

Halifax Transit

17/18 – 18/19 Multi-Year Budget and Business Plan

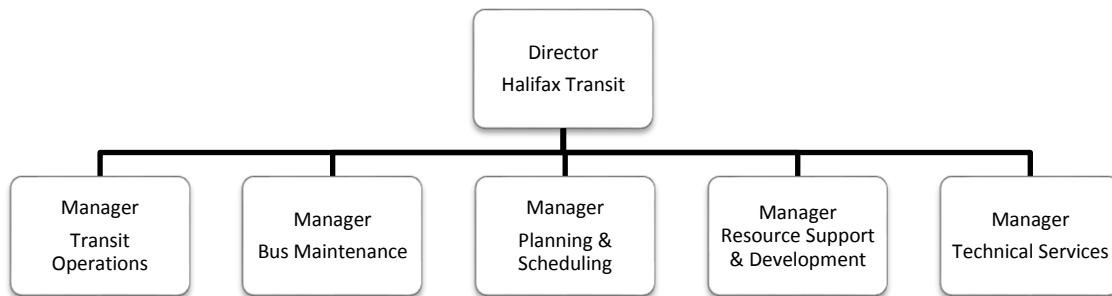
Mission: Working together to provide a safe, reliable and sustainable transit system for all

HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council's transportation priority outcomes of:

- Interconnected and Strategic Growth
- A Well-maintained Transportation Network
- A Safe and Accessible Transportation Network

This is achieved through public transit services that support approximately 19 million revenue rides, 25.4 million transit rides annually. Halifax Transit operates 279 conventional vehicles, 5 ferries, 39 Access-A-Bus vehicles, 20 premium branded MetroLink vehicles, and 25 MetroX vehicles. Halifax Transit employs a workforce of 925 employees and services two transit facilities, three ferry terminals, 11 bus terminals, and 16 Park & Ride lots.



Funded Full Time Equivalents (FTEs)

| Funded FTEs Includes full & part-time permanent positions | 2016/17 Approved | 2017/18 Planned Change (+/-) | 2017/18 Planned Total FTE's | 2018/19 Planned Total FTE's |
|---|---------------------|------------------------------------|-----------------------------------|-----------------------------------|
| Full Time | 925 | 28 | 953 | 978 |
| Term | 3 | | 3 | 0 |
| Student | 2 | | 2 | 2 |

Halifax Transit Tax Allocation

| Tax Allocation | 2016/17 | 2017/18 | 2018/19 |
|--|----------|----------|----------|
| | Planned | Planned | Planned |
| Percent of the average tax bill spent on Halifax Transit | 16.8% | 16.5% | 16.6% |
| Average tax bill amount spent on Halifax Transit | \$307.40 | \$310.10 | \$315.30 |

* Based on an average tax bill for a single-family home (assessed at \$230,500 in 2016/17).

17/18 – 18/19 Halifax Transit Multi-Year Initiatives

Transportation – A Well-maintained Transportation Network

Transit Asset & Infrastructure Renewal

Halifax Transit will continue to promote transit as a key component of an integrated transportation system – as a competitor to the single occupant vehicle. To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of Conventional, MetroX and Access-A-Bus vehicles and ferries.

Transportation – A Safe and Accessible Transportation Network

Transit Accessibility

Halifax Transit is committed to improving the accessibility of transit services in HRM. This includes improvements to the conventional service to make it an inclusive, viable option for more persons with reduced mobility, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.

Transit Technology

Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL), Electronic Fare Management Systems, and Bus Stop Announcement, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.

Transportation – Interconnected and Strategic Growth

Transit Service Plan

Halifax Transit intends to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.

Halifax Transit Budget

Halifax Transit Key Capital Investments

| Regional Council Outcome Supported | Capital Project Name | 17/18 -18/19 Capital Cost | OCC in 17/18 (Prorated) | OCC in 18/19 (Prorated) | Total 2 Year Operating Impact |
|--|--|---|-------------------------|-------------------------|-------------------------------|
| Transportation | | | | | |
| Interconnected and Strategic Growth | Bus Expansion (Conventional and AAB) | \$11,273,500 (gross) \$8,400,500 (net) | \$1,561,700 | \$2,489,800 | \$4,051,500 |
| A Safe and Accessible Transportation Network | Transit Technology | \$9,180,000 | \$150,000 | \$400,000 | \$550,000 |
| | Transit Security | \$3,900,000 (gross) \$1,950,000 (net) | \$50,000 | \$0 | \$50,000 |
| | Bus Stop Accessibility | \$705,000 (gross) \$352,500 (net) | \$16,000 | \$0 | \$16,000 |
| | Bus Replacement (Conventional and AAB) | \$10,561,400 (gross) \$5,945,700 (net) | \$0 | \$0 | \$0 |
| A Well-maintained Transportation Network | Ferry Replacement | \$10,600,000 (gross) \$2,900,000 (net) | \$0 | \$0 | \$0 |

Halifax Transit Operating Budget

Summary of Changes Included in Proposed Halifax Transit Budget

| Proposed Change | Service Impact | 2017/18 Planned | 2018/19 Planned | 2 Year Cumulative |
|--------------------------------------|---|--------------------|--------------------|--------------------|
| Operating Cost of Capital Service | Interconnected and Strategic Growth A Safe and Accessible Transportation Network | \$1,561,700 | \$2,489,800 | \$4,051,500 |
| Reduction of Administrative Expenses | No impact on service delivery | -\$372,500 | -\$745,000 | -\$1,117,500 |
| Fiscal Services Cost Reduction | No impact on service delivery | -\$684,900 | -\$4,129,900 | -\$4,814,800 |
| Compensation Increase | No impact on service delivery | \$520,000 | \$2,740,000 | \$3,260,000 |
| Facilities Cost Increase | No impact on service delivery | \$48,000 | \$96,000 | \$144,000 |
| Operation Cost Increase * | No impact on service delivery | \$522,400 | \$269,700 | \$792,100 |
| Fare Revenue Reduction ** | No impact on service delivery | \$763,000 | \$863,000 | \$1,626,000 |
| Other | No impact on service delivery | -\$324,700 | -\$28,200 | -\$352,900 |
| Total for Proposed Changes | | \$2,033,000 | \$1,555,400 | \$3,588,400 |

* Includes Alderney Ferry Extension for 17/18

** Includes Low Income Pass Program for 17/18 and 18/19

Halifax Transit Summary of Expense & Revenue Types

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------|----------------------|------------------|
| * Compensation and Benefits | 70,932,000 | 72,843,200 | 71,398,198 | 75,036,500 | 2,193,300 | 78,761,800 | 3,725,300 |
| * Office | 1,003,300 | 1,073,000 | 664,417 | 955,800 | (117,200) | 1,359,700 | 403,900 |
| * External Services | 1,897,400 | 3,231,900 | 2,351,706 | 1,851,800 | (1,380,100) | 1,851,800 | |
| * Supplies | 1,076,600 | 1,056,500 | 995,907 | 960,500 | (96,000) | 1,034,500 | 74,000 |
| * Materials | 40,900 | 225,500 | 127,051 | 144,800 | (80,700) | 144,800 | |
| * Building Costs | 2,111,700 | 2,605,400 | 2,554,288 | 2,657,100 | 51,700 | 2,749,000 | 91,900 |
| * Equipment & Communications | 797,600 | 848,700 | 868,677 | 681,800 | (166,900) | 682,800 | 1,000 |
| * Vehicle Expense | 18,508,600 | 17,171,900 | 19,620,069 | 19,218,700 | 2,046,800 | 20,087,700 | 869,000 |
| * Other Goods & Services | 1,904,000 | 1,874,700 | 1,062,986 | 1,502,000 | (372,700) | 1,526,200 | 24,200 |
| * Interdepartmental | (86,000) | (100,000) | (175,375) | (100,000) | | (100,000) | |
| * Debt Service | 4,385,100 | 3,902,100 | 3,938,177 | 3,261,800 | (640,300) | 3,131,200 | (130,600) |
| * Other Fiscal | 9,934,500 | 9,552,100 | 9,521,328 | 9,275,500 | (276,600) | 4,640,000 | (4,635,500) |
| ** Total | 112,505,700 | 114,285,000 | 112,927,429 | 115,446,300 | 1,161,300 | 115,869,500 | 423,200 |
| Revenues | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| * Tax Revenue | (33,748,500) | (34,491,000) | (34,491,000) | (35,452,000) | (961,000) | (35,471,000) | (19,000) |
| * Area Rate Revenue | (43,304,800) | (44,257,500) | (44,568,408) | (45,176,000) | (918,500) | (45,333,000) | (157,000) |
| * Fee Revenues | (34,568,500) | (34,599,000) | (32,858,874) | (33,891,500) | 707,500 | (34,126,700) | (235,200) |
| * Other Revenue | (883,900) | (937,500) | (1,009,146) | (926,800) | 10,700 | (938,800) | (12,000) |
| ** Total | (112,505,700) | (114,285,000) | (112,927,429) | (115,446,300) | (1,161,300) | (115,869,500) | (423,200) |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | | | | | | | |

Halifax Transit Budget by Service Area

Service Area Budget Overview

| Service Area | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|---|--------------|--------------|--------------|--------------|---------------|--------------|---------------|
| Transit Facilities Summary of Expense & Revenue Types | 3,343,300 | 4,401,400 | 4,469,959 | 3,858,000 | (543,400) | 3,950,900 | 92,900 |
| Access-A-Bus Summary of Expense & Revenue Types | 6,033,500 | 6,139,800 | 5,228,530 | 6,298,000 | 158,200 | 6,520,800 | 222,800 |
| Fiscal Service Summary of Expense & Revenue Types | (62,363,700) | (64,411,400) | (65,100,283) | (66,256,600) | (1,845,200) | (68,913,600) | (2,657,000) |
| Conventional Service Summary of Expense & Revenue Types | 50,519,800 | 51,721,100 | 53,487,786 | 54,016,600 | 2,295,500 | 56,336,000 | 2,319,400 |
| Ferry Service Summary of Expense & Revenue Types | 2,467,100 | 2,149,100 | 1,914,008 | 2,084,000 | (65,100) | 2,105,900 | 21,900 |
| Total | | | | | | | |

Fiscal Transit Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------|----------------------|------------------|
| * Compensation and Benefits | 70,932,000 | 72,843,200 | 71,398,198 | 75,036,500 | 2,193,300 | 78,761,800 | 3,725,300 |
| * Office | 1,003,300 | 1,073,000 | 664,417 | 955,800 | (117,200) | 1,359,700 | 403,900 |
| * External Services | 1,897,400 | 3,231,900 | 2,351,706 | 1,851,800 | (1,380,100) | 1,851,800 | |
| * Supplies | 1,076,600 | 1,056,500 | 995,907 | 960,500 | (96,000) | 1,034,500 | 74,000 |
| * Materials | 40,900 | 225,500 | 127,051 | 144,800 | (80,700) | 144,800 | |
| * Building Costs | 2,111,700 | 2,605,400 | 2,554,288 | 2,657,100 | 51,700 | 2,749,000 | 91,900 |
| * Equipment & Communications | 797,600 | 848,700 | 868,677 | 681,800 | (166,900) | 682,800 | 1,000 |
| * Vehicle Expense | 18,508,600 | 17,171,900 | 19,620,069 | 19,218,700 | 2,046,800 | 20,087,700 | 869,000 |
| * Other Goods & Services | 1,904,000 | 1,874,700 | 1,062,986 | 1,502,000 | (372,700) | 1,526,200 | 24,200 |
| * Interdepartmental | (86,000) | (100,000) | (175,375) | (100,000) | | (100,000) | |
| * Debt Service | 4,385,100 | 3,902,100 | 3,938,177 | 3,261,800 | (640,300) | 3,131,200 | (130,600) |
| * Other Fiscal | 9,934,500 | 9,552,100 | 9,521,328 | 9,275,500 | (276,600) | 4,640,000 | (4,635,500) |
| ** Total | 112,505,700 | 114,285,000 | 112,927,429 | 115,446,300 | 1,161,300 | 115,869,500 | 423,200 |
| Revenues | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| * Tax Revenue | (33,748,500) | (34,491,000) | (34,491,000) | (35,452,000) | (961,000) | (35,471,000) | (19,000) |
| * Area Rate Revenue | (43,304,800) | (44,257,500) | (44,568,408) | (45,176,000) | (918,500) | (45,333,000) | (157,000) |
| * Fee Revenues | (34,568,500) | (34,599,000) | (32,858,874) | (33,891,500) | 707,500 | (34,126,700) | (235,200) |
| * Other Revenue | (883,900) | (937,500) | (1,009,146) | (926,800) | 10,700 | (938,800) | (12,000) |
| ** Total | (112,505,700) | (114,285,000) | (112,927,429) | (115,446,300) | (1,161,300) | (115,869,500) | (423,200) |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | | | | | | | |

Halifax Transit Facilities Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| * Compensation and Benefits | | 298,000 | 146,246 | 157,000 | (141,000) | 157,000 | |
| * External Services | 909,900 | 1,097,400 | 1,339,987 | 978,300 | (119,100) | 978,300 | |
| * Supplies | 13,500 | 12,200 | 11,300 | 13,000 | 800 | 13,000 | |
| * Materials | 40,900 | 81,500 | 5,784 | 22,300 | (59,200) | 22,300 | |
| * Building Costs | 1,919,200 | 2,394,400 | 2,401,743 | 2,520,100 | 125,700 | 2,612,000 | 91,900 |
| * Equipment & Communications | 191,100 | 229,500 | 294,260 | 167,300 | (62,200) | 168,300 | 1,000 |
| * Vehicle Expense | 2,500 | 2,800 | | | (2,800) | | |
| * Other Goods & Services | 14,100 | 33,500 | | | (33,500) | | |
| * Interdepartmental | | | 18,540 | | | | |
| * Other Fiscal | 252,100 | 252,100 | 252,100 | | (252,100) | | |
| ** Total | 3,343,300 | 4,401,400 | 4,469,959 | 3,858,000 | (543,400) | 3,950,900 | 92,900 |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | 3,343,300 | 4,401,400 | 4,469,959 | 3,858,000 | (543,400) | 3,950,900 | 92,900 |

17/18 - 18/19 HALIFAX TRANSIT SERVICE AREA PLANS

Access-A-Bus Service

Access-A-Bus Service is committed to supporting Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional

transit system due to physical or cognitive disabilities, and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 39 vehicles, traveling 1,900,000 kilometers annually to provide more than 157,000 passenger trips each year.

Services Delivered:

Transportation - A Safe and Accessible Transportation Network

Paratransit Service - Paratransit service for persons who are unable to use the conventional transit system.

Service Delivery Measures

| Access-a-Bus Performance Measures | 2015/16 Actual | 2016/17 Projected | 2017/18 Planned | 2018/19 Planned | MBNC Median* 2015 |
|---|----------------|-------------------|-----------------|-----------------|-------------------|
| Ridership | 157,876 | 157,464 | 160,972 | 159,122 | N/A |
| Financial (cost recovery) | 4.7% | 4.4% | 4.1% | 3.9% | N/A |
| Customer Service (requests addressed within standard) | 88% | 95% | | | N/A |

* Municipal Benchmarking Network Canada

Performance Analysis

The Access-A-Bus service demand has seen a continuous increase over the past fiscal year. The addition of two expansion buses for this period and inserting extra buses in peak times has resulted in small increases to ridership and decreases to the number of passengers whose trips are placed on a wait list. To achieve the goal of system equity, Access-A-Bus Transit Service will continue to monitor the service for opportunity to decrease the Late Cancellations and No Shows, and increase the on-time performance and overall system's productivity. Halifax Transit is embarking on the Accessible Transit Strategy Initiative to streamline internal systems and processes and to highlight innovative ways to deliver effective paratransit service to HRM citizens, increasing ridership, and decreasing waitlists to acceptable levels. It is anticipated that once the prospective solutions are implemented, the effectiveness of the service will grow steadily and the client's transit experience be enhanced.

17/18 – 18/19 Access-A-Bus Service Key Deliverables

| 17/18 – 18/19 Deliverables |
|---|
| Transportation - A Safe and Accessible Transportation Network |
| Access-A-Bus Review Implementation Demand for the Halifax Transit Access-A-Bus service has increased significantly in recent years. In an effort to leverage the potential of existing resources and processes before increasing fleet size or staff, Halifax Transit will implement the findings of the 2016/17 comprehensive review of all facets of the service, including, redesign of internal processes, scheduling software, eligibility criteria and associated application administration, service coverage, customer interfaces, staff and client training, and other available sources of support. |

Access-A-Bus Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|-----------------------------|------------------|------------------|------------------|------------------|----------------|------------------|-----------------|
| * Compensation and Benefits | 5,118,700 | 5,239,500 | 4,545,509 | 5,428,800 | 189,300 | 5,595,500 | 166,700 |
| * Supplies | 60,600 | 72,600 | 47,178 | 73,000 | 400 | 85,000 | 12,000 |
| * Vehicle Expense | 389,000 | 333,100 | 275,813 | 1,083,100 | 750,000 | 1,159,100 | 76,000 |
| * Other Goods & Services | 34,500 | 34,600 | 1,065 | 10,100 | (24,500) | 13,500 | 3,400 |
| * Interdepartmental | 700,700 | 775,000 | 626,902 | | (775,000) | | |
| ** Total | 6,303,500 | 6,454,800 | 5,496,467 | 6,595,000 | 140,200 | 6,853,100 | 258,100 |
| Revenues | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| * Fee Revenues | (270,000) | (315,000) | (267,710) | (297,000) | 18,000 | (332,300) | (35,300) |
| * Other Revenue | | | (227) | | | | |
| ** Total | (270,000) | (315,000) | (267,937) | (297,000) | 18,000 | (332,300) | (35,300) |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | 6,033,500 | 6,139,800 | 5,228,530 | 6,298,000 | 158,200 | 6,520,800 | 222,800 |

Conventional Transit Service

The Conventional Transit Service is committed to supporting Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service ensures the mobility of over 25 million passenger trips annually and travels more than 19,200,000 kilometres.

Services Delivered:

Transportation - Interconnected and Strategic Growth

Operating Conventional Transit Routes – consisting of 60 fixed-route services, 2 MetroLink limited stop bus rapid routes, 3 MetroX express routes to outlying rural areas.

Transit Planning and Scheduling - planning short, medium, and long term service changes and improvements in route scheduling including operator duties and rosters.

Sustainable Transportation Programs - developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

Transportation - A Well-maintained Transportation Network

Bus Fleet Planning, Acquisition, and Disposal - strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by HRM.

Bus Cleaning, Servicing, Repair and Maintenance - servicing and cleaning of transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

Bus Stop Improvements - monitoring and maintaining the condition of existing bus stops and identifying the need for new bus stops, and bus stop amenities such as benches and shelters.

Capital Projects - strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

Service Delivery Measures

| Conventional Transit Performance Measures | 2015/16 Actual | 2016/17 Projected | 2017/18 Planned | 2018/19 Planned | MBNC Median* 2015 |
|--|----------------|-------------------|-----------------|-----------------|-------------------|
| Ridership | 17,715,204 | 17,188,510 | 17,571,406 | 17,795,400 | N/A |
| Service Utilization (passengers per capita within service area) | 56.0 | 54.0 | 54.8 | 55.2 | 45.5 |
| Service Utilization (passengers per service hour) | 20.4 | 19.7 | 19.7 | 19.4 | N/A |
| Amount of Service (service hours per capita within service area) | 2.8 | 2.7 | 2.8 | 2.8 | 1.57 |
| Cost to operate a conventional transit bus for each in-service hour ** | \$96.94 | \$99.29 | \$98.36 | \$99.07 | \$123.66 |
| Cost Effectiveness (operating expense per passenger) | \$4.76 | \$5.05 | \$5.01 | \$5.11 | N/A |
| Average Fare (passenger revenue per passenger) | \$1.69 | \$1.73 | \$1.73 | \$1.73 | N/A |
| Financial (cost recovery) | 35% | 34% | 35% | 34% | 45% |
| Customer Service (requests addressed within standard) | 98% | 99% | | | N/A |

* Municipal Benchmarking Network Canada

** Excludes Amortization

Please note: MBNC Canada measures are based on data provided from other transit agencies and include multiple service types, including street cars, subways, and rail, in addition to conventional service.

Performance Analysis

Service modifications and increases are proposed in both 17/18 and 18/19 as part of the Moving Forward Together Plan implementation. It is anticipated that these route network changes will result in ridership increases. It is anticipated that ridership will grow slowly, as passengers adjust to the changes, with some gains not being realized until more than a year after the adjustments take place. Other measures, such as relative operating costs and cost recovery are expected to remain stable as operating costs grow proportional to service increases.

17/18 – 18/19 Conventional Transit Service Key Deliverables

| 17/18 – 18/19 Deliverables |
|---|
| Transportation - A Safe and Accessible Transportation Network |
| <p>Accessible-transit Vehicle Procurement Service Plan/Procurement To improve reliability, reduce maintenance costs and provide expanded service, Halifax Transit will develop a new specification and tender document for procurement of accessible transit vehicles. The procurement of vehicles will be based on a revised AAB Service Plan to be brought to Regional Council in 17/18; procurement will follow in 18/19.</p> |
| <p>Bus Surveillance System Upgrade The general objective of the Bus Surveillance System Upgrade Project is to procure, implement and establish support of a hybrid CCTV surveillance system that will improve the surveillance capabilities for each bus in the Halifax Transit fleet with high definition digital cameras while leveraging the capabilities of the currently fitted analog camera suite. The project will also introduce WiFi uploading for greater efficiency and improve analysis capabilities.</p> |
| <p>Bus Stop Accessibility & Improvement To improve accessibility, as well as the customer experience, Halifax Transit will be installing accessible landing pads at a number of bus stops, replacing older bus shelters, installing benches at bus stops, and conducting a pilot project to evaluate the success of a heated shelter.</p> |
| Transportation - Interconnected and Strategic Growth |
| <p>Moving Forward Together Plan Year 2 Implementation To improve the efficiency and effectiveness of the transit network, Halifax Transit will proceed with network design changes, including removal of service, introduction of new service, and changes to existing routes, as part of the implementation of the Moving Forward Together Plan.</p> |
| <p>Transit Facility Implementation Plan To provide predictability and transparency, a master planning exercise will take place to provide guidance as to where future investment in transit facilities, including terminals and Park & Rides, is required.</p> |
| <p>Mumford Terminal Site Study The existing Mumford Terminal is overcapacity and in need of replacement to improve the operation of the facility, the customer experience, and to allow for future service expansion. A study will be undertaken to determine the best location for a new terminal</p> |
| <p>Wrights Cove Terminal To enable implementation of the Moving Forward Together Plan and improve the connectivity of the Halifax Transit network, Halifax Transit will continue preparations for the Wright's Cove Terminal in cooperation with Operations Support</p> |
| <p>Bus Rapid Transit Study To build upon the outcomes of the Integrated Mobility Plan, and improve the reliability and attractiveness of transit service, a study will be conducted to analyze the opportunities and feasibility of implementing bus rapid transit</p> |
| <p>Transit Priority Measures Corridor Study The Moving Forward Together Plan identified the need for transit priority measures on both Gottingen Street and Bayers Road to have an immediate and positive impact on the reliability of the transit network. A study will be conducted to analyze and design appropriate measures for these two corridors.</p> |
| <p>Transit Priority Measures Implementation To improve the reliability of the transit network, and reduce the impact of traffic congestion on transit service, Halifax Transit will implement approximately eight to ten transit priority measures, in conjunction with Road Operations & Construction and Traffic Management.</p> |

| 17/18 – 18/19 Deliverables |
|---|
| Service Delivery – To our People |
| Transit Computer Aided Dispatch/Automated Vehicle Locator System - Finalize Implementation Finalize the implementation of the Computer Aided Dispatch/Automated Vehicle Locator system to provide improved service reliability and real time information to the travelling public. Additional functionality will be applied to the base CAD/AVL system to add value. Customers will be able to confirm the location of a bus using real-time data supplied to various 3rd-party web and mobile application providers. Automated stop announcements and headsign integration will improve the quality of the service provided. |
| Governance and Engagement - Fiscal Responsibility |
| Recommendation Report - Alternative Fuel Conventional Fleet To reduce operating cost and carbon footprint; Halifax Transit will produce a report recommending the most appropriate mix of fuels to be used in Halifax Transit's fleet. This recommendation will guide Halifax Transit's procurement and replacement strategy for the next twenty-five years. |
| Halifax Transit Technology Program – Transition As the project deliverables associated with the Halifax Transit Technology Program are completed, ongoing support and maintenance will be transitioned from the project team to the Halifax Transit Technical Services team. |
| Fare Management Solution - Begin Implementation To increase revenues, increase operator safety, and provide timely data for management decisions, Halifax Transit will begin implementation of a fare management solution. Features may include easy, electronic fare payment, automated transfers, smart fare technology, electronic web purchasing, fare vending machines and re-loadable smart cards. |
| Service Excellence - Service Improvements |
| Fixed Route Planning, Scheduling and Operations - Begin Implementation The primary objective of the Fixed Route Planning, Scheduling and Operations project is to implement a Planning, Scheduling and Operations software solution that enables Halifax Transit to operate more efficiently. The existing software, HASTUS v2009, is not capable of supporting the streamlined existing or new business processes required by Halifax Transit. |

Conventional Transit Service Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|------------------------------|---------------------|---------------------|---------------------|---------------------|------------------|---------------------|------------------|
| * Compensation and Benefits | 62,110,800 | 63,372,100 | 62,395,932 | 64,307,100 | 935,000 | 65,615,600 | 1,308,500 |
| * Office | 967,200 | 1,072,000 | 663,386 | 955,800 | (116,200) | 1,359,700 | 403,900 |
| * External Services | 452,500 | 1,254,500 | 573,382 | 353,500 | (901,000) | 353,500 | |
| * Supplies | 950,200 | 927,700 | 903,987 | 835,500 | (92,200) | 897,500 | 62,000 |
| * Materials | | 144,000 | 121,267 | 122,500 | (21,500) | 122,500 | |
| * Building Costs | 137,500 | 156,000 | 125,667 | 87,000 | (69,000) | 87,000 | |
| * Equipment & Communications | 604,500 | 617,200 | 573,560 | 512,500 | (104,700) | 512,500 | |
| * Vehicle Expense | 17,181,500 | 16,000,000 | 18,436,974 | 17,134,600 | 1,134,600 | 17,978,700 | 844,100 |
| * Other Goods & Services | 1,680,800 | 1,667,100 | 1,014,545 | 1,422,400 | (244,700) | 1,435,200 | 12,800 |
| * Interdepartmental | (800,700) | (875,000) | (821,807) | (100,000) | 775,000 | (100,000) | |
| ** Total | 83,284,300 | 84,335,600 | 83,986,892 | 85,630,900 | 1,295,300 | 88,262,200 | 2,631,300 |
| Revenues | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| * Fee Revenues | (31,884,000) | (31,684,000) | (29,503,548) | (30,694,500) | 989,500 | (30,994,400) | (299,900) |
| * Other Revenue | (880,500) | (930,500) | (995,558) | (919,800) | 10,700 | (931,800) | (12,000) |
| ** Total | (32,764,500) | (32,614,500) | (30,499,106) | (31,614,300) | 1,000,200 | (31,926,200) | (311,900) |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | 50,519,800 | 51,721,100 | 53,487,786 | 54,016,600 | 2,295,500 | 56,336,000 | 2,319,400 |

Ferry Service

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of a network of two fixed ferry routes providing public transit services to the residents of HRM within Halifax Harbour. The Ferry Service serves 1,800,000 riders each year with passenger terminals located in Dartmouth, Halifax, and Woodside. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered:

Transportation - Interconnected and Strategic Growth

- Ferry Service - Responsible for a network of fixed routes providing public transit services to the residents of HRM within Halifax Harbour. There are currently 2 fixed routes.

Transportation - A Well-maintained Transportation Network

- Ferry Service Maintenance - Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, compliant with legislation, and fit for use

Service Delivery Measures

| Ferry Service Performance Measures | 2015/16 Actual | 2016/17 Projected | 2017/18 Planned | 2018/19 Planned | MBNC Median* 2015 |
|--|----------------|-------------------|-----------------|-----------------|-------------------|
| Ridership | 1,618,742 | 1,802,139 | 1,842,283 | 1,762,114 | N/A |
| Service Utilization (passengers per capita within service area) | 5.1 | 5.7 | 5.7 | 5.5 | N/A |
| Service Utilization (passengers per service hour) | 109.4 | 121.8 | 124.5 | 139.1 | N/A |
| Amount of Service (service hours per capita within service area) | 0.05 | 0.05 | 0.05 | 0.04 | N/A |
| Cost to operate a ferry for each in-service hour | \$380.33 | \$366.62 | \$378.94 | \$396.35 | N/A |
| Cost Effectiveness (operating expense per passenger) | \$3.48 | \$3.01 | \$3.04 | \$2.85 | N/A |
| Average Fare (passenger revenue per passenger) | \$2.07 | \$1.85 | \$1.85 | \$1.85 | N/A |
| Financial (cost recovery) | 60% | 61% | 61% | 65% | N/A |
| Customer Service (requests addressed within standard) | 99% | 100% | | | N/A |

* Municipal Benchmarking Network Canada

Performance Analysis

Additional ferry service was implemented to mitigate the impact of The Big Lift project, and has resulted in significant ridership gains. The 18/19 performance measures assume the removal of this additional service, and therefore a reduction in costs and service hours. It is anticipated that a portion of the recent ridership gains will remain once the service hours revert back to the previous levels. The ridership levels estimated above assume that some of the ridership gained during the Big Lift is retained, with some being dispersed to other modes including conventional transit, however, there is a large degree of uncertainty with these projections.

17/18 – 18/19 Ferry Service Key Deliverables

| 17/18 – 18/19 Deliverables |
|--|
| Transportation - A Well-maintained Transportation Network |
| <p>Replace Alderney Ferry Terminal Pontoon</p> <p>The Alderney Ferry Terminal Pontoon is nearing the end of its useful life. The steel hull pontoon is costly to maintain and deckhouses on these pontoons are restricted in the space available to accommodate overhead doors suitable for an industrial setting in sometimes harsh environmental conditions. Using Public Transit Infrastructure Fund funding, the Alderney pontoon will be replaced with a unit that incorporates materials and a deckhouse structure that is more suitable for the operating environment and will result in a significant reduction in operating costs.</p> |
| <p>Ferry Replacement - Construct / Fit-out / Certify</p> <p>To support sustainable ferry operations into the future by implementing the Ferry Replacement project with the construction, fit out and certification of two replacement ferries, with a funding contribution from the federal government's Public Transit Infrastructure Fund.</p> |
| <p>Halifax Ferry Terminal Renovation</p> <p>To improve the customer experience at the Halifax Ferry Terminal, the recapitalization work will continue, and will include elements such as the security kiosk and washroom renovations.</p> |
| <p>Woodside Ferry Terminal Renovation</p> <p>The Woodside Ferry Terminal requires significant rehabilitation to all aspects of the building, including envelope, mechanical and electrical systems, and customer waiting areas. In addition, with the expansion of the Halifax Transit ferry fleet, additional berthing space is required. In 17/18, with assistance from Operations Support, will complete the detailed design work required to move forward with these improvements.</p> |
| <p>Ferry Terminal Generators</p> <p>To ensure the reliability and consistency of service provision, generators will be installed at all three existing ferry terminals as a source of back-up power</p> |

Ferry Service Summary of Expenses & Revenues Budget

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|------------------------------|--------------------|--------------------|--------------------|--------------------|----------------------|--------------------|----------------------|
| * Compensation and Benefits | 3,253,000 | 3,233,600 | 3,558,790 | 3,309,500 | 75,900 | 3,274,500 | (35,000) |
| * Office | 1,000 | 1,000 | 1,031 | | (1,000) | | |
| * External Services | 490,000 | 490,000 | 438,338 | 520,000 | 30,000 | 520,000 | |
| * Supplies | 44,000 | 44,000 | 33,442 | 39,000 | (5,000) | 39,000 | |
| * Materials | | | | | | | |
| * Building Costs | 55,000 | 55,000 | 26,879 | 50,000 | (5,000) | 50,000 | |
| * Equipment & Communications | 2,000 | 2,000 | 857 | 2,000 | | 2,000 | |
| * Vehicle Expense | 901,000 | 836,000 | 907,282 | 1,001,000 | 165,000 | 949,900 | (51,100) |
| * Other Goods & Services | 124,500 | 94,500 | 47,376 | 69,500 | (25,000) | 77,500 | 8,000 |
| * Interdepartmental | | | 990 | | | | |
| ** Total | 4,870,500 | 4,756,100 | 5,014,985 | 4,991,000 | 234,900 | 4,912,900 | (78,100) |
| Revenues | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| * Fee Revenues | (2,400,000) | (2,600,000) | (3,087,616) | (2,900,000) | (300,000) | (2,800,000) | 100,000 |
| * Other Revenue | (3,400) | (7,000) | (13,361) | (7,000) | | (7,000) | |
| ** Total | (2,403,400) | (2,607,000) | (3,100,977) | (2,907,000) | (300,000) | (2,807,000) | 100,000 |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | 2,467,100 | 2,149,100 | 1,914,008 | 2,084,000 | (65,100) | 2,105,900 | 21,900 |

Additional Budget Detail

Summary of Net Expenditures by Business Unit Division

Summary of Net Expenditures by Business Unit Division

| Cost Centers/Groups | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|-----------------------------------|--------------|--------------|--------------|--------------|---------------|--------------|---------------|
| R680 Facilities - Ragged Lake | 1,046,700 | 1,507,800 | 1,550,116 | 1,242,900 | (264,900) | 1,260,600 | 17,700 |
| R681 Facilities - Burnside | 1,130,900 | 1,569,000 | 1,431,706 | 1,328,500 | (240,500) | 1,344,200 | 15,700 |
| R682 Facil-Ferry Terminal | 654,700 | 628,500 | 639,864 | 655,400 | 26,900 | 662,000 | 6,600 |
| R683 Facil-Other Property | 511,000 | 696,100 | 848,272 | 631,200 | (64,900) | 684,100 | 52,900 |
| *** Transit Facilities | 3,343,300 | 4,401,400 | 4,469,959 | 3,858,000 | (543,400) | 3,950,900 | 92,900 |
| R652 Access-A-Bus Operations | 6,033,500 | 6,139,800 | 5,228,530 | 6,298,000 | 158,200 | 6,520,800 | 222,800 |
| *** Access-A-Bus Service | 6,033,500 | 6,139,800 | 5,228,530 | 6,298,000 | 158,200 | 6,520,800 | 222,800 |
| *** Community Transit Service | | | | | | | |
| R624 HT Director's Office | 1,736,300 | 2,111,900 | 1,756,645 | 1,953,800 | (158,100) | 1,953,800 | |
| R631 Revenue | (32,534,000) | (32,434,500) | (30,266,866) | (31,379,300) | 1,055,200 | (31,679,200) | (299,900) |
| R637 Service Development | 1,239,100 | 1,389,300 | 1,186,581 | 1,342,300 | (47,000) | 1,343,300 | 1,000 |
| R952 LKD Smart Trip Prgrm | (50,500) | | | | | | |
| ** Halifax Transit Administratio | (29,609,100) | (28,933,300) | (27,323,640) | (28,083,200) | 850,100 | (28,382,100) | (298,900) |
| R640 Technical Services | 1,695,000 | 2,500,200 | 1,357,606 | 1,738,200 | (762,000) | 2,143,400 | 405,200 |
| ** Halifax Transit - Technical Se | 1,695,000 | 2,500,200 | 1,357,606 | 1,738,200 | (762,000) | 2,143,400 | 405,200 |
| R932 BTC Facility Maintenance | 588,400 | 589,900 | 425,625 | 420,000 | (169,900) | 420,000 | |
| R935 Bus Rebuild Program | 8,300 | 469,100 | 114,363 | | (469,100) | | |
| R938 BTC Bus Maintenance | 11,857,500 | 11,940,600 | 13,135,893 | 12,547,600 | 607,000 | 12,418,200 | (129,400) |
| R962 RLTC Facility Maint | 116,500 | 116,500 | 133,245 | 110,500 | (6,000) | 110,500 | |
| R963 RLTC Bus Maint | 8,234,800 | 8,691,300 | 9,543,364 | 9,546,900 | 855,600 | 10,479,900 | 933,000 |
| ** Halifax Transit - Bus Maintena | 20,805,500 | 21,807,400 | 23,352,489 | 22,625,000 | 817,600 | 23,428,600 | 803,600 |
| R656 Safety and Training | 816,900 | 786,700 | 788,439 | 789,400 | 2,700 | 789,400 | |
| R658 Resource Sup & Dev | 1,180,800 | 1,058,500 | 1,117,089 | 1,199,100 | 140,600 | 1,217,300 | 18,200 |
| ** Halifax Transit - Resource Sup | 1,997,700 | 1,845,200 | 1,905,528 | 1,988,500 | 143,300 | 2,006,700 | 18,200 |
| R635 BTC Operators | 24,840,400 | 25,198,400 | 25,111,988 | 24,807,700 | (390,700) | 24,647,700 | (160,000) |
| R636 Service Supervisors | 3,347,600 | 3,306,700 | 3,343,871 | 3,249,000 | (57,700) | 3,248,700 | (300) |
| R638 BTC & RLTC Bus Ops | 10,074,200 | 8,715,500 | 8,494,394 | 9,176,900 | 461,400 | 9,530,300 | 353,400 |
| R657 Security | 813,100 | 731,300 | 718,415 | 615,500 | (115,800) | 613,500 | (2,000) |
| R670 RLTC Operators | 16,555,400 | 16,549,700 | 16,527,135 | 17,899,000 | 1,349,300 | 19,099,200 | 1,200,200 |
| ** Halifax Transit - Bus Operatio | 55,630,700 | 54,501,600 | 54,195,804 | 55,748,100 | 1,246,500 | 57,139,400 | 1,391,300 |
| *** Conventional Service | 50,519,800 | 51,721,100 | 53,487,786 | 54,016,600 | 2,295,500 | 56,336,000 | 2,319,400 |
| R661 Ferry Operations | 2,467,100 | 2,149,100 | 1,914,008 | 2,084,000 | (65,100) | 2,105,900 | 21,900 |
| *** Ferry Service | 2,467,100 | 2,149,100 | 1,914,008 | 2,084,000 | (65,100) | 2,105,900 | 21,900 |
| M701 Fiscal Transit | (66,748,800) | (68,313,500) | (69,038,460) | (69,518,400) | (1,204,900) | (72,044,800) | (2,526,400) |
| R671 Halifax Tr. Debt Chg | 4,385,100 | 3,902,100 | 3,938,177 | 3,261,800 | (640,300) | 3,131,200 | (130,600) |
| *** Fiscal Transit | (62,363,700) | (64,411,400) | (65,100,283) | (66,256,600) | (1,845,200) | (68,913,600) | (2,657,000) |
| **** Total | | | | | | | |

Summary of Gross Expenditures

Summary of Gross Expenditures

| Cost Centers/Groups | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|-----------------------------------|-------------|-------------|-------------|-------------|---------------|-------------|---------------|
| R680 Facilities - Ragged Lake | 1,046,700 | 1,507,800 | 1,550,116 | 1,242,900 | (264,900) | 1,260,600 | 17,700 |
| R681 Facilities - Burnside | 1,130,900 | 1,569,000 | 1,431,706 | 1,328,500 | (240,500) | 1,344,200 | 15,700 |
| R682 Facil-Ferry Terminal | 654,700 | 628,500 | 639,864 | 655,400 | 26,900 | 662,000 | 6,600 |
| R683 Facil-Other Property | 511,000 | 696,100 | 848,272 | 631,200 | (64,900) | 684,100 | 52,900 |
| *** Transit Facilities | 3,343,300 | 4,401,400 | 4,469,959 | 3,858,000 | (543,400) | 3,950,900 | 92,900 |
| R652 Access-A -Bus Operations | 6,303,500 | 6,454,800 | 5,496,467 | 6,595,000 | 140,200 | 6,853,100 | 258,100 |
| *** Access-A-Bus Service | 6,303,500 | 6,454,800 | 5,496,467 | 6,595,000 | 140,200 | 6,853,100 | 258,100 |
| *** Community Transit Service | | | | | | | |
| R624 HT Director's Office | 1,736,300 | 2,111,900 | 1,756,645 | 1,953,800 | (158,100) | 1,953,800 | |
| R631 Revenue | | | (45,469) | | | | |
| R637 Service Development | 1,239,100 | 1,389,300 | 1,186,581 | 1,342,300 | (47,000) | 1,343,300 | 1,000 |
| ** Halifax Transit Administratio | 2,975,400 | 3,501,200 | 2,897,757 | 3,296,100 | (205,100) | 3,297,100 | 1,000 |
| R640 Technical Services | 1,695,000 | 2,500,200 | 1,357,606 | 1,738,200 | (762,000) | 2,143,400 | 405,200 |
| ** Halifax Transit - Technical Se | 1,695,000 | 2,500,200 | 1,357,606 | 1,738,200 | (762,000) | 2,143,400 | 405,200 |
| R932 BTC Facility Maintenance | 588,400 | 589,900 | 425,625 | 420,000 | (169,900) | 420,000 | |
| R935 Bus Rebuild Program | 8,300 | 469,100 | 114,363 | | (469,100) | | |
| R938 BTC Bus Maintenance | 11,929,500 | 12,012,600 | 13,210,778 | 12,652,600 | 640,000 | 12,525,200 | (127,400) |
| R962 RLTC Facility Maint | 116,500 | 116,500 | 133,245 | 110,500 | (6,000) | 110,500 | |
| R963 RLTC Bus Maint | 8,282,800 | 8,739,300 | 9,652,299 | 9,616,900 | 877,600 | 10,559,900 | 943,000 |
| ** Halifax Transit - Bus Maintena | 20,925,500 | 21,927,400 | 23,536,310 | 22,800,000 | 872,600 | 23,615,600 | 815,600 |
| R656 Safety and Training | 816,900 | 786,700 | 788,439 | 789,400 | 2,700 | 789,400 | |
| R658 Resource Sup & Dev | 1,180,800 | 1,058,500 | 1,117,089 | 1,199,100 | 140,600 | 1,217,300 | 18,200 |
| ** Halifax Transit - Resource Sup | 1,997,700 | 1,845,200 | 1,905,528 | 1,988,500 | 143,300 | 2,006,700 | 18,200 |
| R635 BTC Operators | 24,900,400 | 25,258,400 | 25,197,957 | 24,867,700 | (390,700) | 24,707,700 | (160,000) |
| R636 Service Supervisors | 3,347,600 | 3,306,700 | 3,343,871 | 3,249,000 | (57,700) | 3,248,700 | (300) |
| R638 BTC & RLTC Bus Ops | 10,074,200 | 8,715,500 | 8,494,582 | 9,176,900 | 461,400 | 9,530,300 | 353,400 |
| R657 Security | 813,100 | 731,300 | 718,415 | 615,500 | (115,800) | 613,500 | (2,000) |
| R670 RLTC Operators | 16,555,400 | 16,549,700 | 16,534,867 | 17,899,000 | 1,349,300 | 19,099,200 | 1,200,200 |
| ** Halifax Transit - Bus Operatio | 55,690,700 | 54,561,600 | 54,289,692 | 55,808,100 | 1,246,500 | 57,199,400 | 1,391,300 |
| *** Conventional Service | 83,284,300 | 84,335,600 | 83,986,892 | 85,630,900 | 1,295,300 | 88,262,200 | 2,631,300 |
| R661 Ferry Operations | 4,870,500 | 4,756,100 | 5,014,985 | 4,991,000 | 234,900 | 4,912,900 | (78,100) |
| *** Ferry Service | 4,870,500 | 4,756,100 | 5,014,985 | 4,991,000 | 234,900 | 4,912,900 | (78,100) |
| M701 Fiscal Transit | 10,319,000 | 10,435,000 | 10,020,949 | 11,109,600 | 674,600 | 8,759,200 | (2,350,400) |
| R671 Halifax Tr. Debt Chg | 4,385,100 | 3,902,100 | 3,938,177 | 3,261,800 | (640,300) | 3,131,200 | (130,600) |
| *** Fiscal Transit | 14,704,100 | 14,337,100 | 13,959,126 | 14,371,400 | 34,300 | 11,890,400 | (2,481,000) |
| **** Total | 112,505,700 | 114,285,000 | 112,927,429 | 115,446,300 | 1,161,300 | 115,869,500 | 423,200 |

Summary of Gross Revenue

Summary of Gross Revenue

| Cost Centers/Groups | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| R652 Access-A-Bus Operations | (270,000) | (315,000) | (267,937) | (297,000) | 18,000 | (332,300) | (35,300) |
| *** Access-A-Bus Service | (270,000) | (315,000) | (267,937) | (297,000) | 18,000 | (332,300) | (35,300) |
| R631 Revenue | (32,534,000) | (32,434,500) | (30,221,397) | (31,379,300) | 1,055,200 | (31,679,200) | (299,900) |
| R952 LKD Smart Trip Prgm | (50,500) | | | | | | |
| ** Halifax Transit Administratio | (32,584,500) | (32,434,500) | (30,221,397) | (31,379,300) | 1,055,200 | (31,679,200) | (299,900) |
| R938 BTC Bus Maintenance | (72,000) | (72,000) | (74,886) | (105,000) | (33,000) | (107,000) | (2,000) |
| R963 RLTC Bus Maint | (48,000) | (48,000) | (108,936) | (70,000) | (22,000) | (80,000) | (10,000) |
| ** Halifax Transit - Bus Maintena | (120,000) | (120,000) | (183,821) | (175,000) | (55,000) | (187,000) | (12,000) |
| R635 BTC Operators | (60,000) | (60,000) | (85,968) | (60,000) | | (60,000) | |
| R638 BTC & RLTC Bus Ops | | | (189) | | | | |
| R670 RLTC Operators | | | (7,731) | | | | |
| ** Halifax Transit - Bus Operatio | (60,000) | (60,000) | (93,888) | (60,000) | | (60,000) | |
| *** Conventional Service | (32,764,500) | (32,614,500) | (30,499,106) | (31,614,300) | 1,000,200 | (31,926,200) | (311,900) |
| R661 Ferry Operations | (2,403,400) | (2,607,000) | (3,100,977) | (2,907,000) | (300,000) | (2,807,000) | 100,000 |
| *** Ferry Service | (2,403,400) | (2,607,000) | (3,100,977) | (2,907,000) | (300,000) | (2,807,000) | 100,000 |
| M701 Fiscal Transit | (77,067,800) | (78,748,500) | (79,059,408) | (80,628,000) | (1,879,500) | (80,804,000) | (176,000) |
| *** Fiscal Transit | (77,067,800) | (78,748,500) | (79,059,408) | (80,628,000) | (1,879,500) | (80,804,000) | (176,000) |
| **** Total | (112,505,700) | (114,285,000) | (112,927,429) | (115,446,300) | (1,161,300) | (115,869,500) | (423,200) |

Summary Details

Summary of Expense & Revenue Types

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|-----------------------------|-------------|-------------|-------------|-------------|---------------|-------------|---------------|
| 6001 Salaries - Regular | 50,394,300 | 51,137,600 | 49,501,493 | 51,637,400 | 499,800 | 51,637,400 | |
| 6002 Salaries - Overtime | 5,887,800 | 5,387,200 | 6,295,356 | 5,790,600 | 403,400 | 5,715,600 | (75,000) |
| 6005 PDP & Union Con Incr | 308,000 | | | | | | |
| 6051 Shift Agreements | 35,000 | 50,000 | 78,449 | 64,000 | 14,000 | 59,000 | (5,000) |
| 6052 Shift Differentials | 13,000 | 13,000 | 15,046 | 13,900 | 900 | 13,900 | |
| 6054 Vacation payout | | | 325,994 | | | | |
| 6099 Other Allowances | 3,000 | 3,000 | 33,732 | 3,000 | | 4,000 | 1,000 |
| 6100 Benefits - Salaries | 11,065,200 | 11,456,200 | 11,682,588 | 11,434,300 | (21,900) | 11,434,300 | |
| 6110 Vacancy Management | (800,000) | (1,000,000) | | (1,400,000) | (400,000) | (1,280,000) | 120,000 |
| 6120 Comp OCC Budget Yr 1 | | 1,158,800 | | 2,092,900 | 934,100 | 3,709,500 | 1,616,600 |
| 6150 Honorariums | | | 1,000 | | | | |
| 6152 Retirement Incentives | 413,700 | 440,400 | 460,817 | 482,100 | 41,700 | 482,100 | |
| 6153 Severance | | | 103,000 | | | | |
| 6154 Workers' Compensation | 2,673,600 | 2,719,500 | 2,698,378 | 2,692,500 | (27,000) | 2,692,500 | |
| 6155 Overtime Meals | 13,900 | 13,900 | 8,279 | 12,300 | (1,600) | 12,900 | 600 |
| 6156 Clothing Allowance | 126,600 | 126,600 | 135,036 | 130,700 | 4,100 | 140,400 | 9,700 |
| 6158 WCB Recov Earnings | (18,300) | (18,300) | (55,596) | (18,300) | | (18,300) | |
| 6199 Comp & Ben InterDept | 816,200 | 1,217,300 | (36,992) | 2,101,100 | 883,800 | 4,158,500 | 2,057,400 |
| 9200 HR CATS Wage/Ben | | 106,000 | 111,272 | | (106,000) | | |
| 9210 HR CATS OT Wage/Ben | | 32,000 | 40,349 | | (32,000) | | |
| * Compensation and Benefits | 70,932,000 | 72,843,200 | 71,398,198 | 75,036,500 | 2,193,300 | 78,761,800 | 3,725,300 |
| 6201 Telephone | 156,000 | 156,000 | 134,886 | 137,500 | (18,500) | 137,500 | |
| 6202 Courier/Postage | 38,000 | 18,000 | 26,923 | 19,000 | 1,000 | 20,000 | 1,000 |
| 6203 Office Furn/Equip | 30,000 | 45,000 | 30,709 | 45,000 | | 45,000 | |
| 6204 Computer S/W & Lic | 380,000 | 380,000 | 177,386 | 413,000 | 33,000 | 413,000 | |
| 6205 Printing & Reprod | 330,000 | 318,000 | 232,076 | 290,000 | (28,000) | 290,000 | |
| 6207 Office Supplies | 34,200 | 46,000 | 62,436 | 42,000 | (4,000) | 40,200 | (1,800) |
| 6290 Office Transfer | 35,100 | 110,000 | | 9,300 | (100,700) | 414,000 | 404,700 |
| * Office | 1,003,300 | 1,073,000 | 664,417 | 955,800 | (117,200) | 1,359,700 | 403,900 |
| 6301 Professional Fees | 1,500 | 3,500 | 2,341 | 3,500 | | 3,500 | |
| 6302 Legal Fees | 1,000 | 1,000 | 110,063 | 10,000 | 9,000 | 10,000 | |
| 6304 Janitorial Services | 536,300 | 594,200 | 680,467 | 595,600 | 1,400 | 595,600 | |
| 6308 Snow Removal | 216,600 | 285,000 | 465,669 | 285,000 | | 285,000 | |
| 6310 Outside Personnel | 400,000 | 400,000 | 377,082 | 450,000 | 50,000 | 450,000 | |
| 6311 Security | 511,000 | 529,500 | 519,105 | 362,000 | (167,500) | 362,000 | |
| 6312 Refuse Collection | 55,500 | 68,400 | 100,722 | 95,700 | 27,300 | 95,700 | |
| 6390 Ext Svc Transfer | 45,000 | | | 50,000 | 50,000 | 50,000 | |
| 6399 Contract Services | 130,500 | 1,350,300 | 96,257 | | (1,350,300) | | |
| * External Services | 1,897,400 | 3,231,900 | 2,351,706 | 1,851,800 | (1,380,100) | 1,851,800 | |
| 6401 Uniforms & Clothing | 616,700 | 566,700 | 494,679 | 409,000 | (157,700) | 409,000 | |
| 6402 Med & First Aid Supp | 6,000 | 6,000 | 9,873 | 8,500 | 2,500 | 8,500 | |
| 6403 Patrol Equip Supplies | 5,000 | 5,000 | 4,083 | 5,000 | | 5,000 | |
| 6406 Bridge Tolls | 424,600 | 424,600 | 415,970 | 425,500 | 900 | 425,500 | |
| 6407 Clean/Sani Supplies | 17,500 | 27,200 | 43,533 | 46,000 | 18,800 | 46,000 | |
| 6409 Personal Protect Equ | | 15,000 | 27,770 | 20,000 | 5,000 | 20,000 | |
| 6490 Supplies Transfer | 6,800 | 12,000 | | 46,500 | 34,500 | 120,500 | 74,000 |
| * Supplies | 1,076,600 | 1,056,500 | 995,907 | 960,500 | (96,000) | 1,034,500 | 74,000 |
| 6501 Asphalt | | 60,600 | 5,784 | 22,300 | (38,300) | 22,300 | |
| 6502 Chemicals | | 200 | | | (200) | | |
| 6504 Hardware | 9,800 | 5,600 | | | (5,600) | | |
| 6505 Lubricants | | 144,000 | 119,803 | 121,000 | (23,000) | 121,000 | |
| 6507 Propane | 8,500 | 8,700 | | | (8,700) | | |
| 6515 Stone and Gravel | | 4,500 | | | (4,500) | | |
| 6517 Paint | 22,600 | 1,900 | | | (1,900) | | |
| 6519 Welding Supplies | | | 1,464 | 1,500 | 1,500 | 1,500 | |
| * Materials | 40,900 | 225,500 | 127,051 | 144,800 | (80,700) | 144,800 | |

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|------------------------------|-------------|-------------|-------------|-------------|---------------|-------------|---------------|
| 6602 Electrical | 41,600 | 48,000 | 32,163 | | (48,000) | | |
| 6603 Grnds & Landscaping | 33,700 | 33,800 | 36,652 | 42,700 | 8,900 | 42,700 | |
| 6604 Bus Gates/Shltr-R&M | 73,600 | 125,500 | 89,685 | 45,000 | (80,500) | 45,000 | |
| 6605 Municipal Taxes | 5,000 | 5,000 | 8,044 | 5,500 | 500 | 5,500 | |
| 6606 Heating Fuel | 244,700 | 21,000 | 31,346 | 25,000 | 4,000 | 25,500 | 500 |
| 6607 Electricity | 961,700 | 981,700 | 1,042,072 | 1,091,000 | 109,300 | 1,113,000 | 22,000 |
| 6608 Water | 89,700 | 108,700 | 204,312 | 129,200 | 20,500 | 131,800 | 2,600 |
| 6609 Elevator & Escalator | 19,200 | 27,500 | 24,885 | 23,800 | (3,700) | 23,800 | |
| 6610 Building - Exterior | 133,400 | 46,000 | 78,358 | 113,000 | 67,000 | 113,000 | |
| 6611 Building - Interior | 11,000 | 42,000 | 162,270 | 165,000 | 123,000 | 165,000 | |
| 6612 Safety Systems | 114,000 | 114,000 | 104,861 | 114,500 | 500 | 114,500 | |
| 6613 Overhead Doors | 17,000 | 65,000 | 86,618 | 80,000 | 15,000 | 80,000 | |
| 6614 Envir Assess/Cleanup | 26,200 | 26,200 | | | (26,200) | | |
| 6615 Vandalism Clean-up | | | 6,412 | 9,200 | 9,200 | 9,200 | |
| 6616 Natural Gas-Buildings | 248,500 | 692,500 | 589,557 | 738,000 | 45,500 | 753,800 | 15,800 |
| 6617 Pest Management | 16,400 | 13,300 | 21,616 | 29,200 | 15,900 | 30,200 | 1,000 |
| 6690 Building Exp Transfe | | | | 16,000 | 16,000 | 66,000 | 50,000 |
| 6699 Other Building Cost | 76,000 | 255,200 | 35,437 | 30,000 | (225,200) | 30,000 | |
| * Building Costs | 2,111,700 | 2,605,400 | 2,554,288 | 2,657,100 | 51,700 | 2,749,000 | 91,900 |
| 6701 Equipment Purchase | | 1,400 | | | (1,400) | | |
| 6702 Small Tools | 53,000 | 53,000 | 68,524 | 46,000 | (7,000) | 46,000 | |
| 6703 Computer Equip/Rent | 3,000 | 3,000 | 12,159 | 5,000 | 2,000 | 5,000 | |
| 6704 Equipment Rental | 6,300 | 10,300 | 5,451 | 9,300 | (1,000) | 10,300 | 1,000 |
| 6705 Equip - R&M | 255,500 | 270,500 | 402,154 | 266,500 | (4,000) | 266,500 | |
| 6706 Computer R&M | | | 1,907 | | | | |
| 6707 Plumbing & Heating | 53,800 | 61,800 | 15,765 | | (61,800) | | |
| 6708 Mechanical Equipment | 128,000 | 153,000 | 186,304 | 155,000 | 2,000 | 155,000 | |
| 6711 Communication System | 10,000 | 46,400 | 77,188 | 90,000 | 43,600 | 90,000 | |
| 6731 Airtime | 100,000 | 63,600 | | | (63,600) | | |
| 6732 Mobile Data | 190,000 | 185,700 | 99,224 | 110,000 | (75,700) | 110,000 | |
| 6790 Equipment Transfer | (2,000) | | | | | | |
| * Equipment & Communications | 797,600 | 848,700 | 868,677 | 681,800 | (166,900) | 682,800 | 1,000 |
| 6802 Vehicle R&M | 8,636,000 | 8,169,500 | 8,762,429 | 7,608,000 | (561,500) | 7,746,300 | 138,300 |
| 6803 Vehicle Fuel - Diesel | 9,276,500 | 8,192,800 | 8,132,518 | 9,035,000 | 842,200 | 9,288,900 | 253,900 |
| 6804 Vehicle Fuel - Gas | 22,000 | 22,000 | 4,356 | 4,500 | (17,500) | 4,500 | |
| 6805 Tires and Tubes | 730,000 | 771,000 | 971,733 | 750,000 | (21,000) | 775,000 | 25,000 |
| 6806 Vehicle Rentals | 9,500 | 9,500 | 6,897 | 1,000 | (8,500) | 2,000 | 1,000 |
| 6810 Comm Vehicle R&M | | | 1,865,940 | 2,200,000 | 2,200,000 | 2,300,000 | 100,000 |
| 6811 Shop Supplies | | | 61,894 | 30,000 | 30,000 | 30,000 | |
| 6890 Vehicle Transfer | (165,400) | 7,100 | (185,698) | 169,200 | 162,100 | 386,000 | 216,800 |
| 6899 Other Vehicle Expense | | | | (579,000) | (579,000) | (445,000) | 134,000 |
| * Vehicle Expense | 18,508,600 | 17,171,900 | 19,620,069 | 19,218,700 | 2,046,800 | 20,087,700 | 869,000 |
| 6901 Membership Dues | 53,200 | 53,200 | 32,864 | 24,200 | (29,000) | 26,200 | 2,000 |
| 6902 Conferences/Workshop | 30,000 | 60,000 | 47,833 | 20,000 | (40,000) | 23,500 | 3,500 |
| 6903 Travel - Local | 36,500 | 36,500 | 26,341 | 29,000 | (7,500) | 28,000 | (1,000) |
| 6904 Travel - Out of Town | 62,000 | 62,000 | 13,685 | 21,500 | (40,500) | 23,500 | 2,000 |
| 6905 Training & Education | 306,000 | 271,000 | 135,595 | 188,700 | (82,300) | 189,000 | 300 |
| 6906 Licenses & Agreements | 104,100 | 73,400 | 94,135 | 86,000 | 12,600 | 88,000 | 2,000 |
| 6907 Commission Fees | 360,000 | 400,000 | 393,485 | 400,000 | | 400,000 | |
| 6908 Medical Examinations | 91,500 | 74,500 | 52,302 | 52,000 | (22,500) | 53,000 | 1,000 |
| 6910 Signage | 6,100 | 700 | 505 | | (700) | | |
| 6911 Facilities Rental | 115,000 | 85,000 | 69,766 | 163,400 | 78,400 | 163,400 | |
| 6912 Advertising/Promotio | 500,000 | 500,000 | 66,644 | 400,000 | (100,000) | 400,000 | |
| 6913 Awards | 20,000 | 20,000 | 22,567 | 18,000 | (2,000) | 18,000 | |
| 6914 Recruiting | 71,000 | 56,000 | 40,370 | 49,500 | (6,500) | 49,500 | |
| 6918 Meals | 14,500 | 14,500 | 6,443 | 7,000 | (7,500) | 7,000 | |
| 6919 Special Projects | 25,000 | 25,000 | 47,507 | 22,000 | (3,000) | 22,000 | |
| 6920 Land Purchase | | 14,000 | | | (14,000) | 14,000 | 14,000 |
| 6936 Staff Relations | 50,000 | 50,000 | 12,943 | 20,000 | (30,000) | 20,000 | |
| 6940 Fencing | | 2,500 | | | (2,500) | | |
| 6990 Gds & Svcs Trsf | 50,100 | 45,100 | | 700 | (44,400) | 1,100 | 400 |
| 6999 Other Goods/Services | 9,000 | 31,300 | | | (31,300) | | |
| * Other Goods & Services | 1,904,000 | 1,874,700 | 1,062,986 | 1,502,000 | (372,700) | 1,526,200 | 24,200 |

| Expenditures | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| 7009 Internal Trfr Other | | | (34,795) | | | | |
| 7010 IntTrfr Insur Funds | (100,000) | (100,000) | (160,493) | (100,000) | | (100,000) | |
| 7099 Interdept Chargeback | 14,000 | | | | | | |
| 9911 PM Labour-Reg | | | 19,913 | | | | |
| * Interdepartmental | (86,000) | (100,000) | (175,375) | (100,000) | | (100,000) | |
| 8011 Interest on Debentur | 606,700 | 513,900 | 520,724 | 427,000 | (86,900) | 340,000 | (87,000) |
| 8012 Principal on Debentu | 3,778,400 | 3,388,200 | 3,417,453 | 2,834,800 | (553,400) | 2,791,200 | (43,600) |
| * Debt Service | 4,385,100 | 3,902,100 | 3,938,177 | 3,261,800 | (640,300) | 3,131,200 | (130,600) |
| 8008 Transf to/fr Reserve | 3,152,100 | 552,100 | 521,328 | | (552,100) | | |
| 8014 Capital from Operati | 6,782,400 | 9,000,000 | 9,000,000 | 9,275,500 | 275,500 | 4,640,000 | (4,635,500) |
| * Other Fiscal | 9,934,500 | 9,552,100 | 9,521,328 | 9,275,500 | (276,600) | 4,640,000 | (4,635,500) |
| ** Total | 112,505,700 | 114,285,000 | 112,927,429 | 115,446,300 | 1,161,300 | 115,869,500 | 423,200 |
| Revenues | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| 4002 Comm. Property Taxes | (33,748,500) | (34,491,000) | (34,491,000) | (35,452,000) | (961,000) | (35,471,000) | (19,000) |
| * Tax Revenue | (33,748,500) | (34,491,000) | (34,491,000) | (35,452,000) | (961,000) | (35,471,000) | (19,000) |
| 4204 Area Rate Loc Transi | (26,717,500) | (27,305,300) | (27,576,829) | (27,873,000) | (567,700) | (27,968,000) | (95,000) |
| 4205 Area Rate Reg Transp | (16,587,300) | (16,952,200) | (16,991,579) | (17,303,000) | (350,800) | (17,365,000) | (62,000) |
| * Area Rate Revenue | (43,304,800) | (44,257,500) | (44,568,408) | (45,176,000) | (918,500) | (45,333,000) | (157,000) |
| 5102 Facilities Rentals | (84,000) | (84,000) | (34,440) | (54,500) | 29,500 | (54,400) | 100 |
| 5201 Fare Revenue | (34,470,000) | (34,500,000) | (32,824,490) | (33,820,000) | 680,000 | (33,720,000) | 100,000 |
| 5450 Other Sales Revenue | (14,500) | (15,000) | 56 | (17,000) | (2,000) | (352,300) | (335,300) |
| * Fee Revenues | (34,568,500) | (34,599,000) | (32,858,874) | (33,891,500) | 707,500 | (34,126,700) | (235,200) |
| 5503 Advertising Revenue | (650,000) | (700,000) | (683,000) | (664,800) | 35,200 | (664,800) | |
| 5508 Recov External Parti | (217,000) | (217,000) | (296,998) | (252,000) | (35,000) | (264,000) | (12,000) |
| 5600 Miscellaneous Revenue | (16,900) | (20,500) | (29,148) | (10,000) | 10,500 | (10,000) | |
| * Other Revenue | (883,900) | (937,500) | (1,009,146) | (926,800) | 10,700 | (938,800) | (12,000) |
| ** Total | (112,505,700) | (114,285,000) | (112,927,429) | (115,446,300) | (1,161,300) | (115,869,500) | (423,200) |
| Net Surplus/Deficit | 2015 Budget | 2016 Budget | 2016 Actual | 2017 Budget | 2017 Bud Var. | 2018 Budget | 2018 Bud Var. |
| Net Surplus/Deficit | | | | | | | |