenditure. Budget is as follows:

	Budget
<b>6699 Other Building Cost</b>	<b>1,301,349</b>
<b>Community Development</b>	
Area Prog. & Maint.	21,300
Beaver Bank Rec Centre	54,846
Bowles Arena	1,500
Dutch Settlement	9,000
Gray Arena	46,500
Harrietsfield Rec Ct	7,000
Hubbards Rec. Centre	15,000
Le Brun Centre	1,500
Lucasville Comm. Ctr	1,500
LWF Recreation Ctr	26,548
Riverlake Com. Ctr.	500
Up. Hammonds Plains	4,500
Waverly Com. Centre	3,000
Youth Advocate Program	2,500
<b>Community Development Total</b>	<b>195,194</b>
<b>Finance</b>	
Stores-East/West	1,500
<b>Finance Total</b>	<b>1,500</b>
<b>Fire &amp; Emergency Services</b>	
Rural Fire - Rural Operations	538,000
<b>Fire &amp; Emergency Services Total</b>	<b>538,000</b>

<b>Halifax Regional Library</b>	
Administrative Services	39,900
Alderney Gate Adult	4,000
Bedford Library	2,900
Branch Library Services	1,000
Captain William Spry Library	2,000
Cole Harbour Library	1,000
Dartmouth North Library	500
Halifax North Library	28,000
Keshen Goodman Library	85,000
Musquodoboit Harbour Library	2,000
Sackville Library	5,900
Shatford Memorial Library	6,700
Sheet Harbour Library	1,900
Spring Garden Road - General	82,000
Tantallon Library	17,000
Technical Services & Systems	-
Woodlawn Library	54,055
<b>Halifax Regional Library Total</b>	<b>333,855</b>
<b>Halifax Regional Municipality Police Services</b>	
1300 St. Margaret's Bay	5,100
947 Mitchell	7,000
Audit & Planning	5,000
Booking	6,800
Central	32,200
Eric Spicer - Operations	3,800
Facilities & Prop.	56,000

Training	1,800
<b>Halifax Regional Municipality Police Services Total</b>	<b>117,700</b>
<b>Legal Services &amp; Risk Management</b>	
Legal Services	10,000
<b>Legal Services &amp; Risk Management Total</b>	<b>10,000</b>
<b>Transportation &amp; Public Works</b>	
Burnside Transit Center Operations	15,000
Bus Rebuild Program	-
Cleaning and Tenant Services	5,000
Ferry Services	4,000
Fleet R&M:Fire	5,300
Fleet R&M:Municipal	10,100
Fleet R&M:Police	300
Mechanical and PM Services	5,000
Ragged Lake Transit Operations	10,000
Service Delivery & Quality Improvement	5,000
Spencer House	30,000
Sportsfields West	400
Structural and Arenas	15,000
<b>Transportation &amp; Public Works Total</b>	<b>105,100</b>
<b>Grand Total</b>	<b>1,301,349</b>

**CE# 6999: Other Goods and Services**

**This cost element should not normally be used for budgeting purposes.**

This cost element is intended for tracking miscellaneous" actual expenses related to 'other' goods and services that do not clearly fall within another specific cost element that more appropriately reflects the nature of the expenditure.

Please keep in mind that "miscellaneous" should **ALWAYS** be the **SMALLEST** line item in your expenditures, rather than the largest. Additionally, minimizing the expenses that are charged against any "miscellaneous" cost element will result in easier tracking and analysis of your expenses, thereby contributing to minimizing work effort associated with monthly projections

Budget is as follows:

	Budget
<b>6999 Other Goods and Services</b>	<b>5,489,616</b>
<b>Business Planning &amp; Information Management</b>	
Acadia Centre	450
Admin. & Storefont	900
Alderney Gate	450
Director of Business Planning & Info Mgm	2,811
ICT Delivery Admin	913
ICT Operations Admin	2,280
ICT Planning & CRM Admin	1,000
Scotia Square	450
West End Mall	450
<b>Business Planning &amp; Information Management Total</b>	<b>9,704</b>
<b>Community Development</b>	
Grant Activities	-
Highland Park	310
<b>Community Development Total</b>	<b>310</b>

<b>Finance</b>	
<b>Fiscal &amp; Tax Policy</b>	<b>385</b>
<b>Stores - Ragged Lake</b>	-
<b>Finance Total</b>	<b>385</b>
<b>Fire &amp; Emergency Services</b>	
<b>Administration</b>	<b>13,500</b>
<b>Community Relations</b>	<b>13,500</b>
<b>Corporate Safety</b>	<b>28,500</b>
<b>Emergency Measures Administration</b>	<b>8,700</b>
<b>Training</b>	<b>10,000</b>
<b>Fire &amp; Emergency Services Total</b>	<b>74,200</b>
<b>Fiscal Services</b>	
<b>Compensation PPP</b>	<b>8,000</b>
<b>Fiscal Transit</b>	<b>2,480,000</b>
<b>Managers Contingency</b>	<b>100,000</b>
<b>Operating Costs for New Capital</b>	<b>2,421,000</b>
<b>Fiscal Services Total</b>	<b>5,009,000</b>
<b>Halifax Regional Library</b>	
<b>Administrative Services</b>	<b>1,175</b>
<b>Halifax Regional Library Total</b>	<b>1,175</b>
<b>Halifax Regional Municipality Police Services</b>	
<b>947 Mitchell</b>	-
<b>Animal control</b>	-
<b>By Law Services Administration</b>	<b>1,000</b>
<b>Enviro Depot</b>	-
<b>Finance</b>	

	-
General Manager's Office	1,500
Halifax Regional Municipality Police Services Total	2,500
Human Resources	
Administration	2,520
Client Services	1,350
Labour Relations	450
Organizational Development & Health	2,700
Total Compensation	180
WCB	45,270
Human Resources Total	52,470
Infrastructure & Asset Management	
Design	-
Infrastructure & Asset Management Total	-
Legal Services & Risk Management	
Legal Services	900
Legal Services & Risk Management Total	900
Office of the Chief Administrator	
DCAO - Corp.Services & Strategy	-
DCAO - Operations	-
FCM Conference 2011	58,500
Mayor's Support	-
Office of the Chief Administrator Total	58,500
Transportation & Public Works	
Administration - Streets & Roads	100
Administration - Waste Resources	360

Asphalt Patching-all regions	2,300
Capital District Maint. (Weekend Shift)	600
Central - Ice Control	4,050
Central - Related Program Costs	2,250
Central - Sidewalk Plowing / Ice Control	2,250
Central Plowing	3,780
Cleaning and Tenant Services	18,000
Concrete Sidewalks-East & Central	2,200
Concrete Sidewalks-West & Bedford	600
Construction Services	13,050
Dartmouth Artificial Sportsfield	500
East - Ice Control	4,770
East - Plowing	4,410
East - Related Program Costs	2,700
East - Sidewalk Plowing / Ice Control	3,600
Facility Operations	53,640
Fleet R&M:Fire	-
Fleet R&M:Police	2,250
Halifax Artificial Sportsfield	500
Integrated Security Management	6,300
Mechanical and PM Services	1,000
Municipal Operations Support	5,000
Operations Admin	20,000
Parks Cemeteries	

	2,000
Parks Urban Forestry	5,000
Parks/Horticulture	15,000
Parks/Open - Admin	9,500
Parks/Open-West	1,400
Playgrounds Central	500
Playgrounds East	200
Playgrounds West	3,700
Public Gardens & Greenhouse Operations	1,200
Regional Transportation Planning	262
RRFB Contract	270
Service Delivery & Quality Improvement	7,800
Sports/Play - Admin	15,500
Sportsfields - Central	800
Sportsfields East	32,000
Sportsfields West	1,600
Street Maintenance-East Region	100
Structural and Arenas	13,500
Traffic Lights	-
West - Ice Control	4,770
West - Plowing	4,410
West - Related Program Cost	3,600
West - Sidewalk Plowing / Ice Control	3,150
Transportation & Public Works Total	280,472



<b>Grand Total</b>	<b>5,489,616</b>
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## Cost Element Range 7000 - 7999: Interdepartmental Charge backs

As interdepartmental charges represent reallocation of existing expenditures within HRM, the total debits and credits budgeted and tracked within the 7000 series of cost elements must net to zero for HRM overall. Therefore, any business units that are the senders or recipients of interdepartmental charges must communicate with one another during the budget creation cycle to ensure agreement

These are currently four significant categories of charge backs within HRM:

**Interdepartmental RPAM- Fleet** costs for gasoline, diesel fuel, and vehicle and equipment repairs/maintenance, based on existing approved arrangements. See cost elements 7001 and 7003 below for further details.

**Interdepartmental RPAM Operations** costs for maintenance of land and buildings, based on existing approved arrangements between business units. See cost elements 7005 and 7006 below for further details.

**Comment [f1]:** 7006 is not detailed below

**Interdepartmental Miscellaneous** services performed by one business unit on behalf of another business unit. See cost elements 7002 and 7004 below for further details.

**Intra departmental** miscellaneous services transferred between cost centres within a single business unit. See cost element 7099 below for further details.

### CE# 7001: Interdepartmental Charges - Fleet

RPAM/Fleet Services is responsible for repair and maintenance of all HRM fleet vehicles and various categories of equipment used in support of HRM activities, including:

**Comment [f2]:** Might be easier to group these accounts in terms of charge and recovery vs. in numerical order

Transit fleet, including conventional transit, access-a-bus, community transit, ferries and upcoming BRT;

Fire fleet, including core and rural fire trucks and fire auxiliary vehicles;

Police fleet;

General fleet, including all other HRM vehicles, such as trucks, cars, snow plows, trailers, grass-mowing equipment, etc.

All of these charge back expenses should be budgeted and tracked by the recipient business units/cost centres in CE# 7001. The offsetting total recoveries will be budgeted by RPAM - Fleet Services in CE# 7003.

**CE# 7002: Interdepartmental Charges - Miscellaneous**

It has been recognized that there may be business units that:

carry out intermittent work on behalf of other business units, and

who agree between those business units that the related costs will be re-allocated based on the actual work performed during the year.

All of these charge back expenses should be budgeted and tracked by the recipient business units / cost centres in CE# 7002. The offsetting recoveries will be budgeted and tracked in CE# 7004 by the business unit / cost centre that provides the service.

**CE# 7003: Interdepartmental Recoveries - Fleet**

RPAM/Fleet Services is responsible for repair and maintenance of all HRM fleet vehicles and various categories of equipment used in support of HRM activities, including:

Transit fleet, including conventional transit, access-a-bus, community transit, ferries and upcoming BRT;

Fire fleet, including core and rural fire trucks and fire auxiliary vehicles;

Police fleet;

General fleet, including all other HRM vehicles, such as trucks, cars, snow plows, trailers, grass-mowing equipment, etc.

All of these charge back expenses should be budgeted and tracked by the recipient business units/cost centres in CE# 7001. The offsetting total recoveries will be budgeted by RPAM - Fleet Services in CE# 7003.

**CE# 7004: Interdepartmental Recoveries - Miscellaneous**

It has been recognized that there may be business units that:

carry out intermittent work on behalf of other business units, and

who agree between those business units that the related costs will be re-allocated based on the actual work performed during the year.

All of these charge back expenses should be budgeted and tracked by the recipient business units / cost centres in CE# 7002. The offsetting recoveries will be budgeted and tracked in CE# 7004 by the business unit / cost centre that provides the service.

**CE#: 7005: Interdepartmental Recoveries - Land/Facilities**

Business Units with building management costs should continue to budget the same amount as last year in cost element 7005. This amount may be adjusted later by Finance as final costs are developed by Real Property and Asset Management. Please note that the total debits and credits net to zero, therefore, the interdepartmental charges provided by RPAM must be inputted as provided to business units.

All of these charge back expenses should be budgeted and tracked by the recipient business units / cost centres in CE# 7006. The offsetting total recoveries will be budgeted by RPAM-Fleet Services in CE# 7005.

**CE# 7099:      Intra departmental Charges & Recoveries**

There are also situations where for activity or project costing purposes, business units may need to reallocate charges **between cost centres within their own business unit.**

These represent **Intra departmental** charges and are to be tracked fully within cost element 7099 in the appropriate cost centres within the business unit. Therefore, CE# 7099 **MUST** balance to zero within each business unit. When business units enter each budget version in SAP, they must ensure that the balance in CE# 7099 is zero for the business unit as a whole **BEFORE** they consider that budget version complete.

This cost element should **NOT** be used to reallocate costs between two or more business units.