



REVISED
Jan 25/17 (Slide 30 only)

P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 4
Committee of the Whole
January 25, 2017

TO: Mayor Savage and Members of Halifax Regional Council

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SUBMITTED BY: _____
Jacques Dubé, Chief Administrative Officer

DATE: January 18, 2017

SUBJECT: Proposed 2017/18 Multi-year Planning & Development Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented in the Information Report of November 22, 2016, staff is required to present the 2017/18 draft Business Unit Budget and Business Plans to the Committee of the Whole for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

RECOMMENDATION

It is recommended that the Committee of the Whole direct staff to proceed to prepare the 2017/2018 Multi-year Planning & Development Budget and Business Plan, including 2018/2019 in principle, as proposed in the accompanying presentation and consistent with the preliminary fiscal direction.

BACKGROUND

As part of the design of the 2017/2018 Budget and Business Plan development process, the Committee of the Whole is reviewing each Business Unit's high level budget and proposed plans in advance of detailed HRM Budget and Business Plan preparation.

At the December 6, 2016 Committee of the Whole Regional Council considered and confirmed their Council Priority Outcomes and on December 14, 2016 provided fiscal direction for the 17/18 multi-year budget, directing staff to: "develop the 2017/18 Multi-year Budget and Business Plans in support of the fiscal direction and approved priorities."

DISCUSSION

Staff has prepared the proposed 17/18 Budget consistent with the preliminary fiscal direction received from Council on December 14, 2016 and aligned with Council Priorities as approved on December 6, 2016.

Following direction from the Committee of the Whole, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed HRM 2017/18 Multi-year Budget and Business Plan documents to be presented to Council, as per the process and schedule in the November 22, 2016 Information Report.

RISK CONSIDERATION

None are specifically associated with this report.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2017-18 Multi-year budget. There are no immediate financial implications from these recommendations. The broader financial implications will be discussed and debated as the budget is developed in more detail.

COMMUNITY ENGAGEMENT

None are specifically associated with this report.

ENVIRONMENTAL IMPLICATIONS

None

ALTERNATIVES

The Committee of the Whole can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed HRM Budget and Business Plan documents.

ATTACHMENTS

Planning & Development 2017 – 2018 Multi-year Budget and Business Plan Presentation

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.php> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

Report Prepared by: Denise A. Ryan – Coordinator, Planning & Development, 902.490.4355

Original Signed

Report Approved by: _____
Bob Bjerke, Chief Planner and Director, Planning & Development, 902.490.1627

Original Signed

Report and Financial Approval by: _____
Amanda Whitewood, Director of Finance & ICT/CFO, 902.490.6308

The background of the slide features a large, abstract geometric shape composed of several overlapping triangles in various shades of blue. The word "HALIFAX" is prominently displayed in white, bold, uppercase letters within the upper right portion of this blue area.

HALIFAX

**Planning & Development
Multi-Year Budget & Business
Plan**

Committee of the Whole on Budget

January 25, 2017

Planning & Development Vision Statement

By 2019, the Planning & Development Department will be shaping Halifax's communities with clarity and focus.

Our team is leading Halifax's transformation, ensuring our city is resilient and a preferred destination for people, investment and new ideas. We are taking action aligned with these priorities and are delivering results that are valued by Council and the community.

We are providing a higher level of service and citizen engagement. We are responsive to our clients and active in our neighbourhoods; we share our success stories with our community. We have modernized our department by improving and streamlining our legislation, processes, supporting tools and technologies.

We have a dynamic, professional work environment founded in a culture of mutual trust and respect. Our team is engaged and we have created new opportunities for career growth and development.

**Our
Communities**



**Our Citizens
& Clients**



**Our
People**



Planning & Development: *Renewal*

We care about Halifax and this commitment shows in our work. We are viewed as credible and trusted public servants of Council. We are making a difference.

**2017/18 and 2018/19 Planning & Development
Draft Budget and Business Plan**

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Planning & Development: *Service Areas*



- Regional and Community Planning
- Urban Design and Heritage Planning
- Land Development and Regulation
- Infrastructure Planning & Growth Analysis
- Transportation Planning and Parking Strategy
- Energy and Environmental Management
- Licensing and Bylaw Compliance
- Building Standards

Planning & Development: *A Snapshot*



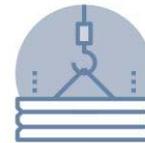
110 Planning Applications



4,167 Building Permits



400 Subdivision Applications



Permits with construction value of \$684 million



15,000 inspections for bylaw enforcement



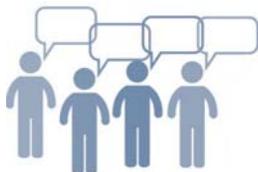
16,300 service requests for by-law enforcement, animal services and license support services



171,000 parking tickets, generating \$4 million in revenue



24,600 licenses



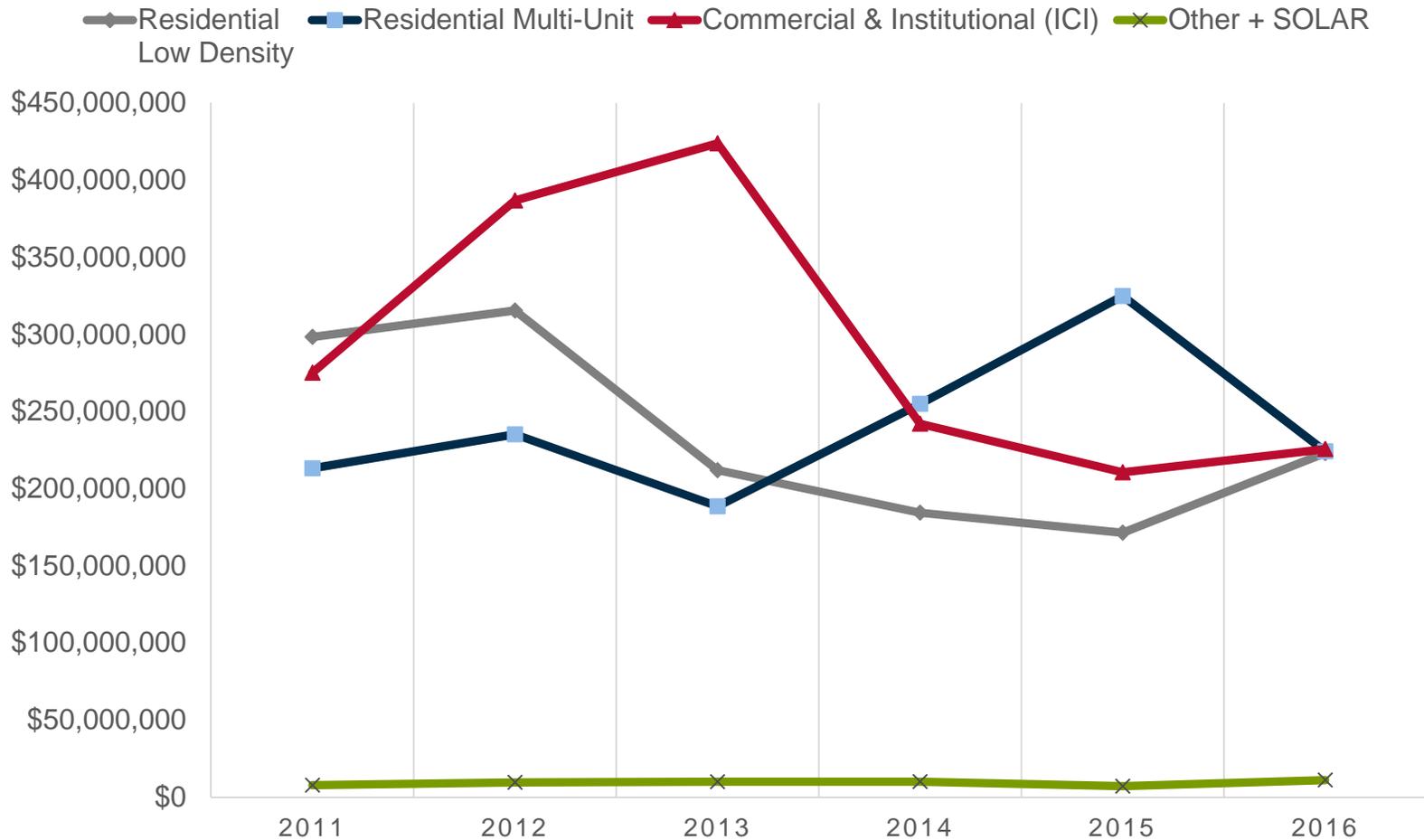
60+ Consultations engaging 3730+ individuals and online engagement of +18,800 participants



2 Heritage Conservation Districts in progress

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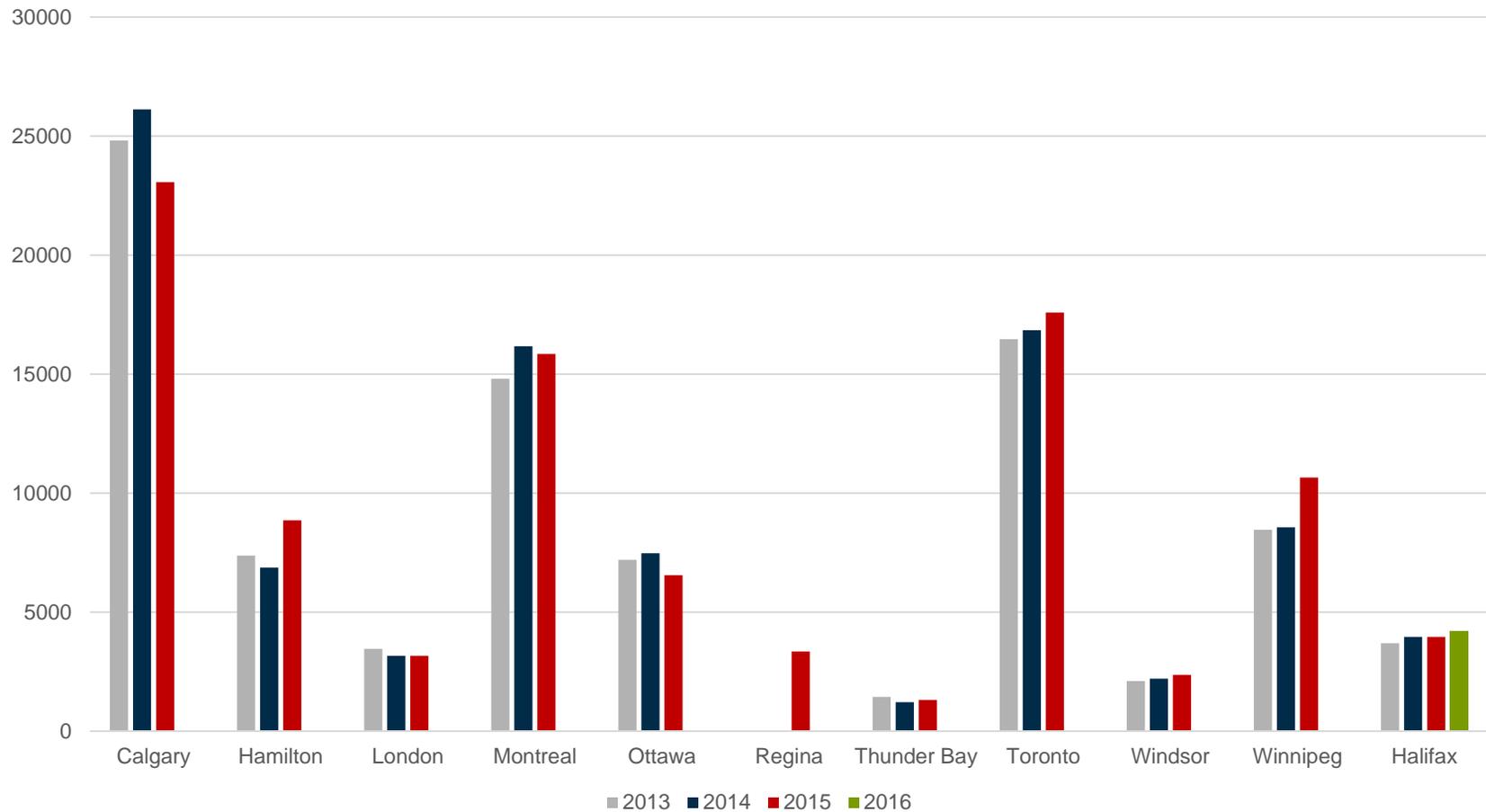
Planning & Development: Construction Value by Type (2011 to 2016)



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Planning & Development: KPI

Number of Building Permits issued per calendar year

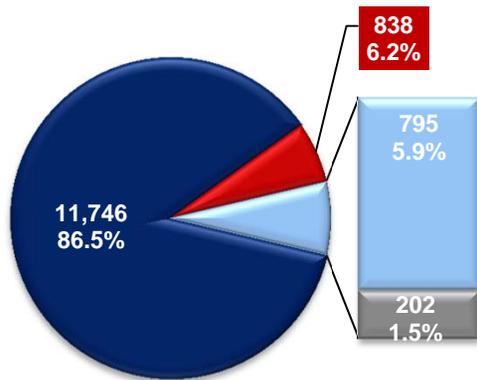


HALIFAX

Planning & Development: KPI

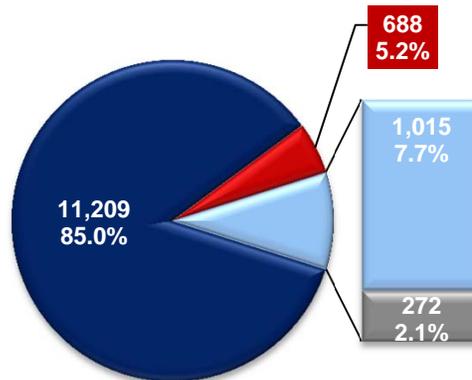
Customer Service Requests

Q1- April to June



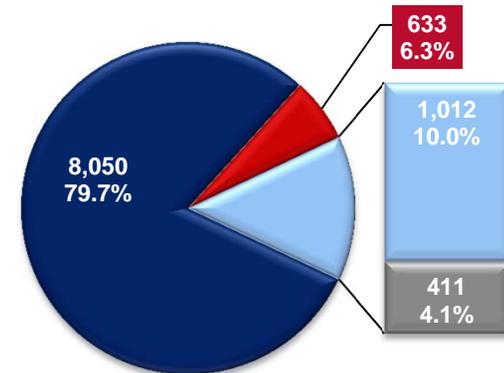
■ Closed w/in Std ■ Open not Due
■ Closed outside Std ■ Open Overdue

Q2: July to September



■ Closed w/in Std ■ Open not Due
■ Closed outside Std ■ Open Overdue

Q3: October to December

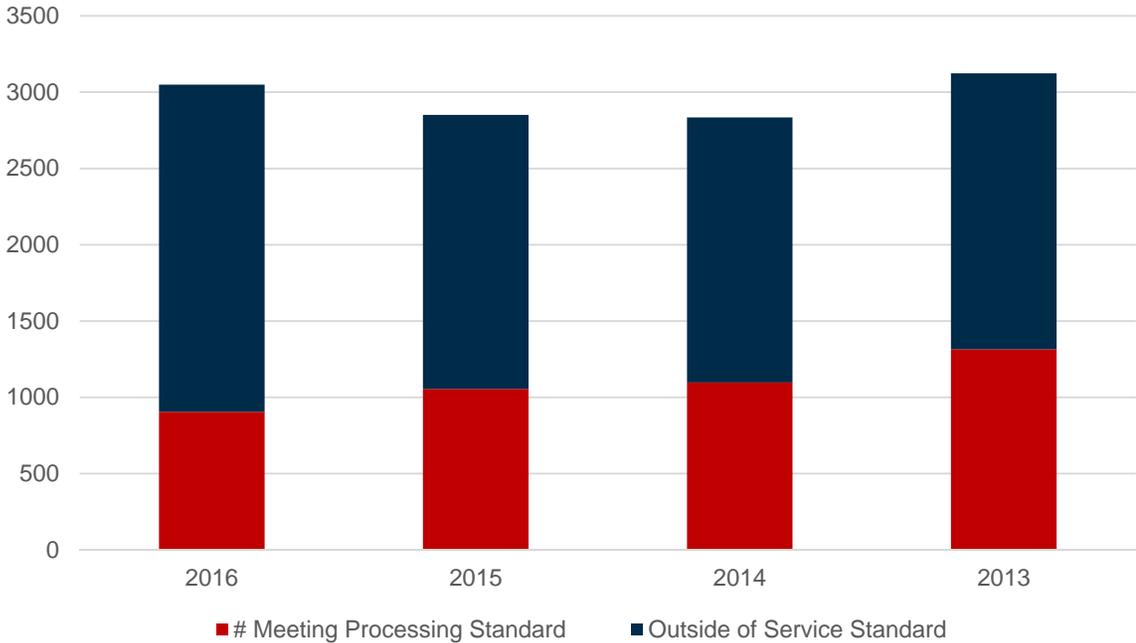


■ Closed w/in Std ■ Open not Due
■ Closed outside Std ■ Open Overdue

Customer Service Requests: Types of Requests include inquiries in regards to Parking enforcement, Development Approvals, Animal Control, Permit inquiries/complaints and unsightly/dangerous property complaints.

Planning & Development: KPI

Small Development Proposal Processing (As-of-Right)

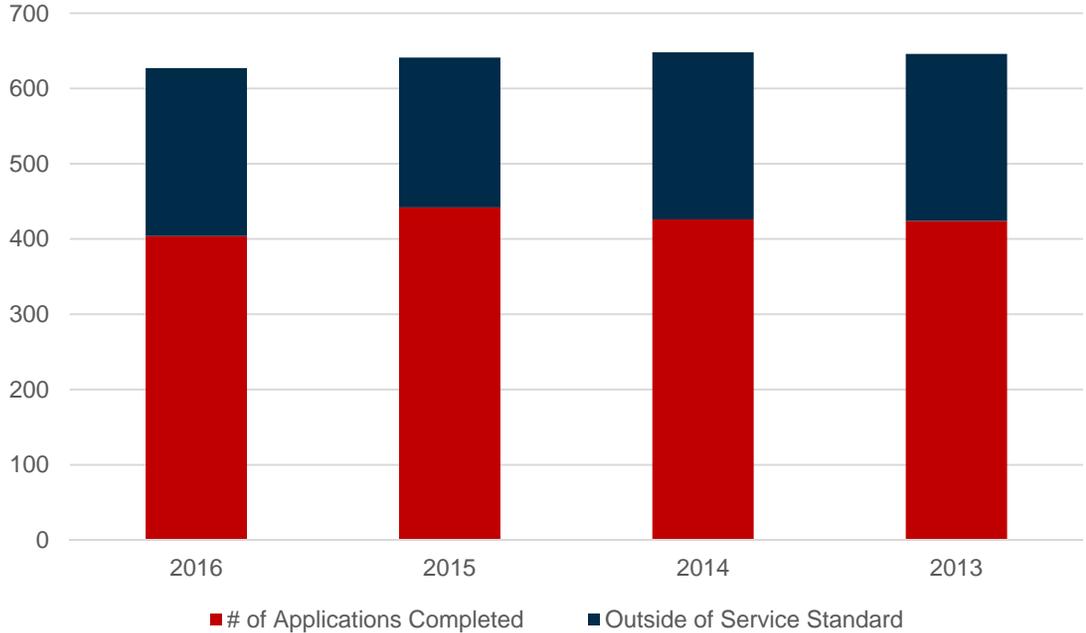


Business Standard:
5 business days

Median Processing Time:
 2016 – 9 business days
 2015 – 8 business days
 2014 – 8 business days
 2013 – 7 business days

Planning & Development: KPI

Major Development Proposal Processing (As-of-Right)

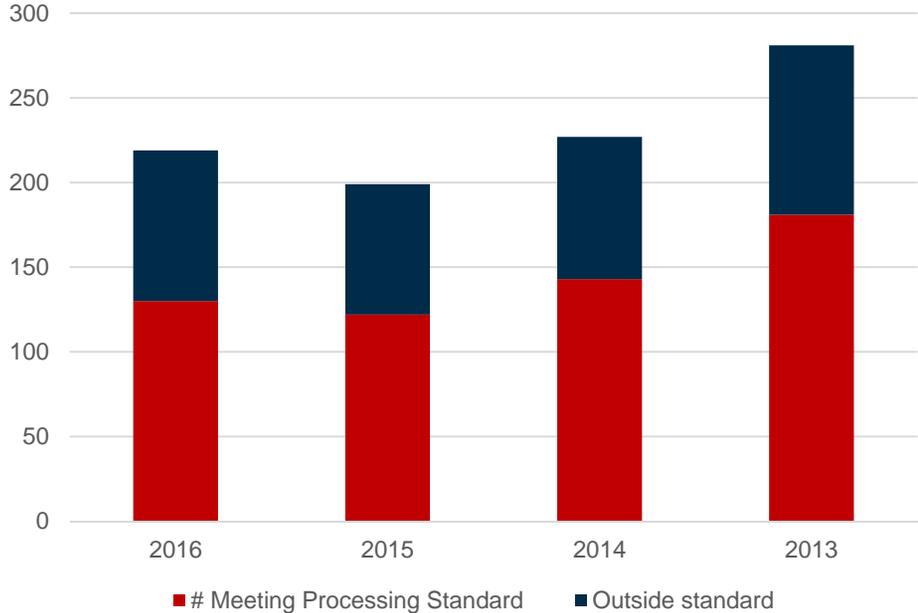


Business Standard:
15 business days

Median Processing Time:
2016 – 12 business days
2015 – 11 business days
2014 – 11 business days
2013 – 12 business days

Planning & Development: KPI

Subdivision Applications (no new infrastructure)

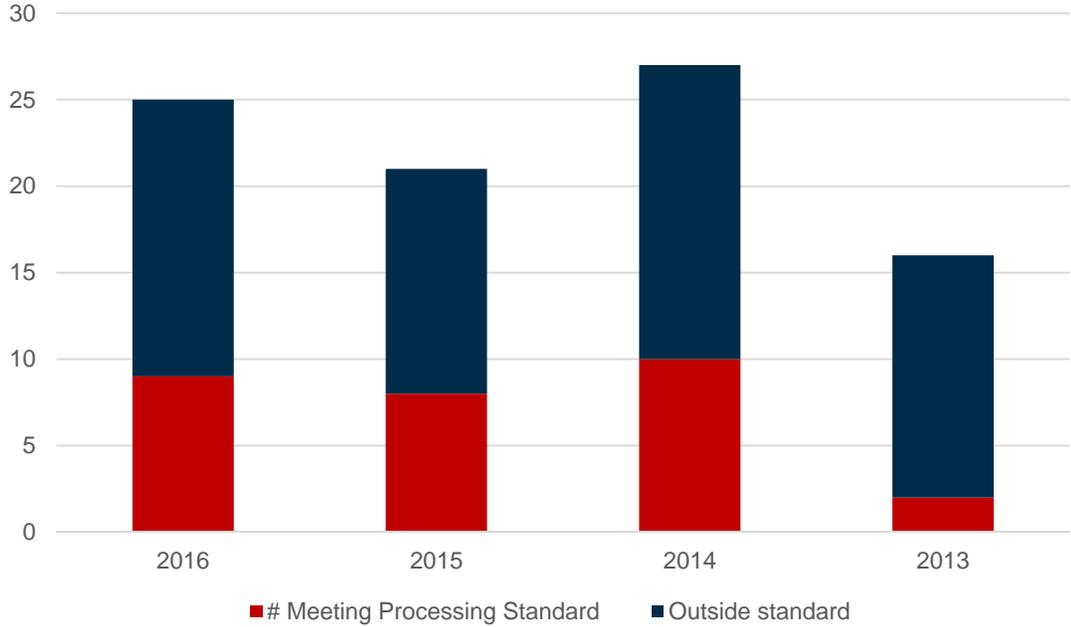


Business Standard:
65 business days

Median Processing Time:
2016 – 55 business days
2015 – 52 business days
2014 – 53 business days
2013 – 47 business days

Planning & Development: KPI

Subdivision Applications (with new infrastructure)



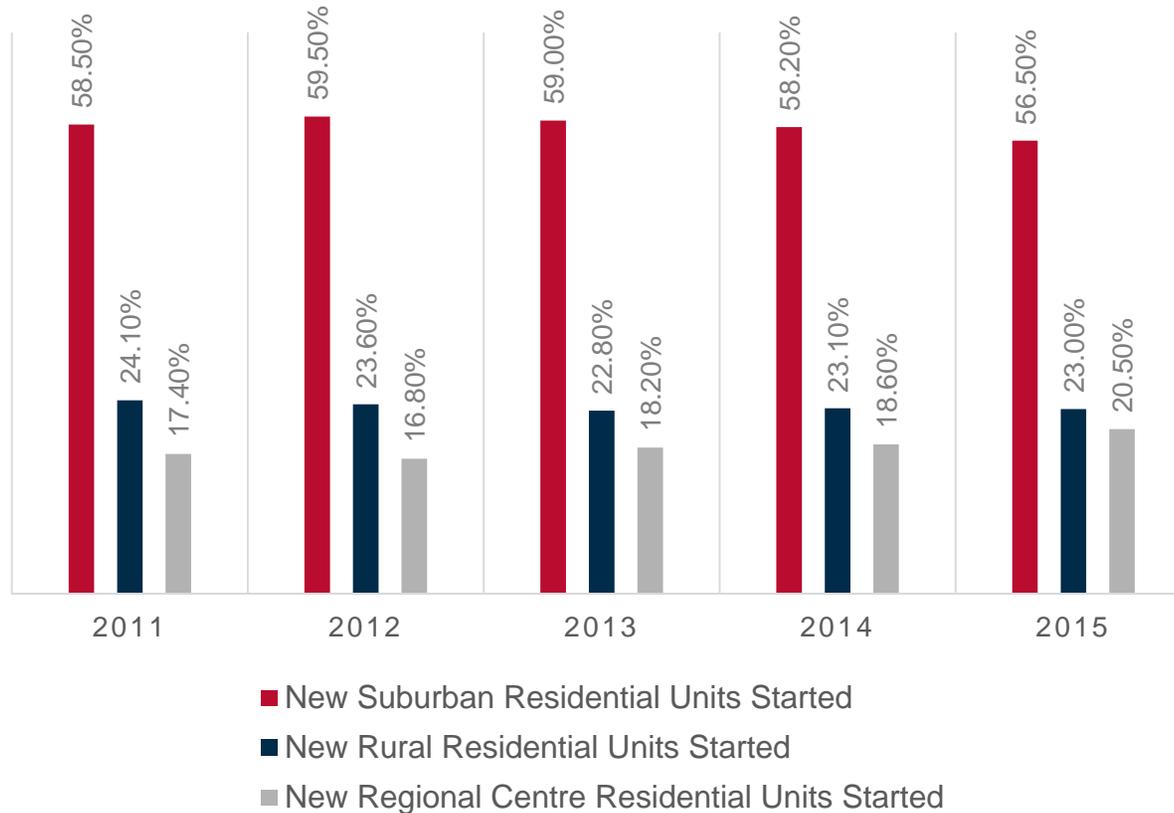
Business Standard:
130 business days

Median Processing Time:
 2016 – 186 business days
 2015 – 339 business days
 2014 – 188 business days
 2013 – 188 business days

Planning & Development: KPI

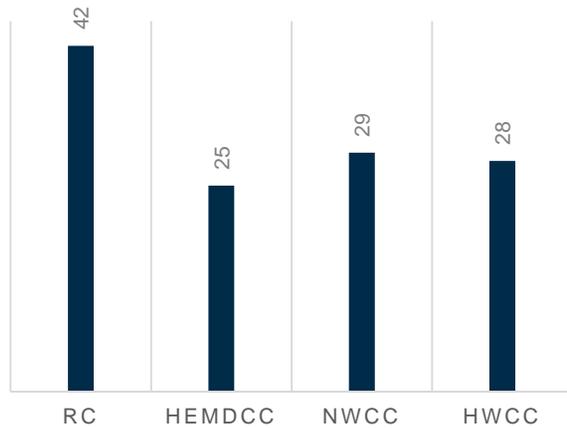
Housing Starts

HOUSING STARTS

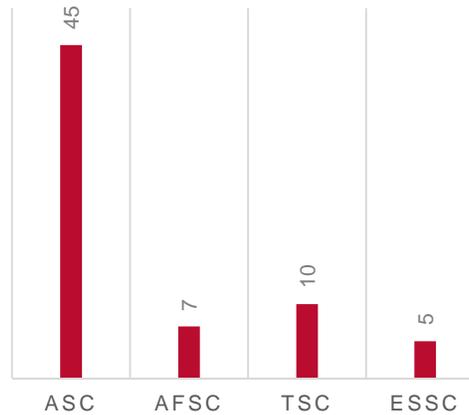


Planning & Development: *A Snapshot*

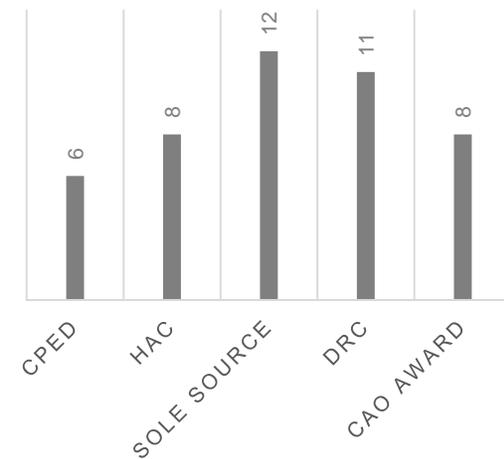
OF REPORTS



OF REPORTS



OF REPORTS



Regional & Community Council: 124 Reports

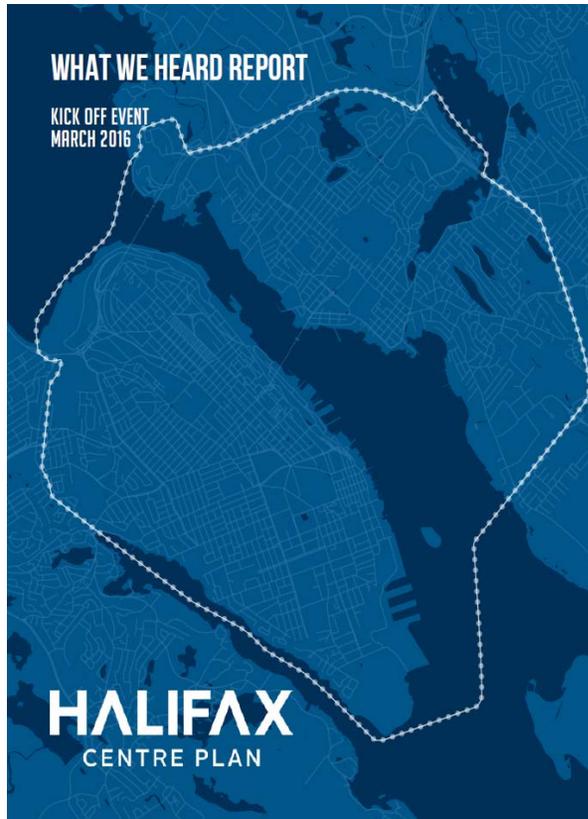
Standing Committees: 67 Reports

Other: 45 Reports

Reports completed in Report Centre: 56 reports

TOTAL: 290 reports

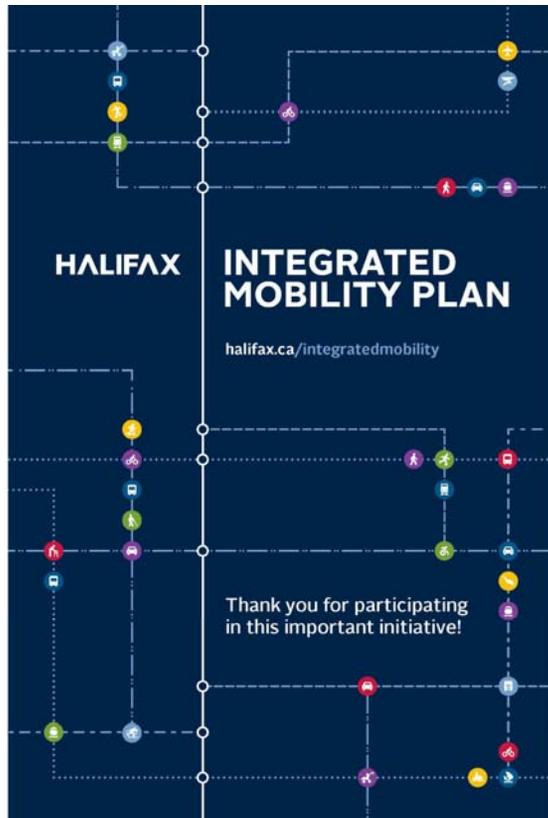
16/17 Update: *Centre Plan*



- **Engagement:**
 - March, 2016: Launch Open House
 - May, 2016: Neighbourhood Workshops
 - June, 2016: Growth Scenarios Open House
 - Summer, 2016: Stakeholder Meetings/Pop-Up events
 - January, 2017: Consultations with stakeholders continue
- **Draft Policy:**
 - Public Comments about the Draft Policy Directions were received until December, 2016.
- **Next Steps:**
 - Comments from the Public and the Community Design Advisory Committee are currently being worked into a revised draft of the Secondary Municipal Planning Strategy.
 - The Land Use By-Law Regulations necessary to implement the Secondary Municipal Planning Strategy are being drafted and will be released for comment following the review of the updated Secondary Municipal Planning Strategy by the Community Design Advisory Committee.

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16/17 Update: *Integrated Mobility Plan*



Engagement: Attendees had the opportunity to:

- Confirm their vision for sustainable transportation
- Explore ways to achieve the Regional Plan transportation objectives
- Develop key priorities or bold moves in creating an Integrated Mobility Plan for the region

Next Steps:

The third and final round of public consultation will commence in April, 2017 with several “pop-up” sessions between January and April, 2017. A draft report is scheduled to be complete by June, 2017, and an interim update to Council will be provided in February/March.

16/17 Update: *Public Engagement*

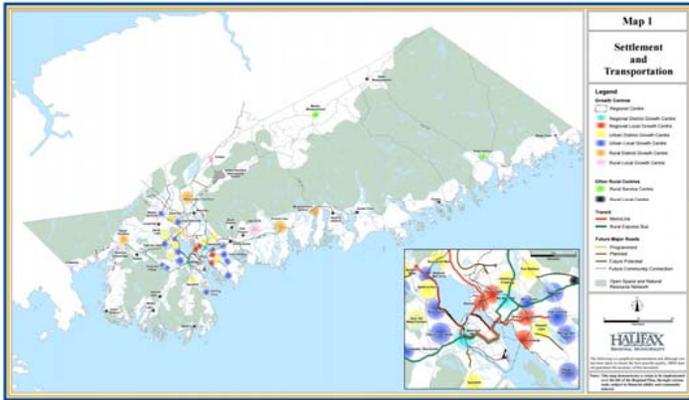
Engagement: 60+ Consultations engaging 3730+ individuals and online engagement of +18,800 participants. In addition to public consultations for individual planning applications, engagement was also initiated for:

- Land Use Bylaw Requirements for 25 acre lots
- Construction Mitigation
- Quinpool 6067
- Downtown Halifax Plan Review
- Heritage Conservation Districts
- Dutch Village Plan

Next Steps: A renewed Public Engagement approach for P&D will be presented to Regional Council this winter in an effort to improve on our clarity and transparency when engaging the public



16/17 Update: Regional Plan Implementation



- **Secondary Planning:** The Port Wallace secondary planning process has completed various studies (Watershed Study, Land Suitability Assessment) and public consultation on draft community design guidelines and preliminary concept plans. **Next Steps:** Infrastructure and Capital Cost Contribution Study.

- **Regional Plan Indicators Project:** Initiated to establish, measure, and report on the performance indicators in order to provide Regional Council and the community with a clear sense of how the Regional Plan is meeting its stated objectives.



- **Rural Planning:** Priority team was created with the P&D organizational design effective on April 1, 2016. Staff team recruitment was completed in December, 2016 and work planning is underway.

16/17 Update: *Green Network Plan (HGNP)*



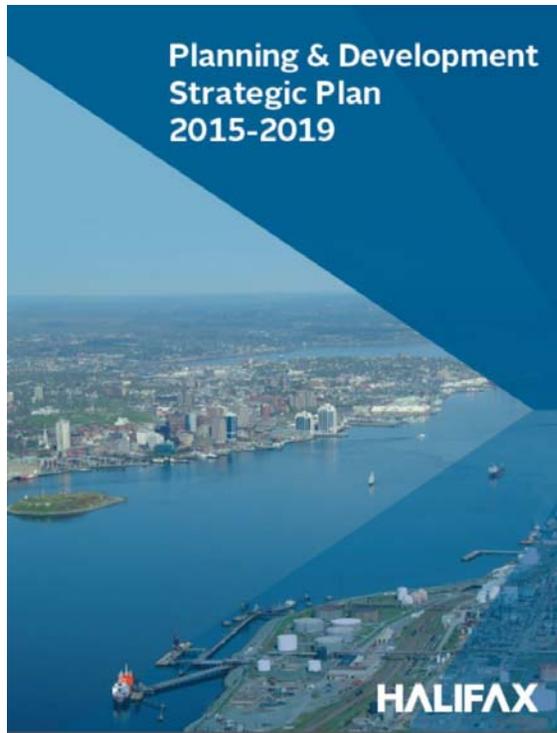
Update: The HGNP is in its final phase of development. The Primer report establishes the core planning directions that, with Council's direction, will provide the foundation for the final draft Plan and implementation details.

Next steps:

- Primer Report recommendation to CPED and Regional Council
- Final round of public engagement beginning early to mid-February and internal engagement January to early February
- Final Draft Plan developed by late March
- Final draft Plan recommendation to CPED and Regional Council in the spring, 2017.

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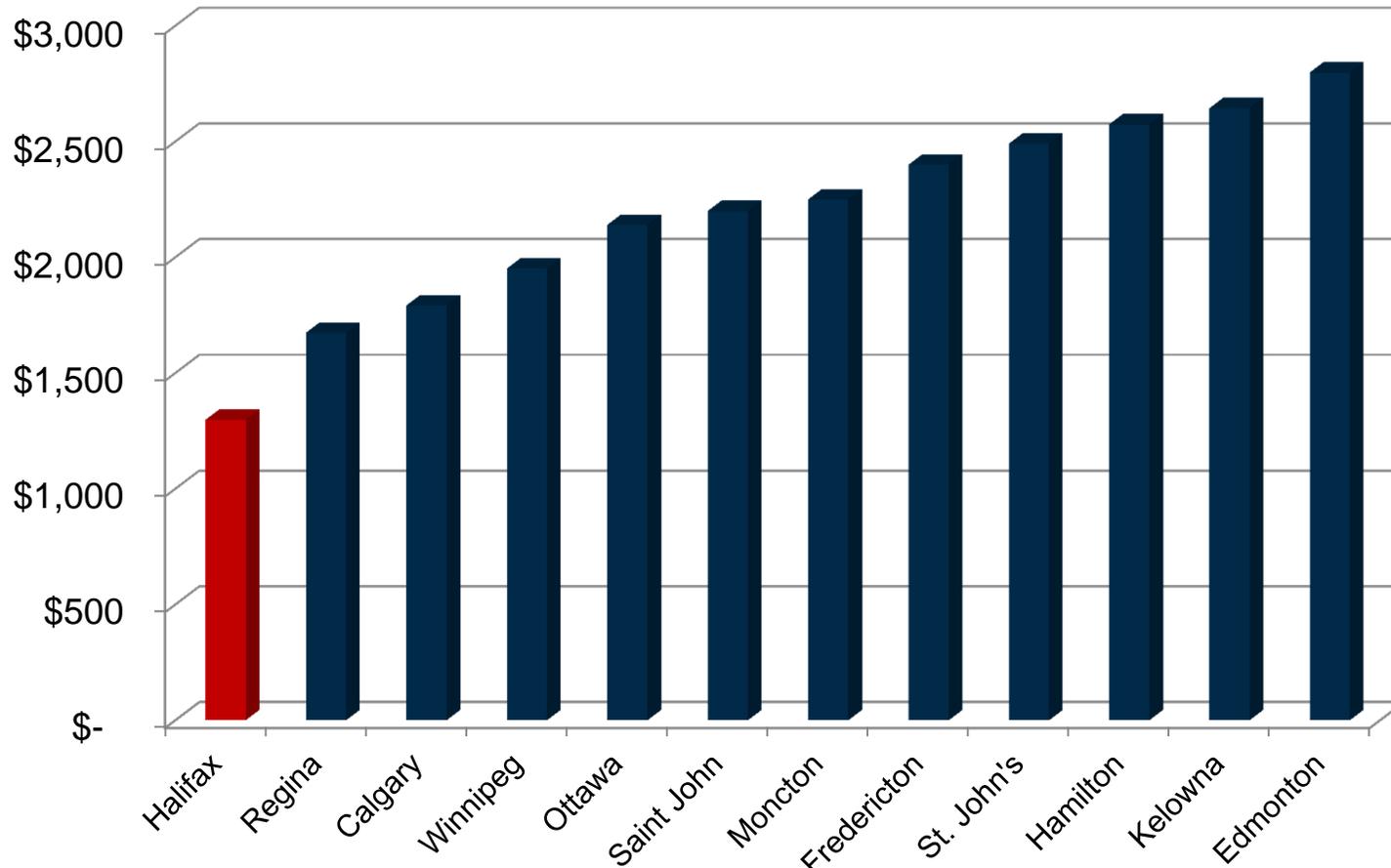
16/17 Update: *P&D Renewal*



- **Renewal:** 2016/2017 changes included renewed organization design with new priority teams and alignment of services within office locations
- **Staffing:** Major efforts to fill vacant positions and the 14 newly created positions that were effective as of our reorganizational design in April, 2016.
- **Technology:** RFP for Permits & Licensing technology solution closes February 3, 2017. Next steps include process mapping and service standard alignment.
- **Fees & Service Standards:** *Phase One:* Fee Principles approved August, 2016. *Phase Two:* Fee and comprehensive service standards will be presented to Regional Council in the upcoming months. Public commitments are to improve service levels prior to increase fees levels.

16/17 Update: Benchmarking *Fee Rationalization*

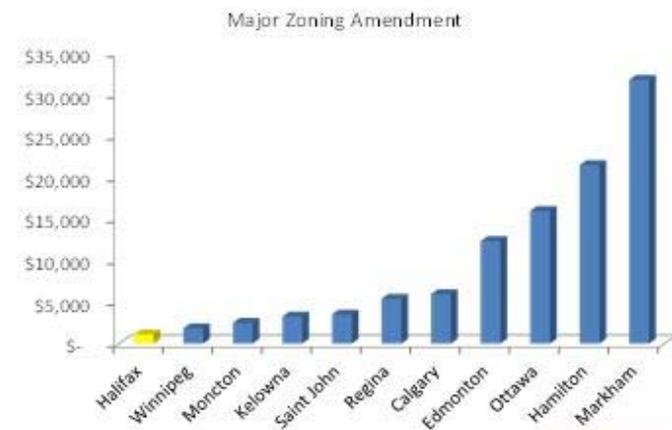
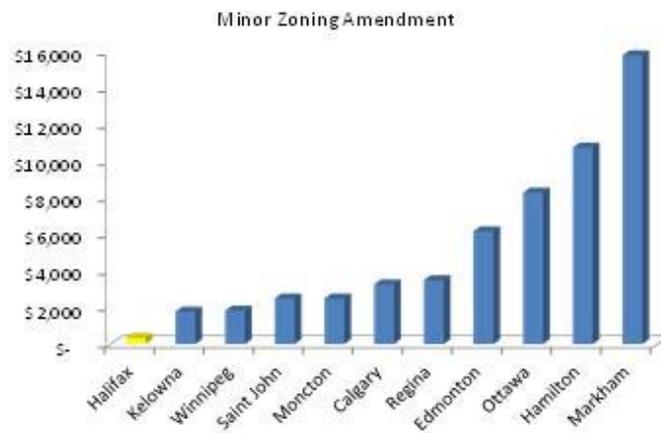
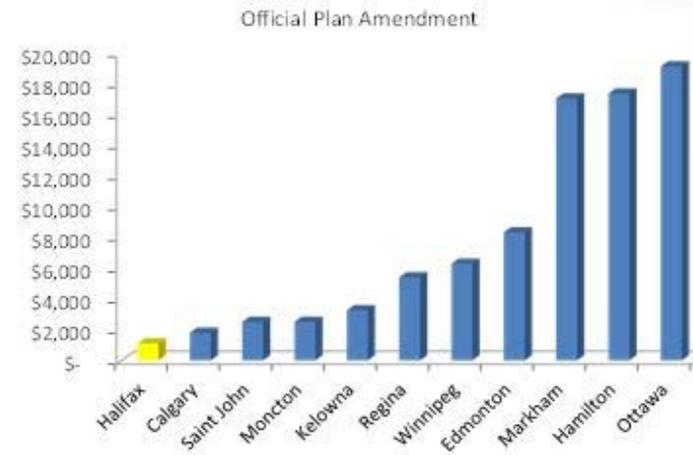
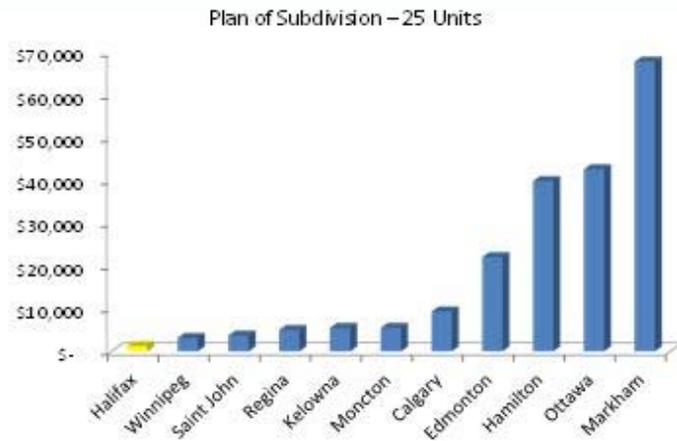
Residential Building Permit Fees – 2,000 sq. ft.



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16/17 Update: Benchmarking *Fee Rationalization*

Existing Planning Fees Are Low in Relation to Other Municipalities



16/17 Update: Benchmarking *Fee Rationalization*

		Ranges
  171,000 parking tickets, generating \$4 million in revenue	Moncton	\$45-\$125
	Montreal	\$25-\$200
	Ottawa	\$40-\$120
	Toronto	\$30-\$300
	Regina	\$45-100
	Winnipeg	\$30-\$100
	Calgary	\$40-\$75
	Vancouver	\$70-\$500
	Halifax	\$25-\$100

Operating Budget Overview

Cost Element Groups	2016-17	2017-18	2018-19
Expenditures	Base Year	Proposed	Proposed
* Compensation and Benefits	\$ 14,799,900	\$ 15,994,127	\$ 16,241,564
* Office	\$ 226,400	\$ 215,700	\$ 223,800
* External Services	\$ 2,859,900	\$ 2,378,800	\$ 2,486,000
* Supplies	\$ 31,300	\$ 30,300	\$ 31,500
* Materials	\$ 100	\$ 100	\$ 100
* Building Costs	\$ 47,000	\$ 35,000	\$ 30,000
* Equipment & Communications	\$ 115,900	\$ 156,600	\$ 55,000
* Vehicle Expense	\$ 8,700	\$ 32,200	\$ 32,700
* Other Goods & Services	\$ 976,500	\$ 975,600	\$ 954,100
* Interdepartmental	\$ 400	\$ 400	\$ 400
* Debt Service			
* Other Fiscal	(\$ 836,200)	\$ 66,900	\$ 96,900
** Total	<u>\$ 18,229,900</u>	<u>\$ 19,885,727</u>	<u>\$ 20,152,064</u>
Revenues			
** Total	\$(12,986,000)	\$(14,521,000)	\$(15,752,064)
TOTAL	\$ 5,243,900	\$ 5,364,727	\$ 4,400,000

Service Area Budget Overview

Service Areas	2015/2016	Realigned Service Areas	2016/2017	Proposed 2017/2018	Proposed 2018/2019
P&D Administration	592,600	Director's Office	429,234	733,914	738,228
		Business Services	1,649,767	1,370,414	1,355,600
Development Approvals	5,206,800	Current Planning	2,130,443	2,496,333	2,557,752
Planning Services	3,263,500	Regional Planning	3,784,020	4,569,090	4,608,520
Municipal Compliance	(4,191,100)	Buildings & Compliance	(4,639,873)	(5,957,479)	(7,019,604)
		Infrastructure Planning	1,890,309	2,152,455	2,159,504
	\$4,871,800		\$5,243,900	\$ 5,364,727	\$ 4,400,000

Staff Counts (FTEs)

Service Area	2015/2016 FTEs	2016/2017 FTEs	2017/2018 FTEs	2018/2019 FTEs
Planning & Development Total	189	203	203	203
Director's Office	3	3	3	3
Business Services	0	28	27	27
Buildings & Compliance	78	78	78	78
Infrastructure Planning	0	20	20	20
Regional Planning	31	36	37	37
Current Planning	77	38	38	38

P&D Capital Budget Implications

Capital Project Name	Project Total Capital Budget	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact	Outcome Supported / Description of New Cost
LiDAR Data Acquisition	\$1,073,370				<p>Liveable Communities</p> <p>HRM currently has accurate elevation data for approximately 25% of the municipality. The project would provide full coverage for HRM with a flight area of approximately 5,900 sq. km.</p>
Permits, Licensing and Compliance Technology Solution	\$5,650,000	\$133,333	\$97,000	\$230,333	<p>Service Delivery; Governance & Engagement</p> <p>Procure and implement a new corporate solution to replace the permitting, licensing and compliance business functionality currently provided within the aging Hansen system and to improve Permitting, Licensing, Land Management and Compliance services and/or functionality (new functions, efficiencies, etc.) for staff, HRM's clients' and general public</p>



P&D Capital Budget Implications

Capital Project Name	Project Total Capital Budget	OCC in 17/18 (Prorated)	OCC in 18/19 (Prorated)	Total 2 Year Operating Impact	Outcome Supported / Description of New Cost
Parking Technology	\$4,370,000	\$14,210	\$205,400	\$219,610	Transportation, Service Delivery
					Supports parking payment, enforcement of parking, as well as parking ticket payment. The project includes the procurement and implementation of an end to end integrated parking solution that includes payment parking (meter replacement), monitoring of parking (parking handhelds), enforcement, and payment of parking fines, as well as reporting.
Total	\$11,093,370	\$147,543	\$302,400	\$449,943	

Summary of 2 year Budget Changes

Planning & Development	Proposed 17/18 Budget	Proposed 18/19 Budget
Starting Budget 2016-2017	5,244,000	5,244,000
Total Change Included	120,700	-844,000
Proposed Budget	5,364,700	4,400,000

Changes Included in Proposed Budget

Proposed Change	Proposed 17/18 \$ Impact	Proposed 18/19 \$ Impact	2 Year Cumulative	Impact on Service Delivery and/or Council Priority
Wage increases resulting from approved NSUPE Collective Agreement	\$626,200	\$626,200	\$1,252,400	Required to maintain existing staffing levels.
P&D Renewal: New positions added as a result of service review	\$568,000	\$815,500	\$1,383,500	Recruitment for all 14 new positions to be complete by spring 2017. Prorated for 2017/18 as staff are hired.
Increased data acquisition	\$180,000	\$180,000	\$360,000	Investment to support evidence based decision-making via the Social & Economic Research team, Bylaw Simplification and Regional Planning teams.
Increased rural transit grants	\$30,000	\$30,000	\$60,000	Rural planning as a strategic priority
Taxi Licensing training program	\$60,000	\$60,000	\$120,000	Alternative service delivery



Revised

Changes Included in Proposed Budget

Proposed Change	Proposed 17/18 \$ Impact	Projected 18/19 \$ Impact	2 Year Cumulative	Impact on Service Delivery and/or Council Priority
New parking enforcement contract	\$40,000	\$40,000	\$80,000	Renewed contract for parking management.
Training & Development	\$50,000	\$50,000	\$100,000	Staff development and professional licensing certifications
Other	\$101,500	\$120,400	\$221,900	Various expenses including telephone, vehicles, computer equipment, etc.
Increase revenue through fee review for parking violations	-\$1,535,000	-\$1,535,000	-\$3,070,000	Fee rationalization of parking fines throughout HRM.
Increase revenue through fee rationalization review		-\$1,231,100	-\$1,231,100	Public commitments are to improve service levels prior to increased fees levels. Service standards would be reviewed in Year One.



Planning & Development: *Summary*

Top priorities for upcoming fiscal year:

- Change management
- Ensure delivery of the Centre Plan and Integrated Mobility Plan
- Simplify Land Use By-Law Framework
- Review Planning Applications Process
- Rationalize Fee Structure
- Implement Permits & Licensing Technology Solution



Questions and Discussion

