

The background of the slide is composed of several overlapping geometric shapes in various shades of blue. A dark blue triangle points downwards from the top left towards the center. A lighter blue triangle points upwards from the bottom left towards the center. A medium blue triangle points downwards from the top right towards the center. A light blue triangle points upwards from the bottom right towards the center. The word "HALIFAX" is written in white, bold, uppercase letters across the top right portion of the slide, overlapping the dark blue and medium blue triangles.

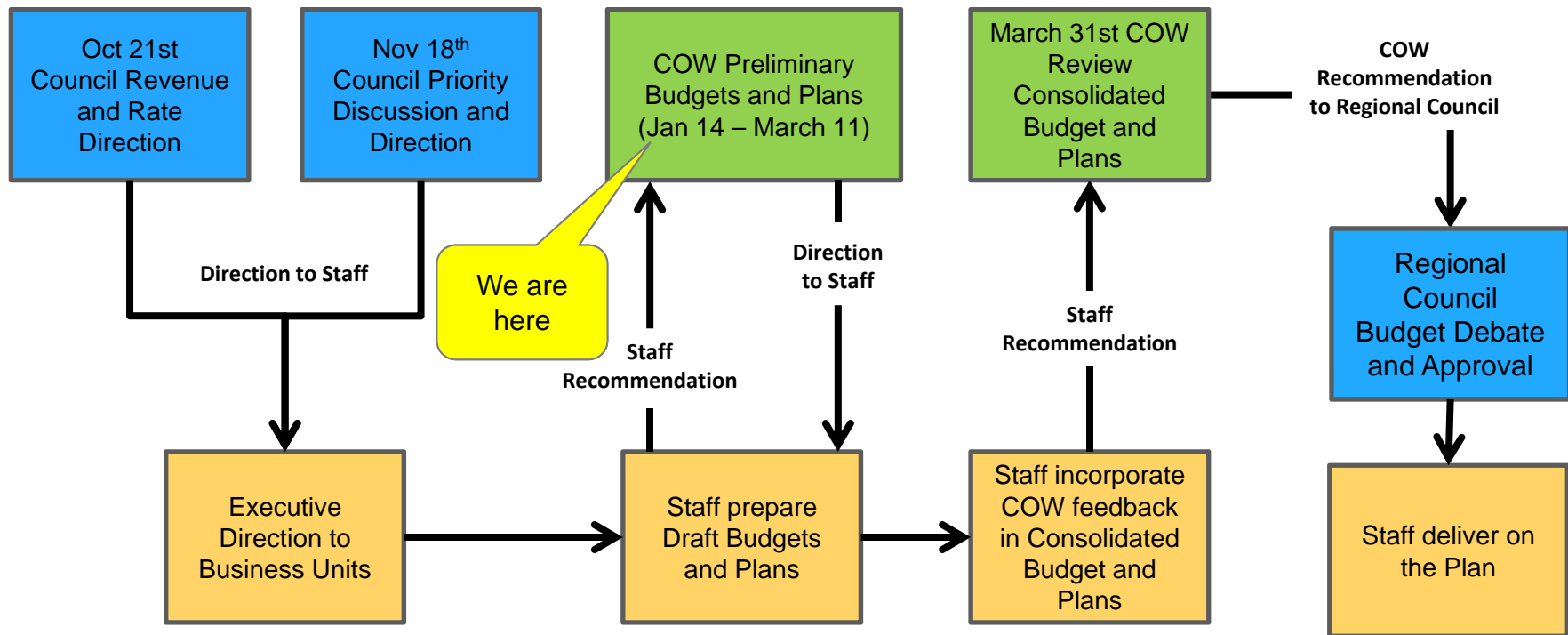
**HALIFAX**

# **2015/16 Budget and Business Plan Consultation**

Committee of the Whole

January 15, 2015

# Process Update



# Recent Council Direction

	13/14	14/15	15/16
Council Fiscal Direction	CPI+1% with 0% Option	CPI (1.2%) with 0% Option	CPI (1.8%) with 0% Option
Budget	0% on Average Home	0% on Average Home	TBD

# 5 Year Spending Trends

	Spending 09/10	Spending 14/15	Increase	% Increase	% of Total
<b>Halifax Total</b>	702,722,399	845,453,106	142,730,708	20.31%	100.00%
<b>Transit</b>	78,687,527	111,265,100	32,577,573	41.40%	22.82%
<b>Balance of Operations</b>	624,034,872	734,188,006	110,153,135	17.65%	77.18%

# Halifax Transit Detail

	<b>09/10</b>	<b>14/15</b>	<b>Increase</b>	<b>% Increase</b>
<b>Compensation</b>	46,568,075	66,051,300	19,483,225	41.84%
<b>Fuel - Diesel</b>	6,925,623	11,095,000	4,169,377	60.20%
<b>Staffing</b>	691 FTEs	920.5 FTEs	229.5 FTEs	33.21%

Note- 15/16 Budget for Transit Diesel will be 7,300,000

# Summary of Costs by Category

Category	Spending 09/10	Spending 14/15	Increase	% Increase	% of Total
Building Costs	18,676,459	23,133,051	4,456,592	23.86%	3.12%
Compensation and Benefits	230,304,457	263,788,211	33,483,754	14.54%	23.46%
Debt Service	42,663,709	50,382,488	7,718,779	18.09%	5.41%
Equipment & Communications	10,750,928	9,162,717	-1,588,211	-14.77%	-1.11%
External Services	79,059,589	98,370,965	19,311,376	24.43%	13.53%
Interdepartmental	-683,113	178,218	861,331	-126.09%	0.60%
Materials	4,405,166	3,666,149	-739,017	-16.78%	-0.52%
Office Expenditures	8,562,282	8,819,464	257,182	3.00%	0.18%
Other Fiscal	202,771,243	248,394,717	45,623,474	22.50%	31.96%
Other Goods & Services	17,063,907	19,727,944	2,664,037	15.61%	1.87%
Supplies	3,031,409	2,867,260	-164,149	-5.41%	-0.12%
Vehicles	7,428,835	5,696,822	-1,732,013	-23.31%	-1.21%
	624,034,872	734,188,006	110,153,135	17.65%	77.18%

# Cost Analysis

	Spending 09/10	Spending 14/15	Increase	% Increase	% of Total
<b>External Services</b>	<b>79,059,589</b>	<b>98,370,965</b>	<b>19,311,376</b>	<b>24.43%</b>	<b>13.53%</b>
Solid Waste Contracts	36,815,417	43,667,300	6,851,883	18.61%	4.80%
Municipal Ops Contracts	7,537,380	11,541,800	4,004,420	53.13%	2.81%
RCMP Contract	20,281,892	23,985,000	3,703,108	18.26%	2.59%
Other	14,424,899	19,176,865	4,751,966	32.94%	3.33%
<b>Compensation and Benefits</b>	<b>230,304,457</b>	<b>263,788,211</b>	<b>33,483,754</b>	<b>14.54%</b>	<b>23.46%</b>
<b>Other Goods &amp; Services</b>	<b>17,063,907</b>	<b>19,727,944</b>	<b>2,664,037</b>	<b>15.61%</b>	<b>1.87%</b>
<b>Supplies</b>	<b>3,031,409</b>	<b>2,867,260</b>	<b>-164,149</b>	<b>-5.41%</b>	<b>-0.12%</b>
<b>Vehicles</b>	<b>7,428,835</b>	<b>5,696,822</b>	<b>-1,732,013</b>	<b>-23.31%</b>	<b>-1.21%</b>
<b>Other Fiscal</b>	<b>202,771,243</b>	<b>248,394,717</b>	<b>45,623,474</b>	<b>22.50%</b>	<b>31.96%</b>
Mandatory Education	96,584,000	119,856,000	23,272,000	24.10%	16.30%
Capital from Operating	24,028,700	38,048,000	14,019,300	58.34%	9.82%
Stormwater Charge	0	3,881,000	3,881,000		2.72%
Grants	3,900,826	4,663,965	763,139	19.56%	0.53%
Tax Concessions	3,829,256	5,184,000	1,354,744	35.38%	0.95%
Other	74,428,460	76,761,752	2,333,292	3.13%	1.63%

# Cost Analysis continued

	Spending 09/10	Spending 14/15	Increase	% Increase	% of Total
<b>Building Costs</b>	<b>18,676,459</b>	<b>23,133,051</b>	<b>4,456,592</b>	<b>23.86%</b>	<b>3.12%</b>
Electricity	9,055,546	11,300,800	2,245,254	24.79%	1.57%
Heating Fuel	1,701,581	1,859,300	157,719	9.27%	0.11%
Environmental Cleanup	0	2,550,000	2,550,000		1.79%
Other Building	7,919,331	7,422,951	-496,380	-6.27%	-0.35%
<b>Debt Service</b>	<b>42,663,709</b>	<b>50,382,488</b>	<b>7,718,779</b>	<b>18.09%</b>	<b>5.41%</b>
HRWC Debt	1,785,650	10,784,206	8,998,556	503.94%	6.30%
HRM Debt	40,878,059	39,598,282	-1,279,777	-3.13%	-0.90%



# Analysis Conclusions

- Costs within our control are being managed (vacancy management, contract efficiencies, fleet rationalization, etc.)
- Little room remaining for further “belt tightening”
- Need to explore major Cost Drivers for future cost control

# Recent Achievements

- List some significant achievements over the past 2 1/2 years
  - RP+5
  - Cogswell direction
  - Central Library completion
  - HRMbyDesign
  - Oval Service Expansion
  - Convention Centre Under Construction
  - LTAS Direction
  - Etc.