

# HALIFAX

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

**Item No. 1**  
**Budget Committee**  
**October 29, 2019**

**TO:** Chair and Members of Budget Committee  
(Standing Committee of the Whole on Budget)

**SUBMITTED BY:** Original Signed

---

Jane Fraser, Director, Finance & Asset Management and ICT

Original Signed by



---

Jacques Dubé, Chief Administrative Officer

**DATE:** October 15, 2019

**SUBJECT:** 2020/21 Shape Your Budget Citizen Engagement Pilot Results

---

## **INFORMATION REPORT**

### **ORIGIN**

May 27, 2019 meeting of the Executive Standing Committee, Item 12.2. (Approved by Regional Council, June 4, 2019, Item 15.2.1)

### **LEGISLATIVE AUTHORITY**

#### **Council and Chief Administrative Officer relationship 34**

(1) The Chief Administrative Officer is the head of the administrative branch of the government of the Municipality and is responsible to the Council for the proper administration of the affairs of the Municipality in accordance with the by-laws of the Municipality and the policies adopted by the Council.

### **BACKGROUND**

At their June 4, 2019 meeting, Regional Council approved the staff report dated May 16, 2019, regarding proposed changes to the HRM's Strategic Multi-Year Business Planning and Budget Process. Specifically, Regional Council approved a pilot Citizen Engagement plan, including the use of pop-ups and a survey to inform the 2020/21 budget and business planning process.

The engagement asks the same questions as the 2018 Citizen Survey. The objectives for this public engagement were to:

- Pilot a new approach for community engagement on the budget and business planning process using pop-ups and consultations in the community;
- To engage and build trust with residents of diverse communities across the municipality;
- Understand the priorities and expectations of residents, their experiences, and identify opportunities to improve and make the engagement process more accessible; and
- To identify the mix of programs and services to best meet the expectations of Halifax residents and taxpayers.

For further information on the background of this item, refer to the staff report date June 4, 2019. [https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/190604rc1521\\_0.pdf](https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/190604rc1521_0.pdf)

## **DISCUSSION**

This marks the first year that the municipality has encouraged public participation in the business planning and budget process through nine public engagement in the community. The Shape Your Budget initiative included visiting community groups and hosting pop-up sessions at various locations across the municipality to educate, engage, and receive input from citizens. Participants were asked to complete a survey hosted on the municipality's Shape Your City public engagement portal. The survey was available to all residents, not just those who attended a pop-up event.

The survey asked participants about their priorities and expectations, their experiences with the municipality, and their satisfaction with the services provided. It was open from September 3<sup>rd</sup> to 30<sup>th</sup>, and residents could complete it online, or complete a paper copy that was available at one of the pop-up events.

A copy of the survey questions is found in Appendix 1.

2An extensive media and social media advertising campaign helped to build awareness of the events, encourage attendance, and inform residents of the opportunity to complete the survey online if they chose not to attend a pop-up. In total, **the municipality received 1,078 responses to the Survey**. This is a 55% increase in responses compared with the budget allocator for 2018 (695 responses), but about 70% of the responses to the Open version of the 2018 Citizen Survey (Open being the version available to all residents, as compared to the Invitation-based citizen survey, which had 1,097 respondents).

Locations for the pop-up engagements were selected after discussions with the Diversity and Inclusion team and internal departments who had recently conducted pop-ups or community engagements. Key considerations were the accessibility of the location and proximity to bus stops. As the intent was to engage with under-represented communities, locations were identified that best suited those residents and would lead to improved engagement opportunities. Pop-up events locations were specifically chosen to ensure engagement with members of the African Nova Scotian / African Canadian community, the Indigenous community, the Immigrant community, and the Francophone community, as well as accessibility to the disabled community.

At the pop-up events, staff would set up a table with information about the municipality's budget. The format encouraged passers-by to engage, and staff actively sought participants who were using the location for purposes other than to attend the pop-up. Staff had several tablets on hand and encouraged participants to complete the survey on-site. Business cards with a link to the survey were distributed to residents to allow them to complete it at their own convenience if they could not do it at the pop-up location.

Pop-up events were held at the following times and locations.

<b>Date</b>	<b>District</b>	<b>Location - Event</b>
Tues Sept 10	District 2 – Preston / Chezzetcook / Eastern Shore	Musquodoboit Harbour Public Library
Wed Sept 11	District 4 – Cole Harbour/Westphal	Cole Harbour Place – Entrance / Foyer
Thurs Sept 12	District 8 – Halifax Peninsula North	Halifax North Public Library
Mon Sept 16	District 12 – Clayton Park	Keshen Goodman Library (Thomas Raddall Room) (Facilitated Focus Group with members of the immigrant community)
Tues Sept 17	District 5 – Dartmouth Centre	Dartmouth North Public Library / Community Centre
Wed Sept 18	District 4 – Cole Harbour/Westphal	Black Cultural Centre for Nova Scotia
Thurs Sept 19	District 13 - Hammonds Plains - St. Margaret's	Upper Hammonds Plains Community Centre
Sat Sept 21	District 8 – Halifax Peninsula North	Mi'kmaw Native Friendship Centre
Sat Sept 21	District 5 – Dartmouth Centre	French Services Fair - Alderney Landing

### **Pop-Up Engagement Overview**

Each pop-up event had its own unique feel and participation. The event at the Musquodoboit Harbour Public Library took place two days after Hurricane Dorian, and much of that community had not yet had power restored. Many of the attendees were people using the Library as a source of shelter or power.

The Cole Harbour Place pop-up was originally scheduled for Saturday September 7<sup>th</sup>, to coincide with the Harvest Festival event at CHP. The Festival was postponed due to the hurricane, so an alternate time was selected. This likely significantly impacted participation, as the Harvest Festival was expected to draw large numbers of residents.

The pop-ups at the Black Cultural Centre for Nova Scotia and the Upper Hammonds Plains Community Centres attracted smaller crowds because they were held in locations and times that did not have normal foot traffic. However, the participants who attended were engaged, and an informal discussion occurred where residents voiced their concerns about specific community issues, outlined their priorities, and provided input on municipal services.

A pop-up was held at the Mi'kmaw Native Friendship Centre on the date of their Annual General Meeting to engage with the increased number of community members attending that event; and to increase awareness and participation from the Francophone / Acadian community, a Shape Your Budget pop-up was included at the French Services Fair.

Corporate Planning worked with the Office of Diversity & Inclusion to set up a facilitated focus group with the Immigrant community at the Keshen Goodman Library. Twelve members of different cultural backgrounds attended and provided their feedback on a variety of services and issues.

A summary of the meetings / feedback received for each location is found in Appendix 2 - "What We Heard".

**Respondent Profile**

<b>Table 1: Profile of respondents</b>	
	<b>(n = 1,078)</b>
<b>Tax Designation<sup>1</sup></b>	
Urban	80.7%
Suburban	2.8%
Rural	16.5%
<b>Gender</b>	
Man	43.5%
Woman	49%
Non-Binary	0.7%
<b>Age</b>	
18-34 years old	22.6%
35-54 years old	39.8%
55 and older	37.6%
<b>Total Household Income (2018)</b>	
Less than \$30,000	10.6%
\$30,000 to less than \$50,000	15.4%
\$50,000 to less than \$75,000	21.3%
\$75,000 to less than \$100,000	16.8%
\$100,000 to less than \$125,000	14.2%
\$125,000 to less than \$150,000	10.5%
Over \$150,000	11.2%
<b>Employment Status</b>	
Employed full time	56.1%
Employed part time	6.2%
Unemployed and currently looking for work	2.0%
Unemployed and not currently looking for work	0.6%
Student	2.5%
Retired	22.2%
Homemaker	1.4%
Self-employed	7.0%
Unable to work	2.0%
<b>Identify as a person with disabilities</b>	
Yes	14.4%
No	85.6%
<b>Identify as Acadian or Francophone</b>	
Acadian	7.1%
Francophone	3.1%
No	89.8%
<b>Ethnicity*</b>	
Caucasian	87.5%
Black (African Nova Scotian)	3.4%
Mixed (indicated 2 or more ethnicity categories)	2.7%
First Nations (e.g. North American Indian; includes Status and Non-Status Indians)	1.2%
South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)	1.2%
Black (African Canadian)	1%
Chinese	0.8%
Métis	0.7%
Arab	0.3%
Latin American	0.3%

<sup>1</sup> Due to limitations in assigning a tax designation due to only having the first three digits of the postal code by respondent, some postal codes which include a mix of tax designations were assigned a single designation based on the highest proportion of urban, suburban, or rural households. This may result in slightly underrepresenting the Suburban proportion of households, and slightly over-representing the Urban and Rural households. It is estimated that the total number of households impacted by this is less than 40.

Korean	0.2%
Filipino	0.1%
Inuk	0.1%
Southeast Asian	0.1%
West Asian	0.1%
Note: Totals may not equal 100% due to rounding.	
*Note: Respondents could provide more than one answer; totals may sum to more than 100%.	

### Interpreting the Results

Throughout this report, only those who have provided a response to a question are included in the results. Those respondents who did not provide an answer to a question have been removed from the calculations, unless otherwise shown.

In standard survey methodologies used by the municipality in the 2010, 2012, 2014, and 2018 Citizen Surveys, a randomly selected sample of households was selected to participate. In the case of this engagement, the survey was open to all respondents of the municipality. This lack of control over the sample, and inability to ensure that there were not multiple entries by one participant means that no margin of error has been assigned to this survey. Typically, for a survey with 1,078 responses from a population of 430,512 (per Statistics Canada), the margin of error would be  $\pm 3.0\%$  (19 times out of 20 or at the 95% confidence level).

### Results Analysis

**NOTE:** For comparison purposes, the results of the 2018 Citizen survey are shown where available in parentheses beside the Shape Your Budget results. If only one number is shown, this will be the Shape Your Budget result.

Data is reported at the Regional level only in this report. Due to limitations with collecting only the first three digits of the postal code, results cannot be grouped at the district or community level. Results are available by postal code; however, caution should be exercised in interpreting results as the low number of responses by postal code may result in a high margin of error and may not be representative of the population.

Numbers have been rounded in this information report, so may vary slightly from the reported figures in the raw data.

Full survey results, including responses by demographic group and postal code are available at: <https://www.halifax.ca/city-hall/accountability-transparency/citizen-survey>

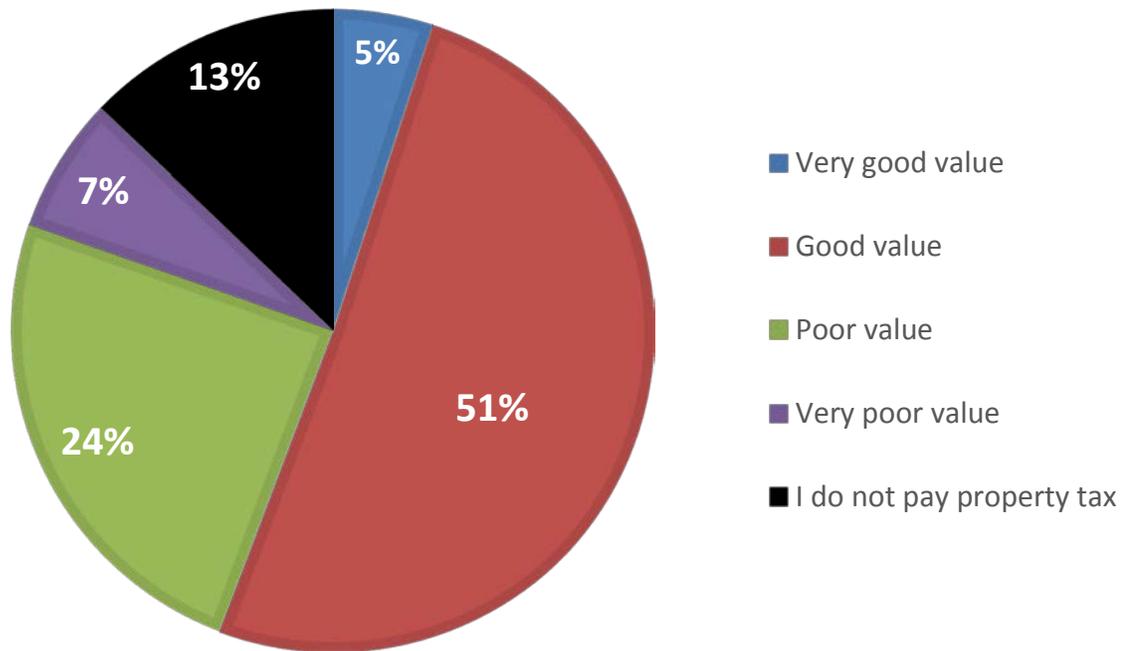
Results are grouped under the following topics:

- Value for Taxes / Tax-Service Balance
- Community Priorities
- Satisfaction with Services
- Preference for Service Levels
- Comparing Service Satisfaction to Service Level Preferences

### Value for Taxes

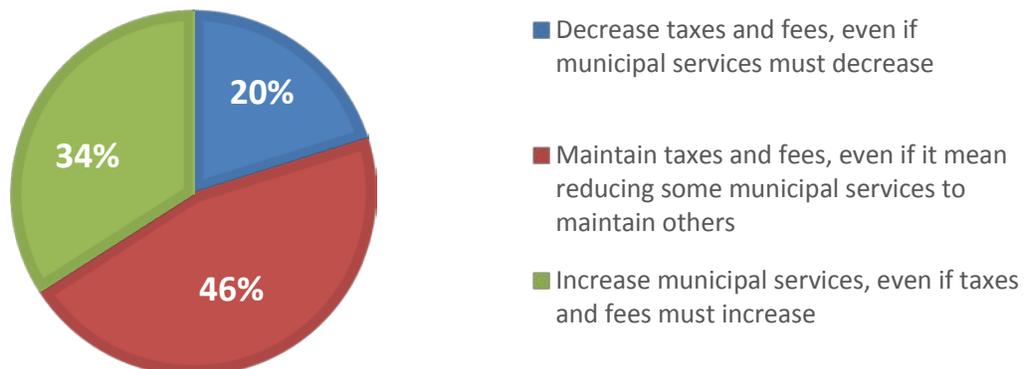
- About 55.7% of respondents feel that they receive either **very good** (5.0%) or **good** (50.7%) value for their property taxes, compared to 73% in the 2018 Citizen Survey, and 65% in the 2014 Citizen Survey.

## VALUE FOR TAXES



- In terms of budgeting, a plurality (45.7%) say they would **maintain taxes and fees**, even if it means reducing some services to maintain others, followed by 34.1% who say they would **increase municipal services, even if taxes or fees must increase**. Only 20.2% of residents were in favour of **decreasing taxes and fees, even if municipal services must decrease**. This is a slight change compared to the 2018 Citizen Survey (30% increase, 53% maintain, 17% decrease).

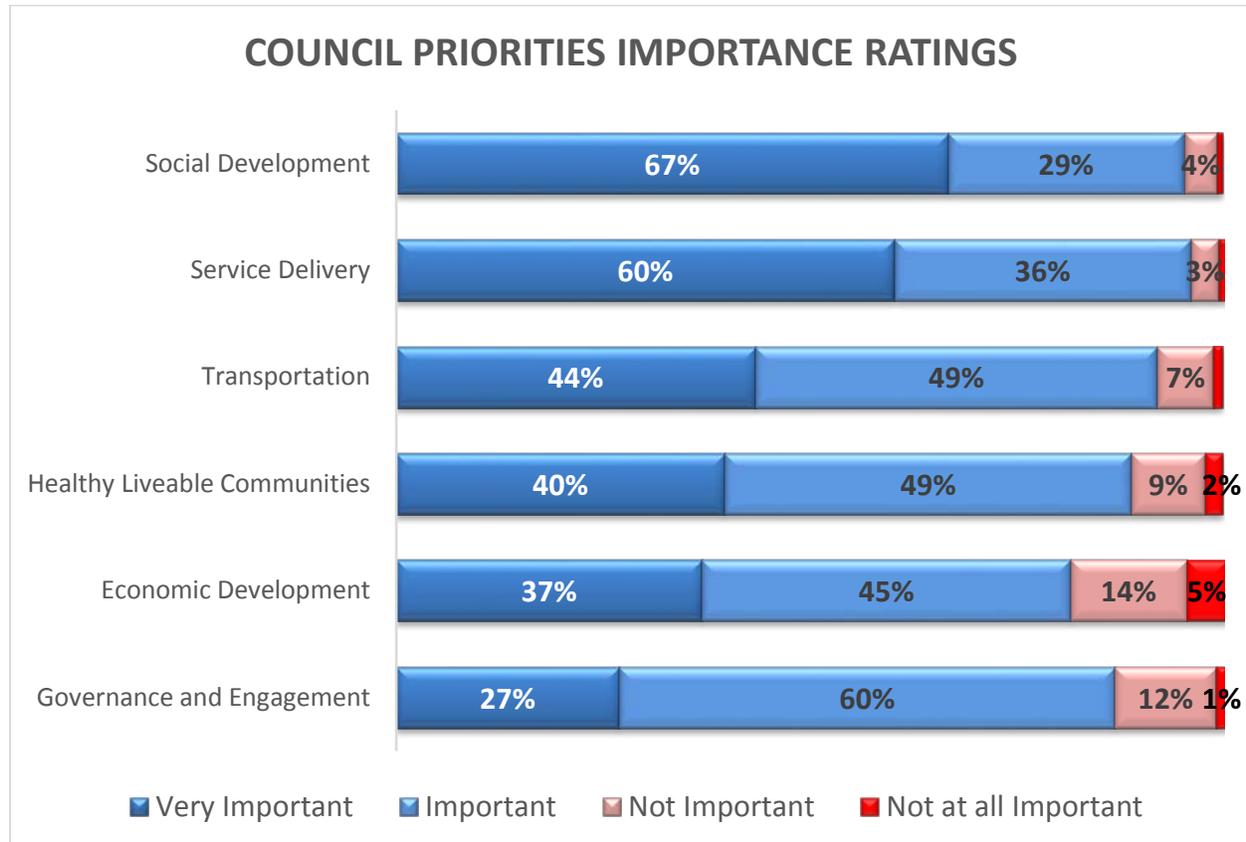
## OPINIONS ON MUNICIPAL BUDGET CREATION



### Community Priorities

- Among Council's six priority areas, almost 9 in 10 respondents say that each of the six priorities are at least important, however, the differentiator appears to be in the proportion rating each as very important.

- Results indicate that **Social Development** at 67% and **Service Delivery** at 60% are most important, and **Governance and Engagement** at 27% is least important to respondents. The top ranked priority in the 2018 Citizen Survey was Transportation at 56%, and Service Delivery was lowest with 22%.



- Comparing these results with the 2018 Citizen Survey, we can see some significant changes in priorities.
  - Social Development** increased in importance from 43% Very Important / 45% Important. The aggregate score for Importance increased from 88% to 96%.
  - Service Delivery** jumped from 87% (22% Very Important / 65% Important) to 96% (60% / 36%).
  - Transportation** (56% / 40%) and **Healthy, Liveable Communities** (54% / 40%) both declined slightly in total score, but substantially in terms of perception as being Very Important.
  - Governance and Engagement's** aggregate score remains the same at 87%.
  - Economic Development** dropped from 90% (42% / 48%) to 82% (37% / 45%), and ultimately scored the lowest in terms of aggregate importance score.
- It is important to note that these results may have been influenced by the focus of the engagements on typically marginalized communities, as many of the comments heard when speaking with pop-up

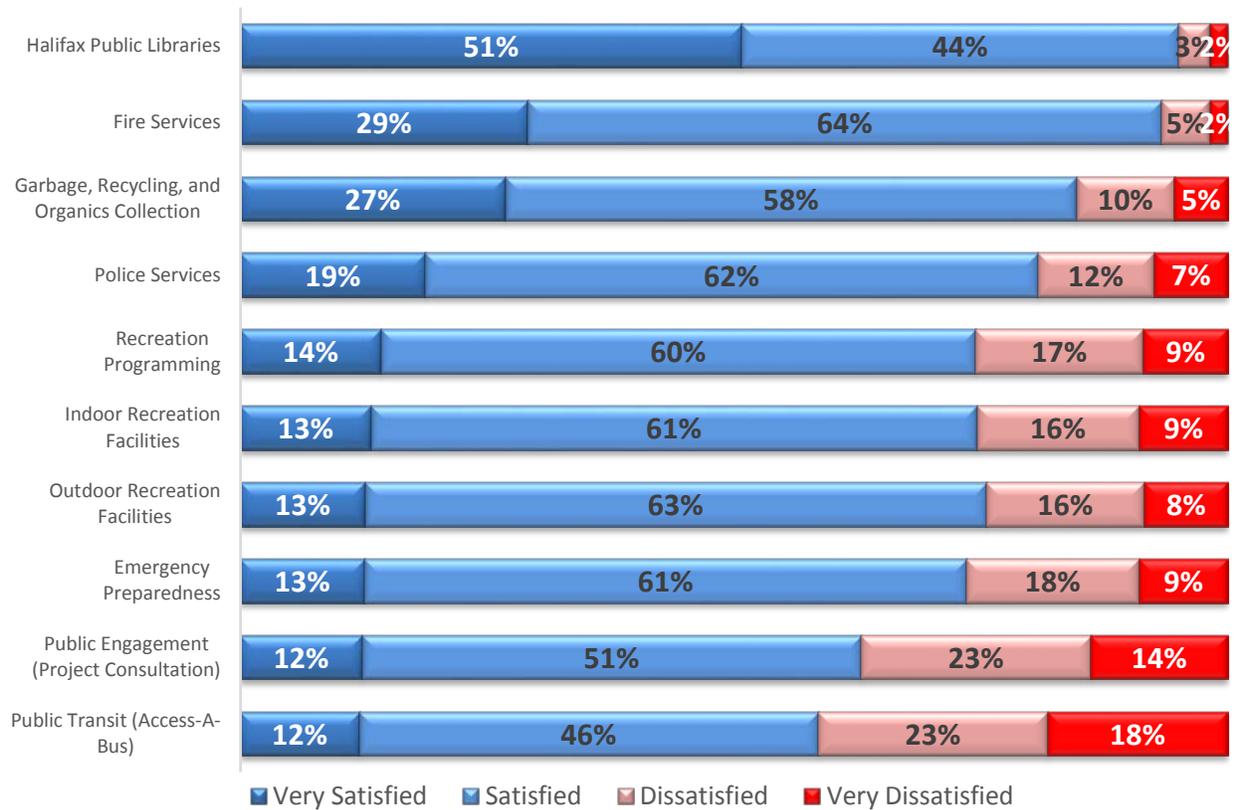
attendees referenced challenges with housing affordability and availability, and lack of services. Further analysis will need to be done to identify if any factors were responsible for this change in priorities.

**Satisfaction with Services**

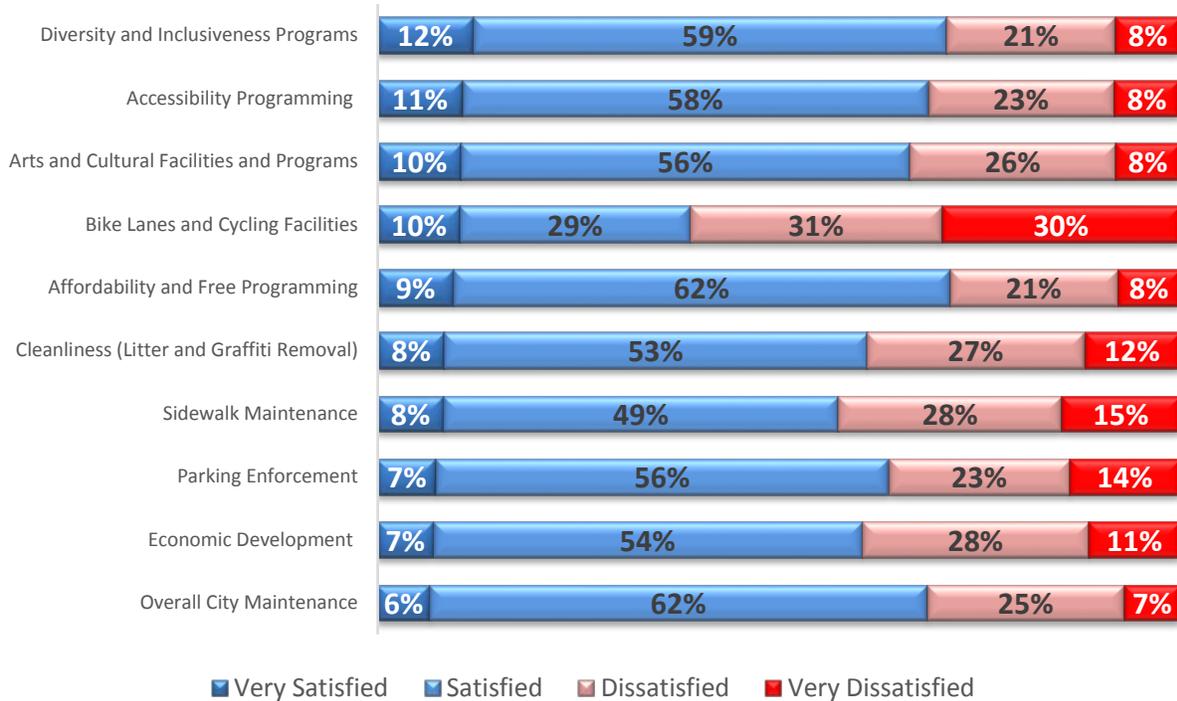
Overall, 65% of respondents said that they were **very satisfied** (3%) or **satisfied** (62%) with municipal service delivery, with 5% **very dissatisfied**. This is down from 81% (4%/77%) in the 2018 Citizen Survey.

Respondents were asked to rate their satisfaction with 30 municipal services. Respondents appear to be the most satisfied with Halifax Public Libraries, Fire Services, and Garbage, Recycling, and Organics Collection, and least satisfied with Community Planning and Land Use Planning, Streets and Road Maintenance, and Community Standards (by-law enforcement).

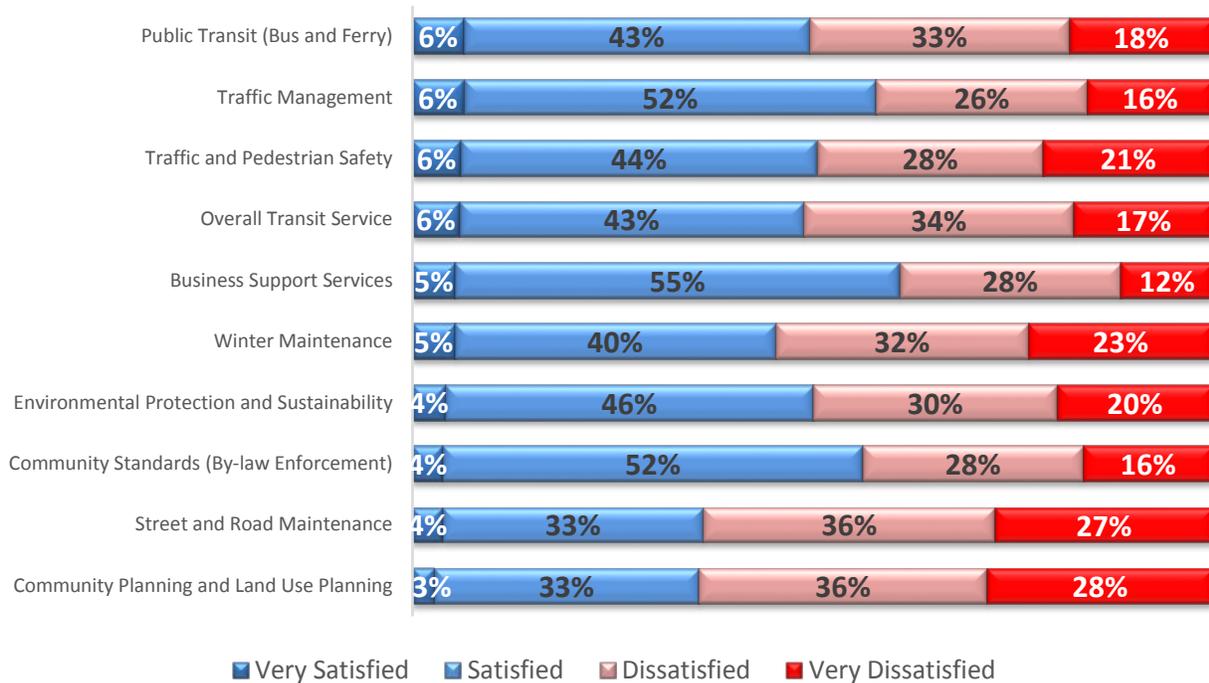
**SATISFACTION WITH MUNICIPAL SERVICES (CHART 1 OF 3)**



### SATISFACTION WITH MUNICIPAL SERVICES (CHART 2 OF 3)



### SATISFACTION WITH MUNICIPAL SERVICES (CHART 3 OF 3)



When comparing results of the 2019 Shape Your Budget survey to the 2014 and 2018 Citizen Surveys, there is a general negative trend, with services showing a decline in satisfaction. The 2018 Citizen Survey included both an invitation-based 'official' survey, as well as an "open" survey, where the same survey was available online to all residents to complete.

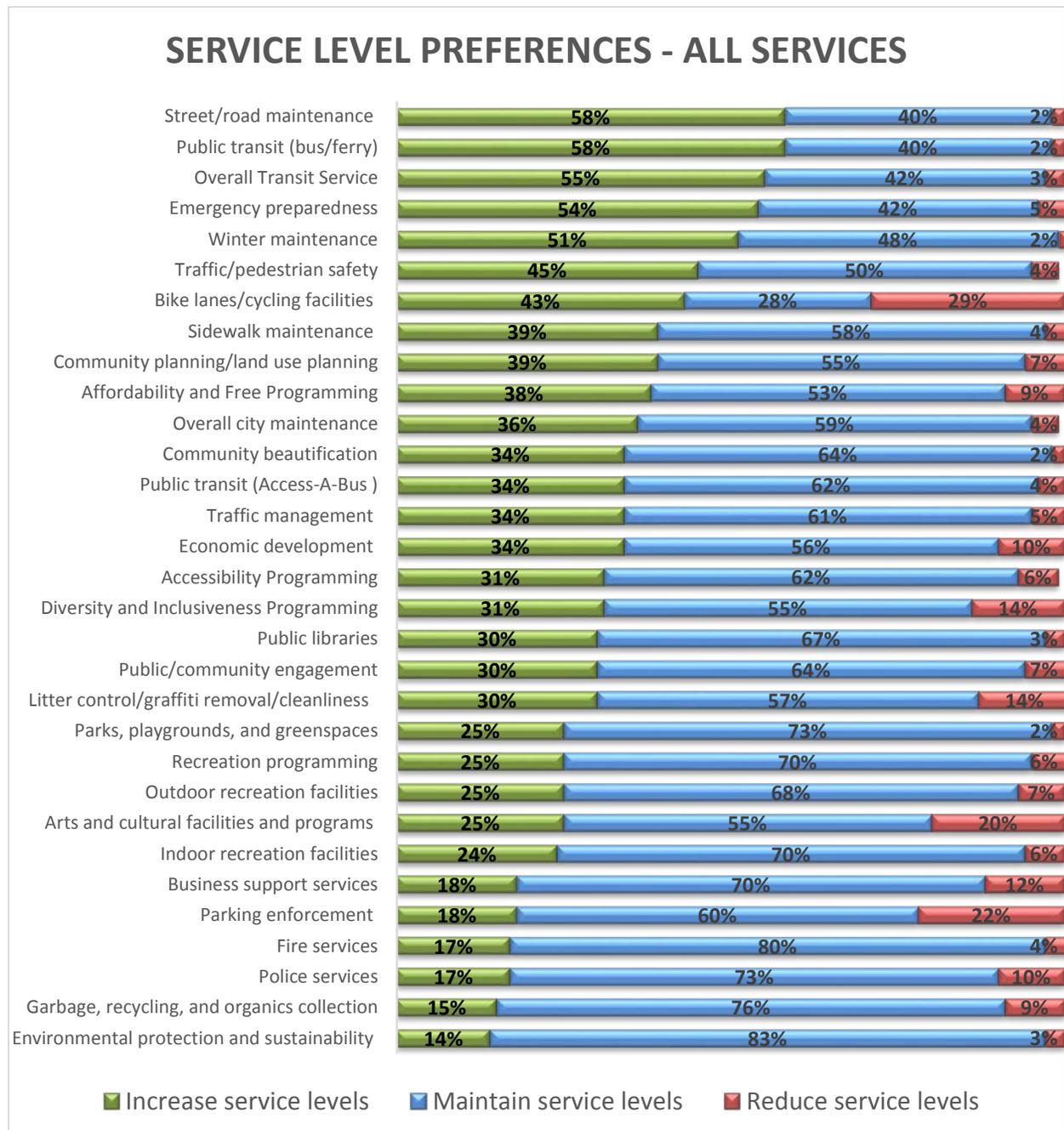
Satisfaction scores on the 2018 Open survey were generally more negative compared to the invitation-based 2018 sample, and that overall trend continued with the 2019 Shape Your Budget Survey. Additional work is required to determine if there is a relationship between responses on invitation-based vs. openly available surveys.

	2014 Citizen Survey	2018 Open Survey	2018 Citizen Survey	2019 SYB
Accessibility programming				69%
Affordability / free programming				71%
Arts and cultural facilities and programs	86%	75%	88%	66%
Bike lanes / cycling facilities	30%	33%	41%	39%
Business support services (e.g. permits)		71%	80%	60%
Cleanliness (e.g. litter & graffiti removal)	62%	58%	64%	61%
Community planning / land use planning and approvals		35%	52%	36%
Community standards		62%	72%	56%
Diversity and inclusiveness programs				71%
Economic development		59%	72%	61%
Emergency preparedness		76%	85%	74%
Environmental protection and sustainability		56%	73%	50%
Fire services		97%	98%	93%
Garbage, recycling, and organics collection		82%	88%	85%
Halifax Public Libraries		96%	99%	95%
Overall city maintenance	75%	67%	73%	68%
Parking enforcement		65%	71%	63%
Police services				81%
Public engagement		58%	68%	63%
Public Transit - Conventional bus & ferry		46%	62%	49%
Public Transit - Access-a-bus	88%	45%	72%	58%
Overall transit service	72%	45%	62%	49%
Indoor recreation facilities				74%
Outdoor recreation facilities				76%
Recreation programming		76%	85%	74%
Sidewalk maintenance	67%	61%	72%	57%
Street / road maintenance	45%	45%	52%	37%
Traffic management		53%	63%	58%
Traffic / pedestrian safety		50%	65%	50%
Winter maintenance	63%	67%	63%	45%

**Preference for Service Levels**

For each municipal service, respondents were asked to indicate whether they wanted service levels to increase, remain the same, or decrease, even if there was a tax implication associated with the service level change. Of the 30 services listed, 20 of them (67%) had 30% or greater proportion of respondents looking for increased service levels, compared to 9 of the 26 services on the 2018 Citizen Survey (35%).

The chart below ranks the services in order of importance for increased service levels.



- Apart from Environmental Protection and Sustainability (39% increase / 57% maintain in the 2018 Citizen Survey), the top priorities for increased service delivery on the 2018 Citizen Survey remain fairly consistent, with Street / Road Maintenance (47% / 52%), Public Transit (41% / 56%), Winter Maintenance (39% / 58%), and Traffic / Pedestrian Safety (35% / 62%) leading the list.
- Bike Lanes / Cycling Facilities remain polarizing, as 43% voted in favour of an increase, 28% maintain, and 29% decrease, compared to 38% / 41% / 22% respectively in the 2018 Citizen Survey.
- Environmental Protection and Sustainability toppled to the bottom of the Increase list at 14%, compared to 39% on the 2018 Citizen Survey. Only 3% wanted to see a decrease in that service however, which is consistent with the 4% in 2018. Evidently, most respondents on this survey wanted the municipality to maintain the status quo.
- Emergency Preparedness jumped from 27% on the 2018 Citizen Survey to 54% in 2019 in terms of respondents wishing to see service levels increased. The timing for the survey coincided with Hurricane Dorian impacting the municipality, so it is likely that there was some affect on the results for this service. Regardless, it appears that residents would like to see better preparation (and response) to large scale emergency events.

### **Comparing Service Satisfaction to Service Level Preferences**

To understand the relationship between satisfaction with services, and preferences for service levels, results for each of these questions were plotted on a 4-quadrant map. The intent was to determine which services should receive the most attention and funding, relative to other services. Services with high satisfaction, but low funding needs, and services with low satisfaction, but also low funding needs could be deemed as lower priority for decision-makers, compared to services with low satisfaction and high funding needs, and those with high satisfaction and high funding need. **The chart in Appendix 3 illustrates this graphically.**

Satisfaction scores were converted to a 4-point scale, with Very Dissatisfied rating a 1, and Very Satisfied rating a 4 (the x-axis). The Mean % Funding Need score was determined by subtracting the % saying they wanted to decrease service levels from those who wanted it increased. For example, Bike Lanes / Cycling Facilities had 43% preferring an increase, and 29% a decrease, resulting in a net Mean % Funding Need score of 14% (43% less 29%).

Services were then plotted on the chart based on their average Satisfaction score and Mean % Funding Score.

- Street and Road Maintenance stands out as the service respondents were most unhappy with, and wanted more funding applied to. Winter maintenance, Overall Transit Service and Conventional bus & ferry service, and Traffic / Pedestrian Safety were also high priorities.
- Emergency Preparedness that stood out from others in the High Satisfaction / High Funding Need quadrant, given the emphasis placed on it for service level increase. It is possible that Hurricane Dorian impacted respondent opinions on this service.
- Bike Lanes / Cycling Facilities was the standout service in the Low Funding, Low Satisfaction quadrant.
- Services which appear to be meeting resident expectations for service and funding levels tend to cluster in the Low Funding Need / High Satisfaction quadrant, and include service such as Garbage, Recycling, and Organics Collection, Police Services, Fire Services, and Outdoor Recreation Facilities. Even though Halifax Public Libraries was the highest rated for satisfaction, respondents still leaned towards increased funding.

### **FINANCIAL IMPLICATIONS**

Results from these public engagements will inform the budget and business planning process. Regional Council may choose to make tax policy decisions based on this information, and the information may be reflected in adjustments to budget and business planning and delivery in 2020/21 and beyond.

The total cost for the Shape Your Budget public engagement is approximately \$31,605 (net HST included), including consulting (data analysis) fees of \$2,555 (net HST included). Funding for this expenditure has been provided for in Other Fiscal Services cost centre M310.

There are no immediate financial implications resulting from this report.

### **COMMUNITY ENGAGEMENT**

This pilot public engagement process is a new way of engaging the community in the budget and business planning process. Citizen Surveys are a common way that the municipality engages the community. Combining these approaches helps to inform Regional Council and the organization of citizen satisfaction with services and priorities and is intended to build trust and confidence with the municipality's diverse communities, leading to increased engagement going forward.

### **ATTACHMENTS**

Appendix 1 – 2019 Shape Your Budget Survey

Appendix 2 – Community Engagement Summaries (What We Heard)

Appendix 3 – Chart - Service Satisfaction compared with Service Level Preferences

---

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Michael Pappas, Corporate Planning and Performance Coordinator, FAM&ICT,  
902.490.5534

---

## Appendix 1 - 2019 Shape your Budget Survey

Welcome to the **2019 Shape Your Budget Survey!** Thank you in advance for taking the time to participate in this survey. Your responses will help guide the Halifax Regional Municipality with its immediate and long-term planning. The results from this survey will be available on the municipality's website at [www.halifax.ca/citizensurvey](http://www.halifax.ca/citizensurvey).

The survey should take approximately 10 minutes to complete.

The deadline for completing this survey is **September 30, 2019**.

Responses will be kept strictly confidential and the results of the survey will not be used in any way that will allow anyone to identify you or your responses. Your participation is voluntary, and you can discontinue your participation at any time.

Q1. What are the first 3 digits of your postal code? \_\_\_\_\_

---

Q2. The municipality provides a wide range of services, including police and fire protection, garbage collection and disposal, recreation facilities and programming, transit, road and street maintenance, etc.

Thinking about all the programs and services you receive from the municipality, please indicate the degree to which you believe you receive good or poor value for the level of property taxes that you currently pay?

*Please check only one*

- Very good value
  - Good value
  - Poor value
  - Very poor value
  - No opinion / Don't know
  - Do Not Pay Property Tax (example: rent, live with parents)
-

Q3. When the municipality is creating the municipal budget, please indicate which of the statements comes closest to your point of view. The municipality should:

*Please check only one*

- Decrease taxes and fees, even if municipal services must decrease
- Maintain taxes and fees, even if it means reducing some services to maintain others
- Increase municipal services, even if taxes or fees must increase

Q4. Please tell us **how satisfied you are** with each of the following services and programming provided by the municipality. If you don't know or have not had any experience with the service to provide a rating, please choose Don't Know / No Opinion.

Service	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know / No Opinion
Accessibility programming (example: physical / intellectual / emotional access to facilities, services, and programs)	<input type="checkbox"/>				
Affordability / Free programming	<input type="checkbox"/>				
Arts and cultural facilities and programs	<input type="checkbox"/>				
Bike lanes / Cycling facilities	<input type="checkbox"/>				
Business support services (example: permits)	<input type="checkbox"/>				
Cleanliness (example: litter & graffiti removal)	<input type="checkbox"/>				
Community planning / Land use planning and approvals	<input type="checkbox"/>				
Community standards (example: by-law enforcement)	<input type="checkbox"/>				
Diversity and inclusiveness programs (example: language and culture programming)	<input type="checkbox"/>				
Economic development	<input type="checkbox"/>				

(promoting and connecting Halifax to grow and get business, talent, and investment)					
Emergency preparedness	<input type="checkbox"/>				
Environmental protection and sustainability	<input type="checkbox"/>				
Fire services	<input type="checkbox"/>				
Garbage, recycling, and organics collection	<input type="checkbox"/>				
Halifax Public Libraries	<input type="checkbox"/>				
Overall city maintenance	<input type="checkbox"/>				
Parking enforcement	<input type="checkbox"/>				
Police services	<input type="checkbox"/>				
Public engagement (example: consultation on projects like Cogswell District)	<input type="checkbox"/>				
Public transit – Conventional bus & ferry (example: reliability)	<input type="checkbox"/>				
Public transit - Access-A-Bus (example: reliability)	<input type="checkbox"/>				
Overall transit service	<input type="checkbox"/>				
Indoor recreation facilities (example: community centres, pools)	<input type="checkbox"/>				
Outdoor recreation facilities (example: sports fields)	<input type="checkbox"/>				
Recreation programming (example: swimming, camps)	<input type="checkbox"/>				
Sidewalk maintenance	<input type="checkbox"/>				
Street / road maintenance	<input type="checkbox"/>				
Traffic management (example: signals)	<input type="checkbox"/>				
Traffic / Pedestrian safety	<input type="checkbox"/>				
Winter maintenance (example: snow and ice control)	<input type="checkbox"/>				

Q5. Overall, how satisfied are you with the delivery of all the services provided by the municipality?

- Very satisfied
- Satisfied
- Dissatisfied
- Very dissatisfied
- Don't know/No opinion

Q6. In 2017, Regional Council approved six Council Priorities. Please rate them in terms of their importance to you. Included are some examples of the focus for each priority.

Council Priorities	Very Important	Important	Not Important	Not at all Important
<b>Governance and Engagement</b> <ul style="list-style-type: none"> <li>• Making good decisions about how to run the City</li> <li>• Managing tax dollars and spending on services and programs</li> <li>• Communicating about city affairs</li> <li>• Engaging with the public on local and regional issues</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Economic Development</b> <ul style="list-style-type: none"> <li>• Reducing red tape / making it easier to do business with the municipality</li> <li>• Keeping and attracting businesses and talent</li> <li>• Supporting arts, heritage, and culture</li> <li>• Supporting the rural economy</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Healthy Liveable Communities</b> <ul style="list-style-type: none"> <li>• Ensuring the public's safety</li> <li>• Providing recreation and leisure programming and facilities</li> <li>• Protecting the environment</li> <li>• Supporting community well-being</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Transportation</b> <ul style="list-style-type: none"> <li>• Supporting in all modes of transportation including public</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

transit, cycling, walking, and motor vehicles <ul style="list-style-type: none"> <li>• Maintaining HRM’s roads and sidewalks</li> <li>• Ensuring the transportation system is safe and accessible</li> <li>• Ensuring pedestrian safety</li> </ul>				
<b>Service Delivery</b> <ul style="list-style-type: none"> <li>• Improvements focused on making service to people and businesses better.</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Social Development</b> <ul style="list-style-type: none"> <li>• Making it easier for all persons to be able to access programs and services</li> <li>• Partnering to support affordable housing options</li> <li>• Supporting a diverse and inclusive city</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**A NOTE ON MUNICIPAL BUDGETING**

The cost of delivering municipal services is rising, and even the cost of *maintaining* some service levels is increasing. Maintaining or increasing some service levels without additional revenues may require reducing other services.

Q7. For each of the following **Governance & Engagement services**, please indicate whether you believe the municipality should increase the level of service, maintain the level of service, or reduce the level of service.

*Please check the box that corresponds with your response*

<b>Governance &amp; Engagement</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Public engagement (consultations like this one)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q8. For each of the following **Economic Development services**, please indicate whether you believe the municipality should increase the level of service, maintain the level of service, or reduce the level of service.

*Please check the box that corresponds with your response*

<b>Economic Development</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Business support services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community planning / Development Approvals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q9. For each of the following **Transportation services**, please indicate whether you believe the municipality should increase the level of service, maintain the level of service, or reduce the level of service.

*Please check the box that corresponds with your response*

<b>Transportation Services</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Bike lanes / Cycling facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transit – conventional bus / ferry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public transit - Access-A-Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall transit service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sidewalk maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Street / Road maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Transportation Services</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Traffic / Pedestrian safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Winter maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q10. For each of the following **Healthy, Liveable Communities services**, please indicate whether you believe the municipality should increase the level of service, maintain the level of service, or reduce the level of service.

*Please check the box that corresponds with your response*

<b>Healthy, Liveable Communities Services</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Arts and cultural facilities and programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness (litter and graffiti removal)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community beautification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency preparedness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental protection and sustainability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Garbage, recycling, and organics collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Halifax Public Libraries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall city maintenance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks, playgrounds, and green spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor Recreation facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor Recreation facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Healthy, Liveable Communities Services</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Recreation programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q11. For each of the following **Social Development services**, please indicate whether you believe the municipality should increase the level of service, maintain the level of service, or reduce the level of service.

*Please check the box that corresponds with your response*

<b>Social Development</b>	<b>Increase service levels</b>	<b>Maintain service levels</b>	<b>Reduce service levels</b>
Accessibility programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordability / Free programming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity and inclusiveness programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q12. Are there any additional things you can think of that have not been addressed in the survey that you think the municipality should consider when attempting to balance the expectations of residents with the need to deliver critical programs and services?

---



---



---

## ABOUT YOU

Our last questions are about you and your household. As a reminder, your responses to this survey are anonymous, and the results of the survey will be reported in aggregate only. The municipality is collecting this data to better understand the overall priorities and expectations of residents, and to determine where there are differences and how we can best service our diverse communities.

D1. What gender identity do you most associate with?

- Man
  - Woman
  - Non-binary
  - Prefer not to say
- 

D2. How old are you?

- 18 – 34 years old
  - 35 – 54 years old
  - 55 and older
  - Prefer not to say
- 

D3. What was your 2018 total household income, before taxes?

*Your best estimate is fine.*

- Less than \$30,000
  - \$30,000 to less than \$50,000
  - \$50,000 to less than \$75,000
  - \$75,000 to less than \$100,000
  - \$100,000 to less than \$125,000
  - \$125,000 to less than \$150,000
  - Over \$150,000
  - Prefer not to say
-

D4. What is your current employment status?

- Employed full time
  - Employed part time
  - Unemployed and currently looking for work
  - Unemployed and not currently looking for work
  - Student
  - Retired
  - Homemaker
  - Self-employed
  - Unable to work
  - Prefer not to say
- 

D5. Do you identify as a person with disabilities?

- Yes
  - No
  - Prefer not to say
- 

D6. Do you identify as Acadian or Francophone?

- Yes - Acadian
  - Yes – Francophone
  - No
  - Prefer not to say
-

- D7. The Halifax Regional Municipality has identified valuing diversity and inclusion as a corporate priority. To support this, we are asking you to please self-identify based on the ethnicity categories of the Canadian Census.

What is your ethnic identity?

Check all that apply

- White
- South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
- Chinese
- Black (African Nova Scotian)
- Black (African Canadian)
- Filipino
- Latin American
- Arab
- Southeast Asian (e.g. Vietnamese, Cambodian, Laotian, Thai, etc.)
- West Asian (e.g. Iranian, Afghan, etc.)
- Korean
- Japanese
- First Nations (North American Indian; includes Status and Non-Status Indians)
- Métis
- Inuk (Inuit)
- Other
- Prefer not to say

## **APPENDIX 2 - WHAT WE HEARD**

This section contains a summary of the feedback that was provided to municipal staff who were hosting the pop-ups. Due to the scheduled time for the pop-up, the turn out, and location for engagements at the Black Cultural Centre for Nova Scotia, Upper Hammonds Plains Community Centre, and Keshen Goodman Library differed significantly from the other pop-ups. At these sessions municipal staff engaged in a discussion with community members on key issues for their community, their concerns with municipal service delivery, and their preferences for how the municipality should engage with them going forward. The other pop-ups had increased natural foot traffic due to the location and timing for the event and did not result in an opportunity for staff to engage in extensive discussion with community members. The feedback that was received is included by event.

### **Musquodoboit Harbour Public Library**

**Date: Tuesday September 10, 2019**

**Time: 11 a.m. to 2 p.m.**

**Overview:** Many attendees at the event were at the Library due to having no power because of Hurricane Dorian. Staff engaged with approximately 30 residents during the session. Commonly voiced concerns centred around the different levels of service provided to rural residents, water service (or lack thereof), and not feeling like the municipality was taking rural voices into consideration.

#### **Public Comments:**

- “Don’t get a lot of services. Do much of the work ourselves”
- “People may be satisfied with services, but it’s more about satisfaction with what we do, rather than what the city does”
- “Feel like we have a chance to have our say, but don’t often feel heard.”
- “Don’t ask the right questions...for rural communities”
- Taxes should be evenly distributed with rural centre
- Water as a service/issue missing as a priority (Water as a service was not included in the survey as this was delivered by Halifax Water)

---

### **Cole Harbour Place**

**Date: Wednesday September 11, 2019**

**Time: 3 to 6:30 p.m.**

**Overview:** Much of the foot traffic at this event was a result of residents attending the facility for fitness, the library, often with children. Approximately 40 conversations were had with attendees. The cancellation of the Harvest Festival event caused the pop-up to be rescheduled to a less busy time of day, which likely resulted in fewer than anticipated participants.

#### **Public Comments:**

- “The objective is correct, but overspending of money on peninsula”
- “City not listening when we provide input”
- “Have attended a number of public engagements but don’t feel like the municipality does a good job of sharing the information after the fact”
- Would like to see a connector between Burnside and Sackville.
- Portland Street a failure
- Main Street – dilapidated, poor overpass. Hard to get to.
- Penhorn overpass – a snow shed. No overpass. Hard to get to Woodlawn Rd.
- Too much focus on Central business district

- Transit not listening to residents
  - Woodlawn Road / Caledonia Rd. – do not need to be that wide. Narrow Woodlawn.
  - Would like to see Pleasant Street narrowed to create a bike lane to Shearwater Flyer. Very dangerous currently.
  - Infrastructure a big financial risk. The municipality continues to build, but faces challenges maintaining what it already has.
  - Would like to see construction project info on the Halifax.ca if it is available (plan / visuals), so residents can see what a project will look like.
- 

### **Halifax North Public Library**

**Date: Thursday September 12, 2019**

**Time: 3 to 6 p.m.**

**Overview:** The common theme raised by residents at this pop-up revolved around housing availability and affordability. Attendees were concerned about the high price of rentals, and that new development was not including affordable housing. There was a concern that the municipality was not holding this engagement in good faith and would not act on the findings of the survey. Approximately 20 people completed the survey at this location.

#### **Public Comments:**

- Difficult to find affordable housing. No mandatory affordable units in new development.
  - Cost of affordable housing in Halifax too expensive. Had to move to Dartmouth to find housing.
  - Very little affordable rental availability.
  - Speak to Marcus James – 902ManUp. He understands needs of community and is great advocate.
- 

### **Dartmouth North Public Library / Community Centre**

**Date: Tuesday September 17, 2019**

**Time: 1 to 3 p.m.**

**Overview:** Approximately 20 people completed the survey on-site. Respondents voiced concern with housing affordability, the cost of food and its impact on community health, and a desire to break the cycle of poverty.

#### **Public Comments:**

- Housing affordability – rent costs too high. Not enough housing options. Landlords not responsive to tenants. Not enough protection for tenants.
  - Food options – food banks locally doing a good job, but lots of the food provided is processed. Difficult to afford fruits and vegetables.
  - Frustrations with 311 and lack of response to complaints. Will go to Councillor and then Mayor if not getting response. Not provided with a reference number to follow up on calls.
  - Wondering if compliments are getting through to staff if sending a positive comment.
-

## Immigrant Focus Group Discussion – Keshen Goodman Library

Date: Monday September 16, 2019

Time: 6:30 to 8:30 p.m.

**Overview:** This was an invite-only facilitated discussion with members of the immigrant community. The Office of Diversity & Inclusion arranged for English-speaking members of different backgrounds to attend and provide input. There were 12 attendees from diverse communities. The meeting began with a brief presentation on municipal services, the differences between responsibilities between different levels of government, the Shape Your City platform, and how to engage with the municipality.

Attendees had many questions for municipal staff about municipal services, hiring practices, how information is collected and used, transportation and connectivity of transportation options within the city, transit, and many other issues. Challenges with housing availability and options to newcomers was a common theme.

Staff spend a lot of time responding to service-based questions, and concerns with service limitations.

A notable comment raised by one of the attendees was that “it’s not about who is at the table. It’s about who is not.” This engagement attempted to address this concern, but there is still much to do.

### Public Comments / Discussion Notes:

- Bus schedule / time it takes to get places within the municipality on a bus is disappointing and it is impacting ability to find and maintain employment
- Time limitations on bus transfers and the time between bus frequencies often led to transfers expiring and needing to pay again to take the bus.
- Many participants raised issues with racial profiling on buses
- Would like to see more training for bus drivers around cultural training & cultural diversity
- Possible for the municipality to create a Transit day pass?
- “I have raised concerns via 311, but I don’t feel like they get resolved. How many times do I need to complain before action is taken?”
- Would like to know how transit routes are determined. How will Halifax be planning routes in the future / managing growth and increased demand?
- Concerned about vertical growth and environmental impact. Staff discussed the impact of service costs and sprawl and the economies of vertical growth.
- Thinks HRM should focus more on public transit for outer parts of municipality. Would like to expand transit further
- Difficult to get between different parts of the city with transit. Can’t get around the City without a car.
- Would like to know when Uber is coming to Halifax. Not happy with taxi service cost / availability.
- Found the price of transportation costs to be a shock
- Services in Halifax tend to be more family oriented. It is difficult to do things single here.
- Activities are expensive in Halifax
- Suggestion of more festivals and available of activities in the Winter
- Raised concerns about the cost of housing, and what kind of influence the municipality has on the price of rent
  - People have left because of housing and the price of rent and where the job market isn’t large people don’t stay because of the cost of city
- Would like to have more transit shelters at bus stops
- “Why isn’t there more transit on Sunday?”
- Would like to see different language options for the Survey, or to structure it differently to make it easier for non-English speakers to respond. More budget for surveys to allow for more language options

- Would like to see survey results available to all residents once complete
- Open to paying more for services / taxes, but are not informed about what they are getting in services
- Would like to know where they can get more information for new immigrants
- We should consider who is not at the table vs who is

---

**Black Cultural Centre for Nova Scotia**  
**Date: Wednesday September 18, 2019**  
**Time: 6:30 to 8:30 p.m.**

**Overview:** The Corporate Planning Office worked with the Office of Diversity & Inclusion and the Black Cultural Centre for Nova Scotia to build a purpose-based event to support the Shape Your Budget initiative. The event was attended by 8 residents representing the communities of Cherry Brook, East Preston, and North Preston.

Due to the small number of attendees, staff took the approach of holding an open discussion among participants, and engaged in a discussion on community concerns, historical challenges for the African Nova-Scotian community, and how the community would like to be engaged / self-manage.

**Public Comments / Discussion Notes:**

- "Talk to the community to understand our requirements before building. Engage us in the process!"
- "Come to us to ask for our input before you start to make decisions. Do not come to us with a selection of options that are already limited. Want the opportunity to have input in building our community before finalizing options"
- Do not want to lose land. Want to keep identity.
- Recognize the role of Preston in building Canada. One of the largest black communities in the country. Needs to be celebrated.
- Do not want gentrification in the community
- Need the communities of Cherry Brook, East Preston, and North Preston to work together - Ask 'what do we want our community to look like?'
- "Need to have a 'family'"
- Zoning in the community limits opportunities for business / schooling.
- Zoning is all residential. Would like to have commercial zoning. Many young black members of the community have businesses and are looking for places to put their business. There is no commercial tax base.
- No school in East Preston due to zoning.
- Would like to have recreation programming provided in the rec centre / after-school programming.
- The cost of providing city water was seen as prohibitive – between \$130,000 to \$300,000 on average. East Preston does not want water brought to the community as it would bankrupt the community.
- Would like the municipality to support the communities to lobby the Province on their behalf
- Designate land and make it historic
- More sidewalks in the community.
- Land is unaffordable now, and many youth are leaving to move to the city.
- Would like to see HRM budget being proportionally spent in the black community (e.g. black community makes up X% of the population, would like to see X% of municipal budget spent there)

Members of each of the 3 communities took turns voicing their concerns and identifying their priorities.

Cherry Brook:

- Would like wider shoulders on the highway for walking – dangerous when waiting for buses
- Lack of tree trimming making certain areas unsafe
- No community centre / meeting place. Would like the opportunity to buy a property or building in the community. Would require a mix of HRM and resident funding for renovations.
- Montague Road – build up the shoulders of the road to allow for cycling / build a cycling lane
- There is no programming at the recreation centres
- Cannot get access to school gyms
- Sidewalks on Lake Loon Road
- Must go through North Preston to get bookings at Graham Creighton High School. Inconvenient. People that run facility not from community and do not understand their needs.
- Perception that at certain facilities that the availability / access for jobs are going to non-community members
- Bus Shelters: Would like bus shelters installed at Cherry Brook United Baptist Church, Montague Road by mail boxes, at community centre, and another just up street from Church (between Church and Cherry Brook Road).
- Transit service – bus does not go on Johnson Road. No bus service that connects the 3 communities.
- Transit – put a transit stop / connector at Montague and Highway 7 (a stop to connect all 3 buses)
- Transit – bus service starts too late in the morning. Does not promote use of the service.

East Preston:

- A lot of youth in the community. Have facilities, but no programming.
- Supposed to have a dedicated recreation programmer, but do not.
- Hard to get information about services. Make it easier where to find out information / communicating about what is going on.
- Would like to know how much services / facilities / investments will cost before they happen, so they feel they can have a voice in the matter.
- Entire community is zoned residential. No opportunity for business.
- Concerns with Halifax Water / Ditch tax / Stormwater tax
- Understand that there is money being spent on the community, but if it's being spent on services, not seeing any specific improvements / benefits. Would like to be informed about additional service offerings added, and their cost/impact.
- Do not want to lose community identity. Do not mind paying taxes but would like more support for the community.

North Preston:

- Would like to see money provided, and the community allowed to determine how it will be spent. No HRM ties to the money (limitations on how used).
  - Would like a community centre like the Canada Games Centre (perhaps not in amenities, but in management format).
    - HRM causes restrictions
    - If the community centre is run by the community it will be better representative of the needs / wants of the community.
    - Funded by municipality, but everything else done by community
  - Do not want to give up identity to get support from the municipality
  - Would like to see generators in the recreation centres – would be helpful for the community, especially during emergencies (e.g. Hurricane Dorian)
-

**Upper Hammonds Plains Community Centre**

**Date: Thursday September 19, 2019**

**Time: 6:00 to 8:00 p.m.**

**Overview:** This event was attended by 11 residents from the community. Due to the location, there was no foot traffic. As a result, municipal staff took a more informal meeting approach and conducted a discussion with the community. Attendees were provided an overview of municipal services, the differences between responsibilities between different levels of government, and the purpose of the engagement.

**Public Comments / Discussion Notes:**

- Concerns with speed limits on Pockwock Road. Vehicles driving too fast and causing rocks to fly up.
- At 1157 Pockwock Road there is a blind spot on the road that the community finds very dangerous
- Would like there to be some consistency in posted speed limits, or speed limit reduced to 50
- Signs often covered by trees / snow. Would like more maintenance done to improve safety
- Snow removal often slow to get done. Would like to know who to call if there are issues
- Community is curious about how much funding is provided to each community centre (explained it was based on historical operating costs).
- Anderson Road – concern that it is too narrow. No longer a yellow dividing line in the road
- Lack of transportation options if do not own car – no bus service. Would like bus that goes to Sackville bus terminal to go further into Lucasville
- Transit – No buses to take residents to get to the recreation facility
- Transit – No Access-A-Bus
- Community would like more opportunity to work with Planning and Development on zoning. Limited to senior housing near church, and that youth leaves the area as no room for development.
- Pockwock Trails in community is frequently used; however, trail is not being maintained. Would like a monument for the trail / something to recognize it.
- Upper Hammonds Plains Community Centre – would like a ramp upgrade to improve accessibility / widen entrance / provide rails.
- Very concerned with Halifax Water / Provision of water service / payment of ditch tax, but no maintenance provided.

---

**Mi'kmaw Native Friendship Centre**

**Date: Saturday September 21, 2019**

**Time: 9 a.m. to 12:00 p.m.**

**Overview:** Municipal staff set up a booth out front of the Friendship Centre on Saturday morning. The Annual General Meeting for the Centre was held that morning. Approximately 15 attendees at the AGM completed the Survey, as well as several local community members.

Comments to staff from the community mostly reflected concerns about housing affordability and availability.

---

**French Services Fair – Alderney Landing**

**Date: Saturday September 21, 2019**

**Time: 5:30 to 7:00 p.m.**

**Overview:** To increase awareness and engagement with the Francophone and Acadian communities, a Shape Your Budget table was set up at the French Services Fair. Staff attending the event engaged with participants in French, talked about the survey, and promoted the opportunity to take the survey online. French materials were on hand, including a paper copy of the survey, however due to limitations with the Shape Your City portal, the survey was only available in English online. Of the 1078 survey responses received, 103 were from Acadian (72) or Francophone (31) respondents.

On Wednesday September 25<sup>th</sup>, staff gave a presentation to the Partenariat Acadien et francophone de Halifax (PFAH) at the Conseil Scolaire Acadien Provincial on the project. Suggested feedback for future public engagements was to have the survey online in both official languages.

Appendix 3 – Comparing Service Satisfaction with Service Level Preferences

