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Item No. 5
Committee of the Whole on Budget
April 21, 2021

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

SUBMITTED BY: Original Signed by 

Jacques Dubé, Chief Administrative Officer

DATE: April 12, 2021

SUBJECT: 2021/22 Budget Adjustment List for Consideration

ORIGIN

As per Administrative Order 1, staff are required to present the 2021/22 draft Business Unit Budget and Business Plans to the Committee of the Whole for review and discussion prior to consideration by Regional Council.

On January 13th, 2020 the Budget Committee resolved to:

1. direct the Chief Administrative Officer to develop the 2021/22 Budget according to Council's approved priorities, and preliminary fiscal direction, including setting the average property tax bill for residential and commercial properties at a 1.9 per cent increase and,
2. direct the Chief Administrative Officer to establish an area rate of approximately \$0.341 per \$100 of assessed value for provincial mandatory contributions.

On March 28th, 2021 Halifax Regional Council, on the recommendation of the Budget Committee, resolved to:

1. Approve the capital budget for 2021/22, and approve in-principle the 2022/23, 2023/24 and 2024/25 capital outlooks as per Attachment 2 and 3 of the February 2, 2021 staff report, subject to approval of external funding program applications;
2. Approve the schedule of 2021/22 capital reserves withdrawals as per Attachment 4 of the February 2, 2021 staff report;
3. Approve the schedule of 2021/22 multi-year capital projects as per Attachment 5 of the February 2, 2021 staff report;

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 ON PAGE 2

RECOMMENDATION

That the Budget Committee direct the Chief Administrative Officer to finalize a Proposed Operating Budget for Regional Council that includes any accepted items from the Budget Adjustment List to be added/removed to/from the 2021/22 Proposed Operating Budget together with proposed amendments, respecting any accepted items from the Budget Adjustment List proposed to be added/removed to/from the 2021/22 approved Capital Budget.

BACKGROUND

At the January 12, 2021 Committee of the Whole meeting, the Committee approved the 2021-2025 Council Priorities Plan and gave staff direction to “to develop 2021-2022 business plans and budgets consistent with this Plan.”

At the January 13, 2021, Staff presented the Fiscal Framework, outlining the fiscal direction for the next four years. As part of that staff outlined its then assumptions for 2021 - 2025:

- The Economy will start to improve in 2021/22,
 - o GDP will return to pre-pandemic level in 2023/24
- COVID is estimated to directly affect finances for the next 18 months
 - o Impact continues in 2021/22 and six months of 2022/23
 - o Revenues recover slower than the economic activity suggests
- Budget balanced in 2021/22 partly due to federal assistance (\$31M)
- Gap in 2022/23, 2023/24 and 2024/25 will hit \$50m+
 - o Assessment growth of \$2.1B (4.3%) is not enough to balance budget
 - o Inflation at 1.6%
 - o Short-Term Loan for liquidity (\$20.8M) per year was included in debt servicing

Table One
Original Four Year Fiscal Outlook

<i>\$ Millions</i>	2020/21	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25
Expenditures	\$787.3	\$827.2	\$898.2	\$931.6	\$956.7
Revenues	(228.5)	(249.1)	(258.7)	(270.1)	(278.5)
Net Expenditures	558.7	578.1	639.5	661.5	678.2
Tax Levy	(558.8)	(578.1)	(583.5)	(600.0)	(619.2)
Gap	\$0.0	\$0.0	\$56.0	\$61.5	\$59.0

Note: Numbers may not add due to rounding.

At that meeting the Budget Committee provided fiscal direction for the 2021/22 budget directing staff “to develop the 2021/22 Budget according to Council's approved priorities, and preliminary fiscal direction, including setting the average property tax bill for residential and commercial properties at a 1.9 per cent increase”. This increase represents \$38 on the average residential tax bill and \$817 on the average commercial tax bill.

DISCUSSION

The 2021/22 budget is taking place amidst a global pandemic where economic uncertainty is at levels not seen since the 1930s. In a regional context, HRM has endured the pandemic better than most Canadian Metropolitan Areas (CMAs). Federal stimulus coupled with undeterred investment projects have insulated employment and investment levels more than many had feared in early 2020. Currently, the Halifax region economy is not set to regain its 2019 output before 2024, despite the relatively strong forecasts for real Gross Domestic Product (GDP) and nominal income growth. Inflation will continue to be subdued and then grow at roughly 2 per cent in line with the Bank of Canada target. Of note is the unexpected growth in demand for housing which has risen well-above trend in the last 12-18 months in HRM and, despite initial projections, has maintained Deed Transfer Tax revenues at record levels.

Budget Adjustment List

Over the course of the Budget Committee sessions (February 3 to April 7, 2021), the capital and operating budget for each of the Business Units has been presented and reviewed. Each Business Unit presented a proposed budget and also provided additional items outside of the proposed budget that Council might consider as add-ons (“Overs”) or subtractions (“Unders”) from the budget. Business Units also presented any “pressures” they might expect for the next year.

In reviewing the Proposed Budget, Budget Committee made a series of individual motions accepting the Business Unit Proposed Budget and debated which, if any, items to add to the Balance Adjustment List (BAL), for further debate. (The BAL is sometimes referred to as the parking lot). Please see attachment A for a full listing of the BAL with associated tax impacts.

In total 25 items worth \$11.1M were placed on the BAL for additional consideration. The items can be classified into four main groups: those that represent ongoing, permanent costs; those that are ongoing, permanent savings; items that are one-time costs; and, capital items, which are also one-time in nature. While Council is not obligated to approve any or all of these items, collectively if they were funded through property taxes, they would add an additional \$38.41 to the average tax bill. This means that instead of a 1.9% tax increase and a \$38 impact on the average residential tax bill, there would be a 3.8% tax increase and a \$76.41 impact on the average residential tax bill.

Table Two

Budget Adjustment List (Parking Lot) Items

	2021/22 Amount	2021/22 Rate Impact	2021/22 Avg Bill Impact	Year 2	Year 3	Year 4
Ongoing Expenditures	\$6,625,600	0.0091	\$ 22.88	\$6,771,000	\$6,920,000	\$7,073,000
Ongoing Savings	(1,158,500)	(0.0016)	\$ (4.00)	(1,700,000)	(1,700,000)	(1,700,000)
One-Time Expenditures	2,938,450	0.0040	\$ 10.15	0	0	0
Capital Items	2,715,000	0.0038	\$ 9.38	0	0	0
Total	\$11,120,550	0.0153	\$ 38.41	\$5,071,000	\$5,220,000	\$5,373,000
Deed Transfer Tax Funding	(13,500,000)					
Funds Remaining	(\$2,379,450)					

A number of the items placed on the BAL are one-time in nature. Hence while the 2021/22 impact is \$11.1M the longer term impact is \$5.1M in Year 2, gradually rising to an estimated \$5.4M in Year 4.

In addition to the BAL, Regional Council is expected to receive Council reports following the Budget debate on two additional items: Funding for the Art Gallery of Nova Scotia \$7M (\$1.4M for 5 years) and a \$100,000 one-time grant for Neptune Theater.

In total, the higher Deed Transfer Tax revenues means that Council can cover the entire \$11.1M BAL through the additional Deed Transfer Tax (\$13.5M), with an additional \$2.4M left for Regional Council to

direct towards reserves, other items or further tax reductions. Using that \$2.4M solely for additional tax reductions means that average residential tax bill would decline from an expected increase of 1.9% (or \$38) to 1.5% (or just under \$30). The residential tax rate would be set at 81.7 cents, not the expected 82.0 cents. Likewise, the average commercial tax bill would decline from its expected increase of 1.9% (or \$817) to 1.5% (or \$656). As a general rule, the average tax bill drops 0.5% for every \$2.8M in budget reductions.

Indications are that the proposed 2021/22 Deed Transfer Tax level of \$60M annually is sustainable over the next four years and is anticipated to grow.

Expected Changes to Other Budget Items

In addition to the BAL, a number of other items have altered since the Fiscal Framework was presented on January 13, 2021. These items can be classified in three groups:

- The Short-Term Loan for liquidity is no longer required. This represents a savings for the organization of \$21M starting in Year 2 (2022/23). There is no impact on Year 1 as the loan payment had been expected to be covered through reserves in Year 1.
- The Deed Transfer Tax continues to grow. At the start of the pandemic the real estate market was expected to soften and decline. Deed Transfer Tax has provided considerable revenues to HRM in recent years and had been on an upward trajectory. With that expected market decline the organization had budgeted for Deed Transfer tax declines. However, the residential real estate market has instead proven to be quite robust. As such, Deed Transfer Tax revenues are now expected to be stronger than was assumed in the January Fiscal Framework. Based on available data Deed Transfer Tax revenues will be \$60M in 2021/22 (\$13.5M higher) and will continue to increase in Years 2 through 4, reaching nearly \$70M in Year 4.
- There are Other Cost and Revenue Changes that will affect Years 2 to 4. This includes the transfer of Provincial roads to HRM (\$5.0M to \$5.4M), increased insurance costs (\$1M-\$2M) and \$1M for fuel prices. Offsets should come from higher investment returns. In total, the net increase for Years 2 to 4 will be additional costs of \$5.6M to \$7.0M.

In the longer run, the four-year fiscal outlook has improved considerably, dropping from a gap of \$59M in Year 4 to just under \$35M in Year 4. Much of this drop is attributed to savings from the short-term loan and from additional Deed Transfer Tax revenues on top of the Budgeted \$60M in 2021/22 but is partly offset by higher costs elsewhere. While this outlook is considerably improved, there are other risks and pressures that are outstanding. Not accounted for is the pressure on the pavement condition index (PCI). Without an additional \$25M per year in preventative maintenance the condition of the road network will continue to decline, putting even greater financial pressure onto the municipality should parts of that network need to be rebuilt. The recently announced increase to gas tax funding (\$26M) may offset some of this pressure on the road network. In addition to this, the Halifax economy and region is growing at a fast clip and demand for additional services, and economic changes, can be expected.

Table Three
Changes to Four Year Fiscal Outlook

	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 4 2024/25
Starting Gap	0.0	56.0	61.5	59.0
Budget Adjustment List*	11.1	5.1	5.2	5.4
Short-Term Loan not required		-20.8	-20.8	-20.8
Deed Transfer Tax	-13.5	-14.5	-15.1	-15.8
<u>Expected New Costs/Savings:</u>				
Road Transfer from Province		5.0	5.2	5.4
Fuel Prices		1.0	1.0	1.0
Investment Revenues		-1.4	-1.4	-1.4
Insurance Costs		1.0	1.5	2.0
Sub-total	0.0	5.6	6.3	7.0
Ending Gap	(\$2.4)	\$31.4	\$37.1	\$34.8

* Assumes full funding of all BAL

Next Steps

Each item on the Budget Adjustment List is subject to debate by the Committee of the Whole (COW) on Budget and to a formal motion and vote. It is up to Regional Council to decide which BAL items to include in the final budget and what level of taxation to establish. Once the final items on the BAL are selected by the COW on Budget, staff can prepare the final Proposed Budget and submit it to Regional Council for the May 4, 2021 Regional Council meeting.

FINANCIAL IMPLICATIONS

To ensure the budget remains sustainable, all ongoing costs should have long-term funding. Sustainability makes it easier for Regional Council to maintain or alter current services in the future without making additional taxation or program changes.

RISK CONSIDERATION

The items included in the BAL represent moderate financial risk that can be accommodated within the proposed HRM budget.

COMMUNITY ENGAGEMENT

Citizen engagement has been conducted to gauge citizen attitudes towards services and taxes. Budget Consultations included an opportunity for the Public to virtually attend the Business Unit draft budget presentations to Committee of the Whole and provide their comments.

The 2020 Municipal Budget Survey intended to inform the 2021/2022 planning cycle was conducted online and in local newspapers between November 5th and December 14th, 2020. The survey was available to

all HRM residents and received 4,312 responses to a variety of budget, planning, and priorities questions. The full results of the 2020 Municipal Budget Survey was provided in an information report presented to Regional Council on January 26, 2021.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications resulting from this report.

ALTERNATIVES

Regional Council may reject the Proposed Budget Adjustment List and direct staff to find additional financial savings in the Proposed Budget.

ATTACHMENTS

Attachment A - Budget Adjustment List by Business Unit
Attachment B - Budget Briefing Notes

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Bruce Fisher, Director, Financial Planning and Policy 902-490-4493

ATTACHMENT A - REVISED

Budget Adjustment List Summary

Parking Lot Tax Implications	21/22 Rate Impact	21/22 Avg Bill Impact	21/22 Avg Bill Impact
Beginning Motion - 1.9% Tax Change	0.820	\$ 38.00	1.9%
Additional: Parking Lot Items (rounded)	0.0153	38.41	1.9%
OVERALL RATE & NET CHANGE	0.835	\$ 76.41	3.8%

Option Description	21/22 Amount	21/22 Rate Impact*	21/22 Avg Bill Impact*	Business Unit	Over/Under	Recurrence	Capital / Operating	Date Added
Anti-Black Racism Project	\$ 72,500	0.0001	\$ 0.25	CAO	Over	On-going	Operating	3-Feb-2021
Council Newsletter Funding	\$ 56,000	0.0001	\$ 0.19	CAO	Over	On-going	Operating	3-Feb-2021
Contract Expert For IT Audit	\$ 71,100	0.0001	\$ 0.25	AG	Over	One-time	Operating	3-Feb-2021
Increase non-profit tax rebate for affordable housing from 25% to 50% starting in fiscal 21/22	\$ 446,000	0.0006	\$ 1.54	FAMICT	Over	On-going	Operating	10-Feb-2021
Body Worn Video Project Coordinator (12 month term)	\$ 85,000	0.0001	\$ 0.29	Police	Over	One-time	Operating	17-Feb-2021
Journey to Change Training	\$ 60,000	0.0001	\$ 0.21	Police	Over	On-going	Operating	17-Feb-2021
Court Disposition Clerk	\$ 85,800	0.0001	\$ 0.30	Police	Over	On-going	Operating	17-Feb-2021
Library Food Program	\$ 50,000	0.0001	\$ 0.17	Library	Over	On-going	Operating	19-Feb-2021
Library Electronic Resources	\$ 100,000	0.0001	\$ 0.35	Library	Over	On-going	Operating	19-Feb-2021
Traffic Calming Budget Increase	\$ 1,000,000	0.0014	\$ 3.45	TPW	Over	One-time	Capital	24-Feb-2021
Route 55 proposed changes	TBD	TBD	TBD	Transit	Over	On-going	Operating	10-Mar-2021
Reinstatement of Evert St, Irving St, and Fraquin St service coverage	TBD	TBD	TBD	Transit	Over	On-going	Operating	10-Mar-2021
Consultation that was done to inform the scheduling change & rational and cost for adding an additional bus on route 415.	TBD	TBD	TBD	Transit	Over	On-going	Operating	10-Mar-2021
Improve transit service in District 12 around the Park and Ride	TBD	TBD	TBD	Transit	Over	On-going	Operating	10-Mar-2021
Weekly Organics Collection: Reduce to bi-weekly	\$ (850,000)	(0.0012)	\$ (2.94)	TPW	Under	On-going	Operating	24-Mar-2021
Bi-Weekly Recycling (Blue Bag) Collection: Service Impact: Reduce to bi-weekly service (\$308,500 in year 1, \$850,000 in year 2)	\$ (308,500)	(0.0004)	\$ (1.07)	TPW	Under	On-going	Operating	24-Mar-2021
Mobile Household Special Waste Events (x6)	\$ 115,000	0.0002	\$ 0.40	TPW	Over	On-going	Operating	24-Mar-2021
Enhanced Transit Stop Clearing (48 to 24 hrs)	\$ 2,000,000	0.0028	\$ 6.91	TPW	Over	On-going	Operating	24-Mar-2021
Non-Accepted Streets (land title search - Capital)	\$ 400,000	0.0006	\$ 1.38	TPW	Over	One-time	Capital	26-Mar-2021
COVID Event Grant Program & Recovery Event Program	\$ 750,000	0.0010	\$ 2.59	P&R	Over	One-time	Operating	31-Mar-2021
Discover Halifax – Destination Management-Integrated Tourism Master Plan/COVID Recovery	\$ 250,000	0.0003	\$ 0.86	P&R	Over	On-going	Operating	31-Mar-2021
Multi-District Facility Subsidy Request – COVID impacts to Revenue Shortfall/Expense	\$ 1,757,350	0.0024	\$ 6.07	P&R	Over	One-time	Operating	31-Mar-2021
Public Art at Queen's Marquee	\$ 125,000	0.0002	\$ 0.43	P&R	Over	One-time	Operating	31-Mar-2021
Multi Service Youth Centre - Future Commitment	\$ 85,000	0.0001	\$ 0.29	P&R	Over	On-going	Operating	31-Mar-2021
Report on E.coli Microbial analysis in First Lake	\$ 150,000	0.0002	\$ 0.52	P&D	Over	One-time	Operating	7-Apr-2021
Heritage Conservation District Grant Funding	\$ 250,000	0.0003	\$ 0.86	P&D	Over	On-going	Operating	7-Apr-2021
All positions as outlined in the P&D Presentation - 3 Planner I Positions \$241,800 - 3 Assistant Building Officials \$227,400 - 3 Compliance Officer I Positions \$227,400 - 1 Senior Program Engineer \$108,700	\$ 805,300	0.0011	\$ 2.78	P&D	Over	On-going	Operating	7-Apr-2021
Costs associated with in-year staffing requirements	\$ 2,250,000	0.0031	\$ 7.77	Fiscal	Over	On-going	Operating	7-Apr-2021
Measures necessary to achieve 75% of the goals established in the Urban Forestry Plan over next 3 years and financial implications (BN008)	\$ 1,315,000	0.0018	\$ 4.54	TPW	Capital	One-time	Capital	26-Mar-2021

TOTAL OF ALL OPTIONS	\$ 11,120,550	0.0153	\$ 38.41
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*Rate & Bill impacts have been revised based on updated assessment

**Total tax rate is set at 3 decimal points.

As of April 7, 2021

Attachment B – BAL Briefing Notes and Verbal Requests

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Budget Adjustment List Briefing

BN001 - 20/21 Budget for Anti-Black Racism Efforts

COW Date Added: February 3, 2021

Business Unit: Chief Administrative Office, Office of Diversity & Inclusion/ANSAIO

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN001	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Explanation of spending for anti-Black racism efforts 2020/21		
Priority Alignment	Communities – Inclusive Communities		

Service Implications and/or impact on Priority

Regional Council is committed to addressing anti-Black racism (ABR) and the acknowledgement of its systemic implications on HRM communities and within municipal government. On July 21, 2020 Council passed the following motion:

THAT Halifax Regional Council:

1. *authorize the Mayor, on Regional Council's behalf, to proclaim the years 2015-2024 as the International Decade for People of African Descent and sign the proclamation set out in Attachment 1 to the staff report dated July 14, 2020; and,*
2. *direct the Chief Administrative Officer to develop an anti-Black racism action plan in support of the Proclamation and return to Regional Council for its endorsement.*

The Office of Diversity and Inclusion/African Nova Scotian Affairs Integration Office (ANSAIO) was tasked with developing an anti-Black racism strategy and action plan. Steps taken to date to reach that outcome have included:

- Roll out of the recommendations from the internal anti-Black racism working group. These recommendations will be the foundation for the development of the ABR strategy. To support the strategy development the following has occurred:
 - Establishment of a project charter
 - Establishment of a steering committee
 - Establishment of subcommittees specifically to work on
 - Strategy development

- Education plan
- Communication plan and campaign awareness
- Establishment of an internal ABR committee
- Development of an Administrative Order for Council to consider the establishment of an African Nova Scotian Advisory Committee
- Posting for an anti-Black racism program coordinator that will sit within the Office of Diversity and Inclusion/ANSAIO

Other Actions that have been undertaken to support the municipality’s work in addressing anti-Black racism:

- Senator Wanda Thomas Bernard presented “Unpacking Anti-Black Racism in the HRM: Creating Sustainable Change for Our Community” to Regional Council
- Street Painting of Black Lives Matter on Alderney Drive and Brunswick Streets
- Office of Diversity and Inclusion / ANSAIO developed an anti-Black Racism resource entitled *Walking Together: A Journey towards combatting anti-Black racism*. This document is available via the HRM Intranet
- Council adoption of the African Nova Scotian Economic Action Plan: Road to Economic Prosperity
- ANSAIO has been leading “Let’s Talk” sessions with business units to have open discussion on ABR and its impact on the work that they do. Sessions also serve as an opportunity for Business units to identify actions they can take to address ABR
- ANSAIO has been leading a new Speaker Series for employees. Sessions to date include:
 - Angela Simmonds – Racial Equity in Policy Development,
 - Ann Divine – Rethinking Race,
 - Vanessa Fells – Decade for People of African Descent,
 - Dr. Barb Hamilton-Hinch – Lived Experiences of Racism and;
 - Tracey Thomas – Count Us In: A Call to action for all Nova Scotians
- Redesign of the Afrocentric training program from in person to virtual
- Work also continues, through ANSAIO with business units on projects within specific communities including Beechville, The Prestons / Cherrybrook, Africville, and Hammonds Plains

It should be noted that the monies set aside by Council to support ABR have been held in reserve to be actioned in 2021/22, including the hiring of the ABR program coordinator. Monies spent to support ABR for 2020/21 were taken from the overall Office of Diversity and Inclusion/ANSAIO budget or costs were covered by individual business units.

Briefing Approved by: 
 Jacques Dubé, Chief Administrative Officer

Briefing and Financial Approval by: 

 cutive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN002 - Snow Removal Equipment Repair/Breakdown

COW Date Added: February 10, 2021

Business Unit: Corporate and
Customer Services

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN002	Capital	N/A	N/A
Four Year Impact			
Adjustment Description	Information request by Councillor Mason on sidewalk snow clearing equipment		
Priority Alignment	Responsible Administration - Well Managed		

Service Implications and/or impact on Priority

Corporate Fleet currently provides Transportation & Public Works (TPW) with the following fourteen (14) pieces of equipment, for their Winter Sidewalk and Active Transportation Winter Maintenance program. Prior to each season, Corporate Fleet completes a preventative maintenance inspection on each unit as well as a winter preparation inspection on attached equipment (plows, snow blowers, salt spreaders) to ensure functionality and safety before to release to the client. There are currently four (4) different types of equipment being provided to TPW for their program, as outlined below;

Unit #	Description	Age	Acquisition Cost	Mileage (kms)
51DA005	2007 Trackless Series 5	13	\$102,658.00	27,786
51DA007	2007 Trackless Series 5	13	\$103,200.00	8,243
51DA008	2007 Trackless Series 5	13	\$103,200.00	11,702
51DA009	2010 Trackless MT6	11	\$120,884.00	13,533
51DA010	2010 Trackless MT6	11	\$120,884.00	62,460
51DA011	2013 Trackless MT6	7	\$131,066.00	3,599
51DA012	2013 Trackless MT6	7	\$131,066.00	17,364
51LA013	2018 WILLE 365	2	\$137,931.00	971
51LA014	2019 Wacker WL32	1	\$123,495.00	370
51LA015	2019 Wacker WL32	1	\$123,495.00	482
51LA016	2019 Wacker WL32	1	\$123,495.00	434
51LA017	2019 Wacker WL32	1	\$123,495.00	338
53LZ001	2016 CAT 906M	4	\$96,208.00	5,495
53LZ002	2016 CAT 906M	4	\$96,208.00	6,220

- TPW also has two (2) rental demo pieces of equipment for the 2020-21 winter season. (Maclean MV4)

The TRACKLESS is an articulating municipal tractor designed with a narrow width and low height. It has the capability of either pushing or blowing snow as well as spreading material such as salt or sand.

The Wille 365 and the Wacker WL32 are also articulating tractors. Both units do the same as the “Trackless” – plow, blow and spread but have a slightly different footprint in some way, either height, length or width. These units also come with loader arms and buckets allowing them to be used year-round. The TRACKLESS has loader arms and bucket available but has a limited reach height for loading trucks. We have no loader arms for our TRACKLESS. The CAT 906 loader is a larger machine than the rest identified here. Due to its size, areas of use are limited, but works well in larger areas such as the Grand Parade and Argyle Street area.

There is one spare for the Cat 906 and no spares of similar design for the remaining identified municipal tractor type vehicles.

Estimated replacement cost for “Trackless” type municipal tractor is approximately \$150,000. In consultation with other municipalities across Canada, the types of equipment identified above are what are commonly used for providing similar winter sidewalk services. The average replacement cycle of this equipment within other municipalities is 10-15 years.

Information identifying the number of breakdowns per unit over the past three (3) winter seasons are identified in the tables below. It should be noted that most of the equipment identified above are primarily only required and utilized during the winter season.

In addition to the equipment previously identified, HRM does have other equipment that may be available to assist TPW in their winter sidewalk and trail maintenance, during severe weather events or if experiencing a high volume of cumulative mechanical breakdowns. Please note that some of this equipment is already being utilized by Parks & Recreation and some of the equipment would be limited to where or if it could be operated due to the size of equipment, obstructions, and capabilities.

As a result of consultation and discussions between TPW and Corporate Fleet, the replacement of two (2) existing Trackless units is planned for in Corporate & Customer Services (CCS) 21/22 capital budget plan. Additionally, five (5) Trackless equipment will be added to the sidewalk winter maintenance program through deferment of the planned replacement of road-based snow and ice control equipment. Remaining Trackless units will continue to receive maintenance to create a spare unit contingency for TPW operational needs.

Sidewalk Equipment Failure Audit 2018 - 2021

2020-2021 Winter Works Season (Nov 2nd to Feb 15th YTD)

Storm Event	WO Requests	Total Cost
EVENT #1	9	\$ 3,657
EVENT #2	10	\$ 4,173
EVENT #3	7	\$ 8,655
EVENT #4	9	\$ 8,771
EVENT #5	0	\$ -
EVENT #6	8	\$ 4,455
EVENT #7	36	\$ 11,957
NON-SNOW EVENT	48	\$ 23,868
Total	127	\$ 65,537

2019-2020 Winter Works Season

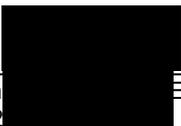
Storm Event	WO Requests	Total Cost
EVENT #1	1	\$ 78
EVENT #2	3	\$ 1,138
EVENT #3	0	\$ -
EVENT #4	7	\$ 5,540
EVENT #5	14	\$ 4,128
EVENT #6	5	\$ 7,990
EVENT #7	4	\$ 4,210
EVENT #8	10	\$ 7,241
EVENT #9	27	\$ 17,493
EVENT #10	6	\$ 3,426
EVENT #11	7	\$ 3,613
EVENT #12	14	\$ 16,694
EVENT #13	4	\$ 555
EVENT #14	12	\$ 17,032
EVENT #15	2	\$ 326
EVENT #16	14	\$ 6,352
EVENT #17	3	\$ 1,887
EVENT #18	0	\$ -
EVENT #19	8	\$ 3,911
EVENT #21	5	\$ 815
EVENT #22	1	\$ 303
EVENT #23	2	\$ 213
EVENT #24	1	\$ 375
EVENT #25	8	\$ 1,501
EVENT #26	4	\$ 760
NON-SNOW EVENT	57	\$ 32,572
Total	219	\$ 138,156

2018-2019 Winter Works Season

Storm Event	WO Requests	Total Cost
EVENT #1	1	\$ 34
EVENT #2	1	\$ 547
EVENT #3	2	\$ 2,433
EVENT #4	8	\$ 2,194
EVENT #5	0	\$ -
EVENT #6	9	\$ 4,650
EVENT #7	13	\$ 8,251
EVENT #8	11	\$ 14,101
EVENT #9	7	\$ 1,538
EVENT #10	5	\$ 18,682
EVENT #11	8	\$ 5,983
EVENT #12	6	\$ 3,550
EVENT #13	4	\$ 2,438
EVENT #14	11	\$ 10,416
EVENT #15	0	\$ -
EVENT #16	5	\$ 2,222
EVENT #17	10	\$ 9,128
EVENT #18	9	\$ 3,697

EVENT #19	20	\$	10,809
EVENT #20	12	\$	10,854
EVENT #21	14	\$	5,814
EVENT #22	4	\$	4,812
EVENT #23	2	\$	386
NON-SNOW EVENT	62	\$	40,293
Total	224	\$	162,832

Briefing Approved by: 
 Jerry Blackwood, Executive Director of Corporate & Customer Services, 902.476.0200

Briefing and Financial Approval by: 
 Jan [Redacted] Executive Director of Finance and Asset Management & ICT,
 902 [Redacted]

Budget Adjustment List Briefing

BN003 - 5-Year Variance in Chief's Office vs. Operations Budget

COW Date Added: February 17, 2021

Business Unit: Halifax Regional Police

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN003	Operating	N/A	N/A
Four Year Impact	N/A		
Explanation	Variance in the Halifax Regional Police Chief's Office budget compared to the HRP Operations budget over past five years (2017/18 to 2021/22)		
Priority Alignment	Responsible Administration – Well Managed		

Mayor Savage requested a briefing note regarding the variances from year to year for the Chief's Office and Operations Division. Mayor Savage made a specific reference to going back through the budget books and in 2015 the budget for the Chief's Office was **\$19,000,000** and in 2020/21, the proposed budget for the Chief's Office is **\$5,022,700**. In this situation, it appears the Mayor was referring to the 2014/15 fiscal year where the Chief's Office budget was \$19,931,600. The rationale behind this significant variance in the Chief's Office budget from 2014/15 to 2021/22 (7-year span) is due to a realignment that was reflected in the 2016/17 fiscal year.

For the 2016/17 fiscal year (moving forward), Halifax Regional Police financially reflected an organizational re-alignment which resulted in the following sections/ budget allocations totaling \$15,182,400 being moved from the Chief's Office to the Operations Division.

- **Integrated Emergency Service:** \$8,121,000
 - **Information Services** (Extra Duty, SOTS, Court Officers, Records, Projects Unit (STIU)): \$2,610,800
 - **Human Resources** (EAP, Human Resources, Training, Police Science Training): \$1,902,400
 - **Corporate Services** (Facilities & Property (Evidence), Superintendent's Office, Back Check, Finance, Fleet Maintenance, Commissionaires, Marine): \$2,548,200
- Total: \$15,182,400**

Further Variance Analysis from year to year is as follows:

Halifax Regional Police Operating Budget - 7 Year Variance Analysis				
	2015/16	2016/17	Variance	Variance %
Chief's Office	20,716,800	3,647,300	(17,069,500)	-82.39%
Operations	56,366,000	73,317,400	16,951,400	30.07%
Total	77,082,800	76,964,700	(118,100)	-0.15%
	2016/17	2017/18	Variance	Variance %
Chief's Office	3,647,300	3,744,200	96,900	2.66%
Operations	73,317,400	73,859,600	542,200	0.74%
Total	76,964,700	77,603,800	639,100	0.83%
	2017/18	2018/19	Variance	Variance %
Chief's Office	3,744,200	4,161,400	417,200	11.14%
Operations	73,859,600	81,826,400	7,966,800	10.79%
Total	77,603,800	85,987,800	8,384,000	10.80%
	2018/19	2019/20	Variance	Variance %
Chief's Office	4,161,400	4,457,900	296,500	7.13%
Operations	81,826,400	84,836,600	3,010,200	3.68%
Total	85,987,800	89,294,500	3,306,700	3.85%
	2019/20	2020/21	Variance	Variance %
Chief's Office	4,457,900	4,346,600	(111,300)	-2.50%
Operations	84,836,600	81,928,500	(2,908,100)	-3.43%
Total	89,294,500	86,275,100	(3,019,400)	-3.38%
	2020/21	2021/22	Variance	Variance %
Chief's Office	4,346,600	5,022,700	676,100	15.55%
Operations	81,928,500	83,557,300	1,628,800	1.99%
Total	86,275,100	88,580,000	2,304,900	2.67%

2015/16 to 2016/17

Chief's Office: Decrease of \$17,069,500 (-82.39%)

Operations Division: Increase of \$16,951,400 (30.07%)

Total decrease in Net Budget: \$118,100 (-0.15%)

***See above rationale for the decrease in Chief's Office and offsetting increase in Operations Division.**

****Total decrease a result of \$3,579,700 in additional revenue/cost recovery/cost savings/efficiencies and contributions from reserves, offset by total budget pressures of \$3,461,600.**

2016/17 to 2017/18

Chief's Office: Increase of \$96,900 (2.66%)

Operations Division: Increase of \$542,200 (0.74%)

Total increase in Net Budget: \$639,100 (0.83%)

***Total budget pressures of \$1,114,100 plus service enhancements of \$560,500 offset by \$1,035,500 in additional revenue/cost recovery/cost savings/efficiencies and contributions from reserves.**

2017/18 to 2018/19

Chief's Office: Increase of \$417,200 (11.14%)

Operations Division: Increase of \$7,966,800 (10.79%)

Total increase in Net Budget: \$8,384,000 (10.80%)

***The HRP A collective agreement covering April 1, 2015 to March 31, 2020 was ratified and signed on March 15, 2017. The significant increase in budget between 2017/18 and 2018/19 is predominantly a result of 4 years (15/16, 16/17, 17/18, & 18/19) of annual rate increases (2.75% x 4 years) being applied and included in the 2018/19 operating budget dating back to the end of the 2014/15 fiscal year when the previous contract expired. During fiscal years when no contract is officially in place, annual increases are not funded within the business unit. Those funds are budgeted in HRM Fiscal Services until such time that a new contract is ratified.**

2018/19 to 2019/20

Chief's Office: Increase of \$296,500 (7.13%)

Operations Division: Increase of \$3,010,200 (3.68%)

Total increase in Net Budget: 3,306,700 (3.85%)

*** Increase predominantly due to 2.75% annual rate increase for HRP A members.**

2019/20 to 2020/21

Chief's Office: Decrease of \$111,300 (-2.50%)

Operations Division: Decrease of \$2,908,100 (-3.43%)

Total decrease in Net Budget: \$3,019,400 (-3.38%)

***Decrease in budget includes an increase in attrition and turnover credit by \$1.6M to allow for hiring freeze set in place as a result of the COVID 19 Pandemic, along with several decreases in operating**

budget areas included overtime, court time, extra duty, training, travel, etc. all impacted by the COVID 19 Pandemic.

2020/21 to proposed 2021/22

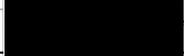
Chief's Office: Increase of \$676,100 (15.55%)

Operations Division: Increase of \$1,628,800 (1.99%)

Total increase in Net Budget: 2,304,900 (2.67%)

***Increase in budget largely due to the restoring budget back to pre-COVID 19 Pandemic levels by reducing attrition and turnover credit by \$1.6M.**

Briefing Approved by:



Dan Kinsella, Chief of Police, Halifax Regional Police

Briefing and Financial
Approval by:



Jane Fraser, CFO, Executive Director of Finance and Asset Management & ICT,
902.717.0443

Budget Adjustment List Briefing

BN004 - Design/Construction Work for Extension of Sylvania Terrace

COW Date Added: February 24, 2021

Business Unit: Transportation and
Public Works

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN004	Capital	N/A	N/A
Four Year Impact			
Adjustment Description	Request from Councillor Lovelace for a status update and plan for next several years for the extension of Sylvania Terrace.		
Priority Alignment	Integrated Mobility - Connected & Healthy Long-Range Mobility Planning Responsible Administration – Well Managed		

Service Implications and/or impact on Priority

On November 25, 2015, the following motion of Regional Council regarding Item 15.1 was put and passed:

“That Halifax Regional Council request a staff report on the feasibility of developing a Rockcliffe extension across Hammonds Plains Road to Highland Park south side and to create a new second entrance to the Highland Park subdivision.”

On August 13, 2019, the following staff recommendation regarding Item 15.17 was presented to Council:

“It is recommended that Regional Council direct the CAO to maintain the existing street network connections to the Hammonds Plains Road for the Highland Park subdivision; and allow construction of a second connection to the Highland Park Subdivision to take place through the subdivision approval process.”

On August 13, 2019, the following motion of Regional Council regarding Item 15.17 was put and passed:

“That Halifax Regional Council direct the Chief Administrative Officer to pursue construction of an extension of Rockcliffe Crescent and connection to Sylvania Terrace through to the Hammonds Plains Road as a municipally funded initiative (subject to the approval of the Engineer and the acquisition of any required lands from the Province).”

The above-noted motion endorsed the construction of an extension of Rockcliffe Crescent to connect Hammonds Plains Road to Sylvania Terrace; however, the motion did not approve the schedule or budget for the project. Therefore, this project is following the normal capital budget process.

In preparing the list of projects for capital budget consideration, staff currently follow Regional Council's 2019 direction by applying the four lenses identified in the Capital Project Evaluation Framework. The lenses include:

- Capacity to Deliver (i.e. Project Readiness);
- Risk;
- Impact to Service Delivery; and,
- Strategic Alignment with Council's Priorities

Staff also include the parameters of the Asset Investment Framework as directed by Halifax Regional Council in 2019. For the four-year capital project plan, roughly 70-80% of the total estimated costs is attributed to investment in Asset Renewal while 20-30% is attributed to investment in Service Growth.

It is important to highlight the Risk lens identified above, and in particular, the safety implications of not constructing the second access to Hammonds Plains Road. The staff report dated August 13, 2019 (Item 15.1.7) stated the following: "The current Municipal Design Guidelines (Red Book) require every lot in a new subdivision to have at least two independent street accesses to the existing broader street network for safety purposes and to provide routine connectivity throughout the community. A second connection to another local street satisfies this requirement and the Design Guidelines do not require that a development have two independent accesses to a collector or trunk highway. The current road network in this area is compliant with these requirements." Hammonds Plains Road between Pockwock Road and Highway 103 is a Controlled Access Road pursuant to By-Law S-900. The report continues with: "Some general benefits may be realized from the creation of a second access to Hammonds Plains Road from the Highland Park subdivision. However, based on existing regulations and standards, the connection is not required at this time for safety, traffic operations or strategic transportation purposes. No conditions presently exist that would lead staff to recommend expenditure of public funds to establish that connection."

Therefore, considering the Capital Project Evaluation Framework and the Asset Investment Framework, the connection from Hammonds Plains to Sylvania Terrace was not prioritized within the four-year Roads and Active Transportation capital plan. However, staff has the construction for this project tentatively included in the 2025/26 budget year (subject to final prioritization of the overall Roads and Active Transportation capital program, funding availability, and Council approval) with surveying/engineering design work commencing in 2023/24. Prior to construction, it is estimated that roughly two years is required to complete the surveying, preliminary/detailed design, land transaction(s), costing, internal reviews/approvals, and tendering process. Depending on internal capacity to deliver, the surveying and/or engineering design work may be outsourced to a third party. Estimated fees for the outsourcing work would be in the range of \$50,000 - \$150,000. Other noteworthy points include:

- As noted in the August 13, 2019 Council report, the estimated cost to construct the 700-meter long extension is \$700,000 (based on 2019-unit rates). The estimate was conceptual, and fluctuations from the original estimate may exist upon completion of the preliminary/detailed design. Additionally, the original estimate is exclusive of potential costs for surveying, design, and/or construction administration/inspection services.
- HRM holds most of the land required for the connection; however, the province still owns a small portion. It is staff's understanding the provincial parcel may be transferred to HRM as part of the proposed 2022 Provincial Road Transfer. This transfer still needs to be negotiated with the Province.

- Currently, there is no funding source in the Roads and Active Transportation capital budget for the construction of new roads. However, Council has given direction based on the motion of August 13, 2019, to proceed with this work. As a result, this connection is currently identified as a discrete project (survey/design commencing in 2023/24; construction in 2025/26) and funded (subject to Council approval) within the overall Roads and Active Transportation capital plan.

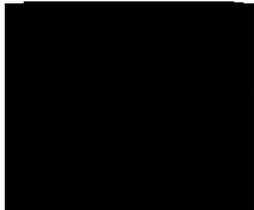
As highlighted above, the Sylvania Terrace connection is tentatively scheduled for survey/design in 2023/24 with construction in 2025/26. Based on capacity to deliver, staff could potentially consider the survey/design as early as 2022/23 with construction commencing in 2024/25; however, Council has ratified a four-year Roads and Active Transportation plan, and in order to balance the approved funding requirements, one or more projects would need to be displaced in order to accommodate the Sylvania Terrace project in 2024/25. Additional time is required to undertake an analysis to determine which project(s) currently approved under the four-year program would be impacted. Once determined, staff would present a report to council to outline the implications, and to provide a recommendation. Alternatively, a new funding source would be required to eliminate the impact on the approved four-year Roads and Active Transportation capital plan. Another consideration would be to maintain the original plan with survey/engineering design and construction occurring in 2023/24 and 2025/56, respectively.

Briefing Approved by:



Brad Anguish, Executive Director, Transportation and Public Works
902-490-4855

Briefing and Financial Approval by:



Executive Director of Finance, Asset Management & ICT,

Budget Adjustment List Briefing

BN005 - Traffic Calming Budget Increase

COW Date Added: February 24, 2021

Business Unit: Transportation and Public Works

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN005	Capital	\$1,000,000	\$3.45
Four Year Impact	N/A		
Adjustment Description	Explanation of the impact and options for a \$1,000,000 increase in traffic calming budget.		
Priority Alignment	Integrated Mobility – Safe & Accessible Integrated Mobility Network		

Summary

In recent years Regional Council has significantly increased the demand for traffic calming. Approximately \$300,000 was invested in 2019/20 and \$650,000 in 2020/21 for standalone traffic calming projects in addition to traffic calmed streets achieved through complete streets recapitalization funding. Council most recently approved \$1.215M for 2021/22 standalone traffic calming projects which, in addition to complete streets recapitalization funding, will implement traffic calming on an estimated 52 (or more) streets as outlined in the Capital budget.

In response to Council's most recent motion to examine the impact of adding another \$1M to the 2021/22 standalone traffic calming budget, staff's rapid review is proposing tender/construction of another 32 streets for vertical deflections, one additional street for Speed Display Signs, and approximately 21 additional school zone streets, as follows:

Additional School Zones	\$ 250,000.00	Table 1
Ranked Streets	\$ 640,000.00	Table 2
Neighbourhood Impacts	\$ 110,000.00	Table 3
Total Estimate	\$ 1,000,000.00	

Due to compressed timelines for planning, design and implementation within the upcoming 2021/22 budget year, staff are proposing to focus on the implementation of vertical deflections only, such as speed humps and speed tables. Horizontal deflections are not feasible within this timeline as they may require up to two years to plan, design, tender and construct. It must be noted that the project lists were developed based on a desktop review only. Site visits for scoping will be required to confirm exact locations and numbers of vertical deflections on each street. There are several risks associated with assembling this size of program at short notice and they are summarized below.

School Zones

Under the existing 2021/22 Capital Budget staff have proposed \$150,000 for speed humps in approximately 8 school zones comprising 18 streets. Staff is currently assessing an additional 16 school zones comprising 21 streets which require the collection of speed and volume data. Final assessments are anticipated to be completed by the end of April.

Staff would propose to use the budget increase to install measures in all the outstanding school zones that had been previously requested for traffic calming measures. In order to construct traffic calming measures this construction season, staff would seek to proceed with project tendering of all outstanding school zone streets prior to the final data confirmation. It is anticipated that all these locations will meet the current minimum speed threshold of >30 km/h.

It is estimated that an additional \$250,000 will be enough to install traffic calming measures on all outstanding school zone streets. The proposed school zone streets are included in Table 1.

Ranked Streets

With Regional Council's recent approval of the 2021/22 Traffic Calming projects within the Capital budget, staff has now updated the ranking list of the remaining requested streets in accordance with the current Administrative Order as shown in Table 2. Several of the new top ten streets are minor collector roadways that require detailed planning and design of horizontal measures. Where schools are present in these streets, staff would propose to install vertical deflections in the school zones as part of this increased budget, in advance of future traffic calming projects.

Staff continued down the ranking list to identify streets where vertical deflections would be appropriate. Staff has identified 26 streets on the ranked list which would be appropriate for vertical deflections and one additional street which could benefit from two Speed Display Signs installed in advance of a future traffic calming project.

It is important to note that some previously identified horizontal deflection projects are now being considered for vertical deflections. Staff continue to gain more experience with designing and implementing horizontal measures, and have identified street characteristics that present challenges with various types of vehicles such as transit buses, fire trucks, snowplows, etc. This experience has allowed staff to re-evaluate the anticipated use of horizontal deflections on previously assumed streets (most include challenging street grades). These streets still provide limited opportunity for the location of vertical deflections due to street grades. Additional scoping and stakeholder engagement will determine the feasibility of these measures moving forward.

Neighbourhood Impacts

As staff continues with a street-by-street implementation approach in accordance with the current Administrative Order, staff reviewed recent and proposed projects to identify potential impacts on nearby streets. Staff has identified 6 streets that should receive vertical deflections to mitigate impacts from nearby projects.

The proposed neighbourhood impact streets are provided in Table 3.

Risks

Project Planning & Design (PP&D) staff within TPW will be responsible to design and tender this work. PP&D has reviewed the additional list of proposed traffic calming installations and anticipates that current resources should be able to tender and potentially construct these projects in 2021/22. Risks associated with the accelerated timelines for planning, design, tendering and construction are outlined as follows:

1. All project work is typically vetted through the Integration Committee to ensure proper planning and coordination; however, review by the Integration Committee was not feasible prior to drafting

this advice to Regional Council. As a result, conflicts may be identified later that could impact feasibility of implementation for this construction season. In addition to the integration reviews, key stakeholders such as Halifax Transit, Fire Services, and Road Operations will also need to review and approve the projects.

2. Staff will need to cross reference the new traffic calming locations against all paving related projects (i.e., overlays, micros, crack sealing, various patching programs, etc.) in order to avoid scheduling conflicts. As well staff will need to confirm project schedules from the integration partners/stakeholders (where HRM is not paving). This could result in delays.
3. The additional school zone locations would be delivered as one tender. In order to reduce the risk of construction extending beyond the commencement of school in September, it is proposed that staff would proceed to tender implementation of all outstanding school zone streets prior to final data confirmation. Although every effort will be made to minimize disruption during the school year, it is possible that construction could extend beyond September.
4. The street traffic calming projects, outside of the school zones, would be tendered as two separate packages and constructed later in the year (Fall) so that staff can focus on complex/time sensitive projects that are currently in progress. However, these locations still require the necessary scoping and, given the risks identified above, some of these locations may not be shovel ready until 2022/23.
5. The timing of the approval of the additional traffic calming funding may impact on the ability to tender and construct the projects in 2021/22.

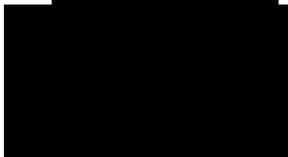
Regarding staff resources, it is important to note that staff will make best efforts to deliver this additional \$1M traffic calming program (vertical deflections only) within approved staff levels. If the standalone traffic calming program was to increase from approximately \$1M to \$2M annually, it is anticipated that additional staff will be required to address future priority traffic calming projects requiring horizontal deflections. These staff resources would be requested through future budget deliberations.

Briefing Approved by:



Brad Anquish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial Approval by:



Executive Director of Finance and Asset Management & ICT,

Table 1: Additional School Zones

School	Street Name	District
Astral Drive Junior High School	Greenwich Dr*	4
	Lakeshire Cres	4
Ellenvale Jr High	Belle Vista Dr	6
Fleming Tower Elementary School	McLennan Ave	9
Springvale Elementary School	Downs Ave	9
Burton Ettinger Elementary School	Alex St	10
Eastern Passage Education Centre	Samuel Danial Dr	3
Humber Park Elementary School	Gander Ave	4
	Smallwood Ave*	4
Beechville-Lakeside-Timberlea School	James St	12
Basinview Drive Community School	Madison Dr	16
	Wimbledon Rd	16
Millwood Elementary School	Beaver Bank Cross Rd	14
Central Spryfield Elementary School	Pine Grove	11
Joseph Giles Elementary School	Gregory Dr	4
Colby Village Elementary School	Ashgrove Ave	4
Astral Drive Elementary School	Astral Dr	4
Hawthorne Elementary School	Hawthorne St	5
	Erskine St	5
Joseph Howe Elementary School	Creighton St	8
	Maynard St*	8

* Streets not officially requested but included in the school zone

Table 2: Ranked Streets

Rank	Street Name	District	Included within Additional 21/22 Budget	Comments
1	Magenta Dr	14	Yes	Speed tables
	Midnight Run*	14	Yes	Speed tables
2	Auburn Dr	4	No	Planned for preliminary design of horizontal deflections in 2021. Integration in 2022/23
3	John Stewart Dr	4	No	Planned for preliminary design of horizontal deflections in 2021. Installation in 2022/23
4	Colby Dr (north loop)	4	No	Planned for preliminary design of horizontal deflections in 2021. Installation in 2022/23
5	Astral Dr	4	School Zone only	Planned for preliminary design of horizontal deflections in 2022. Integration in 2023/24
6	Hawthorne St	5	School Zone only	Planned for preliminary design of horizontal deflections in 2022. Installation in 2023/24
7	Arklow Dr	4	School Zone only	Planned for preliminary design of horizontal deflections in 2022. Installation in 2023/24
8	Riverside Dr	15	No	Detailed review needed. Speed Display Signs will be considered in advance of a TC installation

Rank	Street Name	District	Included within Additional 21/22 Budget	Comments
9	Beech Tree Rn	12	No	Detailed planning and design required
10	Starboard Dr	16	No	Detailed planning and design required
11	Southgate Dr	16	Yes	Speed tables where grade allows
12	Monarch Dr (S)	14	Yes	Speed tables
	Joan Dr*	14	Yes	Speed tables
13	Elise Victoria Dr	1	Yes	Speed tables
14	Creighton St	8	School Zone only	Future AT project on this corridor
15	Osborne St	9	Yes	Speed tables
16	Timberlane Terr	13	Yes	Speed tables
	Sylvania Terr*	13	Yes	Speed tables
17	Capilano Dr	1	Yes	Speed tables
	Terry Rd*	1	Yes	Speed tables
	Ethan Dr*	1	Yes	Speed tables
18	Richardson Dr	1	Yes	Speed tables
19	Thistle St	5	No	Detailed planning and design required. Potential integration opportunity within 5-year plan
20	Collins Grove	3	Yes	Speed tables
21	Wright Lake Run	13	Yes	Speed tables
22	Oceanstone Dr	13	Yes	Speed tables
23	Rafting Dr	14	No	Speed tables will be integrated in future capital project. Pending project in 2022/23
24	Basinview Dr	16	Yes	Speed tables where grade allows
25	Celtic Dr	5	Yes	Speed tables
	Glenwood Ave*	5	Yes	Speed tables
26	Spring Ave	3	No	Detailed planning and design required. Potential integration opportunity within 5-year plan
27	Helene Ave	6	Yes	Speed tables
	Raymoor Dr*	6	Yes	Speed tables
28	Sea King Dr	5	No	Detailed planning and design required
29	Carver St	6	Yes	Speed tables
30	Oceanview Dr	16	Yes	Speed tables where grade allows
31	Millrun Cres	16	Yes	Speed tables
32	Guysborough Ave	6	Yes	Speed tables
33	Flying Cloud Dr	4	Yes	Speed tables

*Streets without rankings have been added due to anticipated neighbourhood impacts.

Table 3: Additional Neighbourhood Impacts

New Rank	Street Name	District	School Zone	Comments
	Cranberry Cres	3	No	Speed tables
121	Fiddlers Green	4	No	Speed tables
150	Flagstone Dr (loop section)	4	No	Speed tables
155	Flagstone Dr	4	No	Speed tables
161	Fireside Dr	4	No	Speed tables
	Deerbrooke Dr	4	No	Speed tables

Budget Adjustment List Briefing

BN006 - Capital Cost Contributions – Fire Stations

COW Date Added: March 3, 2021

Business Unit: Planning &
Development, Infrastructure
Planning

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN006	Capital	N/A	N/A
Four Year Impact			
Adjustment Description	<p>Regional Council requested a briefing note on whether capital cost contributions can include fire stations.</p> <p>The Municipality is enabled through the HRM Charter to collect Capital Cost Contributions in respect of the capital cost of a broad range of services that includes transportation and transit assets, parks, playgrounds, trails, bicycle paths, swimming pools, ice arenas, recreation centres, fire departments, and public libraries.</p> <p>In 2016, Regional Council adopted a 3-phased approach to review and rationalize all planning and development related fees and charges.</p> <p>Phase 1 was a two-step process to rationalize permit fees, completed in 2019</p> <p>Phase 2 was to expand the Density Bonusing Provisions in the Regional Centre, pursuant to policy direction included in Package “A” of the Centre Plan. Phase 2 was completed with the adoption of the Incentive or Bonus Zoning Reserve and related administrative orders in September 2020.</p> <p>Phase 3 is a review of the Capital Cost Contribution Program. Regional Capital Cost Charges are likely to be the most significant of the new costs imposed on development. A report will be forthcoming in 2021 which will deal with the following:</p> <ul style="list-style-type: none"> • A methodology to determine the amount of the charges; • an approach to collecting the charges; • evaluate the impacts of collecting charges for the entire range of services that are enabled by the Municipal Charter; and, • Recommend a schedule for implementation 		
Priority Alignment	Prosperous Economy		

Service Implications and/or impact on Priority

If adopted, Capital Cost Contributions paid by developers will be used to offset the growth-related capital costs of new assets. Key considerations in adopting charges will be whether the amount of the charge is

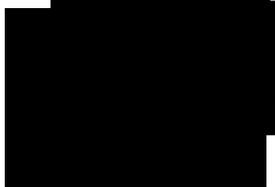
significant enough to drive pace, location, or mix of development or materially effect household budgets; whether the charge can disrupt the market in the short term, particularly when considered in conjunction with other impacts such as HST, standards, fee rationalization; and, strategies to soften impacts and allow for the market to adjust, such as phased implementation, planning process improvements, and being flexible with the timing of collection.

Briefing Approved by:



Kelly Denty, Executive Director, Planning & Development, 902.476.9528

Briefing and Financial
Approval by:



Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN007-1 – Route 55 Proposed Changes

COW Date Added: March 10, 2021

Business Unit: Halifax Transit

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN007-1	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Regional Council requested a briefing note on four Halifax Transit service items: 1. Route 55 proposed changes		
Priority Alignment	Integrated Mobility - Connected & Healthy Long-Range Mobility Planning		

Service Implications and/or impact on Priority

The 2021/22 Halifax Transit Annual Service Plan proposes that in November 2021, changes to Route 55 Port Wallace outlined in the *Moving Forward Together Plan* (MFTP) be implemented.

As per this service change, the new Route 55 will no longer extend to the Portobello turning loop (bus stop 8459) via Waverley Road. The route will instead begin on Charles Keating Drive, turn on the Craighburn Drive inner loop to Waverley Road and continue inbound to the Mic Mac, Alderney and Bridge terminals. This routing is shown in green in Figure 1 below. The addition of service to Alderney Terminal has been much anticipated by the public and will result in a modest increase in service, despite the removal of service between Charles Keating Drive and Spider Lake.

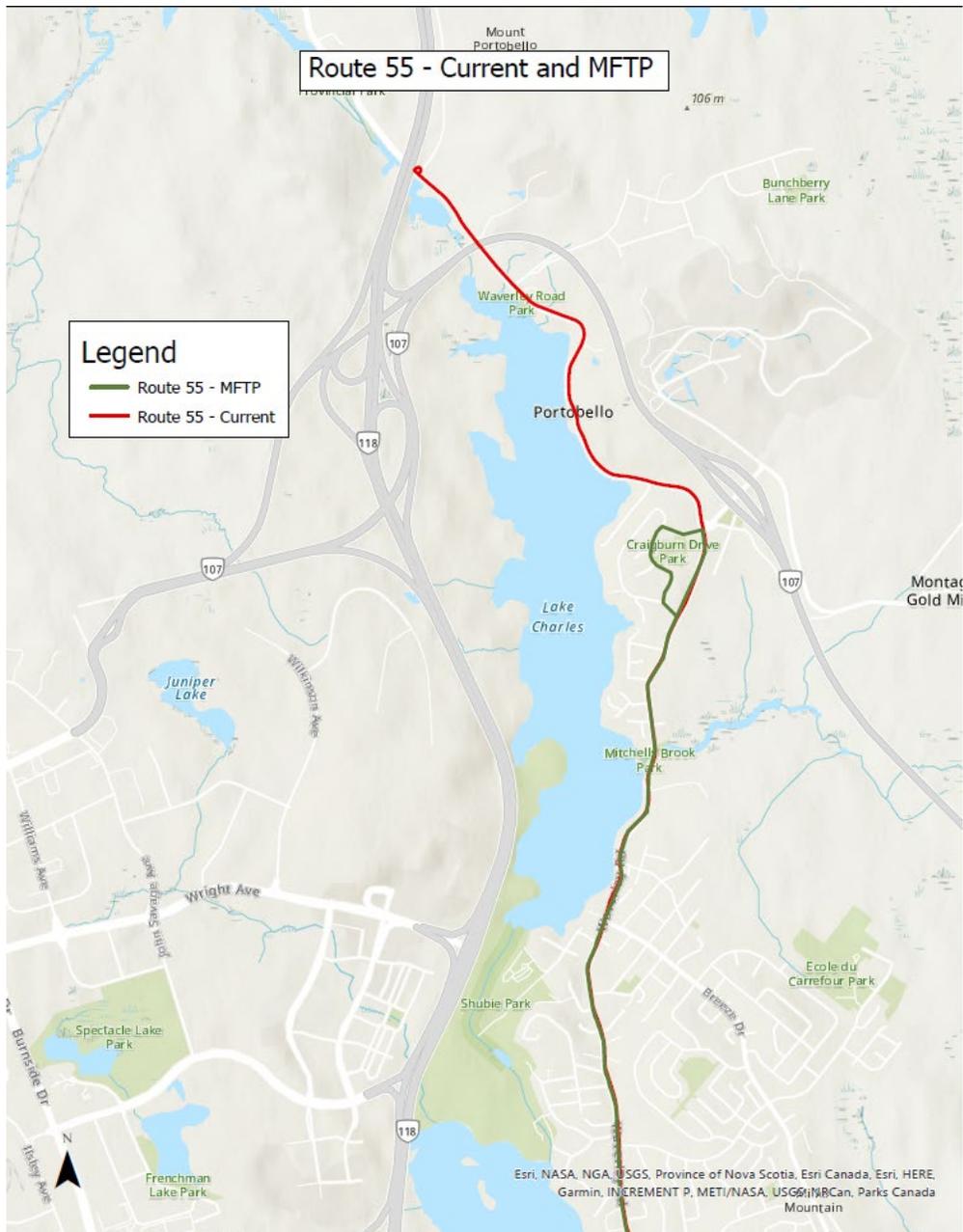


Figure 1: Route 55 Existing and Planned Routing

Rationale for the Routing Change

The *MFTP* included formal public and stakeholder engagement resulting in the values-based Moving Forward Principles, the foundation on which the plan is designed and all objectives, network changes, and policies were created. The plan includes four main principles, one being: Increase the proportion of resources allocated towards high ridership services.

Route 55 passenger boarding data from Craigburn Drive to the Portobello turning loop indicates consistently low ridership and a significantly high cost per passenger.

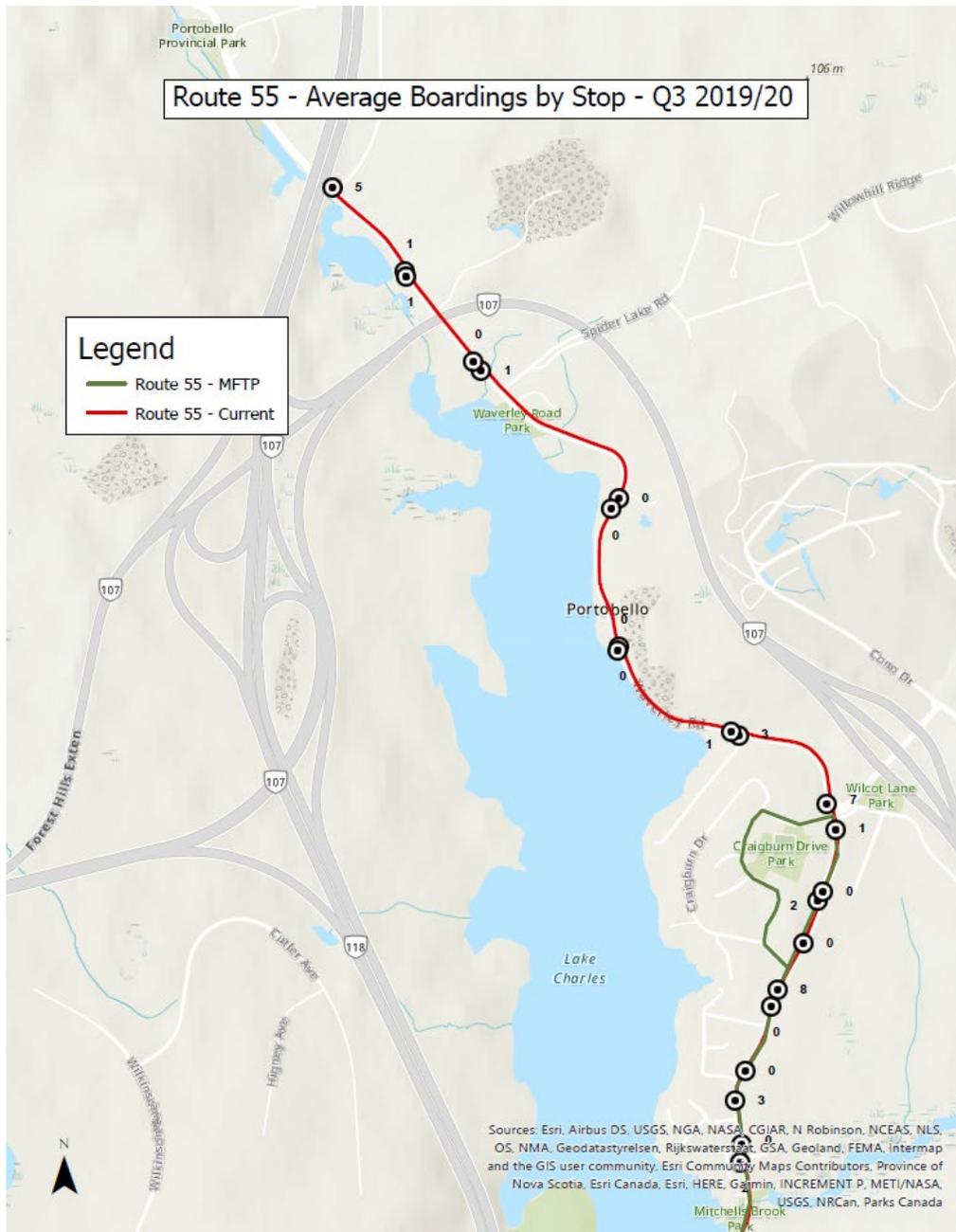


Figure 2: Average daily boarding by stops (2019)¹

Engagement on the Moving Forward Together Plan

An initial round of public consultation was undertaken to guide the overall direction of the MFTP, which included stakeholder sessions, public meetings, online engagement activities, and public surveys.

¹ Note that the five boardings recorded at the turnaround loop includes bus operators who often have a longer layover at this location.

The second round of public engagement on the draft Plan was carried out over 10 weeks, from February 17– April 24, 2015. Engagement activities included the maketransitbetter.ca website, Pop-Up engagement events, stakeholder sessions, two public opinion research surveys, and an online survey.

Resources on the website included an introductory video, an interactive map, and the proposed changes to individual routes and communities. This background material provided residents with the information they needed prior to responding to surveys and sharing feedback.

Feedback Received during Engagement

Halifax Transit staff reviewed more than 20,000 comments received through this consultation period, and the revised MFTP addressed many of the concerns raised by the public. Halifax Transit received between 100-150 comments related to the proposed change to the Route 55. However, due to the continued low ridership, the routing recommended in the final plan was the same as that included in the draft plan. Since that time, ridership on average has dropped: In 2015, there were approximately 23 passengers boarding per day beyond Charles Keating Drive on the 21 trips. In 2019, that was to approximately 19 passengers per day on the same number of trips.

Community Concerns

In addition to feedback received through public engagement on the MFTP, the community has continued to express concern about the new routing. In summer 2020, the community submitted for consideration an online petition with 193 signatures.² Halifax Transit has also received comments from the public related to this petition. This petition identified several specific points of concern for members of the community:

- The community has grown since 2016 and limiting the bus service would disadvantage members of the community;
- Safety concerns on Waverly Road (lack of pedestrian/cycling facilities);
- Noise and safety concerns within the established residential community.

Staff Response to Community Concerns.

Although there may have been some residential or commercial growth near to the existing Route 55 since the plan was initially approved five years ago, observed ridership has not increased, and the cost to provide this service remains very high. Retaining this service would be contrary to the Moving Forward Principles, which direct staff to focus resources on high ridership services. It would also be inconsistent with other parts of the municipality where similarly underperforming routes have seen service reduced (for example Route 415) or eliminated (parts of the former Route 400 Beaver Bank).

As for concerns related to the lack of active transportation infrastructure, it is true that the are parts of the existing Route 55 which currently lack pedestrian and cycling amenities. The construction of sidewalks or bike lanes on this roadway is not currently programmed and are not likely to be implemented in the near term.

When new service is introduced on residential streets, Halifax Transit works with Transportation and Public Works to ensure there are no safety concerns along the route or at new bus stops. In most cases, buses stopping at bus stops generally slow down traffic in neighbourhoods rather than increase speeds, which is a common misperception. Halifax Transit buses travel daily along many suburban streets throughout the municipality. Operators undergo rigorous training and are accustomed to adhering to posted speed limits and driving safely on main roads, as well as in suburban neighbourhoods that include recreation facilities,

² There were 193 signatures on the change.org petition as of March 25, 2021.

parks, and busy elementary and high schools. Buses have been tested along Craighburn Drive, and there are no issues anticipated. The width of Craighburn Drive is typical of many streets throughout HRM where buses operate successfully, and in fact is easier to navigate than some of the older residential streets in the other areas. As a result, Halifax Transit has verified that there are no safety issues associated with introducing a bus route on this street.

Bus routes contribute to supporting a socially, environmentally, and economically sustainable community. Across Canada, research has shown that proximity to transit helps to increase property values. The community will benefit from the presence of transit by connecting residents along Craighburn Drive to the Alderney Ferry Terminal, providing faster and direct access to Downtown Dartmouth and Halifax.

The Route 55 bus will not idle on Craighburn Drive or in front of any homes in the neighbourhood. There is one bus stop where the bus will be required to wait before starting its route. This timepoint is located on Charles Keating Drive in front of a large retaining wall and was selected to avoid being next to residences.

Alternative Routing Options

Several additional options were considered before selecting the staff recommendation. They are summarized in Table 1 below.

Table 1: Alternatives to Charles Keating/Craighburn Routing

Routing	Change From MFTP	Cost Differential from MFTP routing ³	Staff Comment
Proposed MFTP/Annual Service Plan routing on Craighburn Drive	None. Staff recommend pursuing the routing identified in the MFTP which uses Charles Keating Drive and Craighburn Drive.	N/A	This routing is consistent with the principles of the MFTP, and is the same routing recommended in the approved plan.
Current routing on Waverley Road plus extension to serve Alderney Ferry Terminal	Turns at Portobello turning loop as per existing conditions. The route will still be extended to serve Alderney Terminal.	\$40k - \$50k estimated per year	This option would retain underperforming sections of the route and will serve Alderney Ferry Terminal and downtown Dartmouth as per the MFTP.
Alternate on street turning loop -	In this option, the route turns on to another street rather than Charles Keating Drive, such as Rocklin Drive, or the other portion of Craighburn Drive	Negligible or potential savings	This option is not likely to have any operational impact, and may result in time/cost savings, but would be likely to still create concerns for the local neighbourhood.
New off-street turning location	A turning loop would be created on a local property. The existing gravel parking area near the intersection of Waverley Road and Montague Road has been suggested.	Capital and operating costs for purchasing, constructing, and maintaining the new asset	This would require the acquisition of property for the construction of a turn around loop. This is likely to incur upfront and ongoing capital costs, as well as ongoing maintenance costs for snow clearing and state of good repair. It is unknown if any local properties owners would have an interest in selling land for this purpose. Costs for operating the transit service would be dependant on what parcel of land can be acquired and if there are additional kms/time required compared to on street routing.

³ Note that these represent planning level costs.

Costing Considerations and other Trade Offs

If Regional Council decides to direct staff to implement any option that requires additional travel time (i.e., continue servicing the Portobello turning loop), in addition to the budget required, Halifax Transit resources are required that are already accounted for including buses, staff, etc. Specifically, the proposed routing in the Annual Service Plan is anticipated to allow for a two-minute layover at Charles Keating Drive (subject to further detailed scheduling), so any option that requires additional travel time would likely require additional resources, including an additional bus. As the route changes in downtown Dartmouth already represent an overall increase in service, a modification at this time to retain the existing routing to Portobello turning loop would require reallocation of resources from another route, or a reduction in the overall service on this route. One option is to reduce frequency on the new Route 55 to accommodate this change. This reduction would be required at peak times and result either in fewer trips at peak, or an irregular schedule (such as a trip every 40 minutes instead of every 30 minutes). There are very limited options to reduce service on other routes to shift resources without compromising service in these same ways.

The Route 55 beyond Charles Keating Drive was specifically identified as one of the lowest performing route segments across the whole network in the MFTP. If the route were to be retained all the way to the Portobello Turning Loop, it would not be consistent with the Moving Forward Principle of focusing on higher ridership services.

Alternate routings, such as completing a larger loop around Craighburn Drive, or smaller loop at Rocklin Drive and Twilight Lane may be possible but have not been tested. It is not recommended that the Route 55 be shifted to these streets, as Craighburn Drive is equally if not more suitable for transit use, and there is no reason to believe that the concerns raised about the use of Craighburn Drive (i.e. noise) would be any less of an issue for the residents on alternate streets. In addition, using alternate streets could also have the impact of shortening the route, removing transit as a viable option for more residents.

The use of an off-street turning facility is not recommended, as it is more economical for Halifax Transit to make use of existing municipal roads. In addition to any capital costs associated with purchasing land and construction, ongoing operating funding would be required for repairs, maintenance, snow clearing, etc. Time, resources, and budget would be required to explore the purchase and construction of an off-street facility, and it is unknown if it could be completed in time for the upcoming November 2021 service changes. If Regional Council wishes to pursue this option, it is recommended that all changes to the Route 55 (including the modification to serve Alderney Ferry Terminal) be deferred until at least 2022/23 to allow time to explore this option further.

Conclusions

Staff recommend proceeding with the proposed routing on Craighburn Drive as approved in the MFTP and as shown in the Annual Service Plan.

If directed by Regional Council to implement an option other than the proposed Craighburn Drive routing, the preferred option would be to modify the Route 55 to travel on other, adjacent local streets. This routing maintains the integrity of the route for the majority of passengers (by not requiring a reduction in frequency or service span) and allows the route changes to occur without incurring the ongoing cost associated with a new off-street facility. However, it is not recommended, as there are no inherent safety risks associated with travelling on Craighburn Drive, no evidence that the route will be any more well received by residents of other streets and may shorten the route and remove access to transit for more residents.

Briefing Approved by:



Dave Reage, Executive Director, Halifax Transit, 902.490.5138

Briefing and Financial
Approval by:



Executive Director of Finance and Asset Management & ICT,
902.717.0443

Budget Adjustment List Briefing

BN007-2 - Reinstatement of Everett St., Irving St. and Franklyn St. Service Coverage (Route 63)

COW Date Added: March 10, 2021

Business Unit: Halifax Transit

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN007-2	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Regional Council requested a briefing note on four Halifax Transit service items: 2. Reinstatement of Everett St., Irving St., and Franklyn St. service coverage Note: Councillor Clearly requested to have ridership information provided for all routes mentioned in this briefing note.		
Priority Alignment	Integrated Mobility - Connected & Healthy Long-Range Mobility Planning		

As per the 2021/22 Halifax Transit Annual Service Plan, pending Regional Council approval, in November 2021 the Route 63 Woodside will be eliminated, and those service hours will be combined into the nearby Corridor Route 6 Eastern Passage. This includes the discontinuation of service on Everett Street, Franklyn Street, Irving Street. This route restructuring was approved as part of the *Moving Forward Together Plan* (MFTP) in 2016.

Background

The Route 63 Woodside is a route which currently operates Monday to Friday between approximately 6:30 a.m. and 6:00 p.m., with a frequency of approximately every 30 minutes. This route generally functions to duplicate the Route 60 Eastern Passage, providing additional service during the busiest parts of the day, between Bridge Terminal and the Woodside Ferry Terminal. The Route 63 does not operate on weekends or holidays. As this route does not serve the Woodside Ferry Terminal directly (as it remains on Pleasant Street rather than entering the terminal), it currently turns around on local streets Everett Street, Franklyn Street, and Irving Street, before returning to Bridge Terminal via Pleasant Street

The planned service changes approved in the MFTP call for a simplification of service on Pleasant Street with the new Corridor Route 6 Eastern Passage. The new Corridor Route 6 will operate with three branches as per the map below: Branch 6A, operating between the Bridge Terminal and Woodside Ferry Terminal; Branch 6B, operating between the Bridge Terminal and Shore Road; and Branch 6C which will operate between the Bridge Terminal and Heritage Hills.

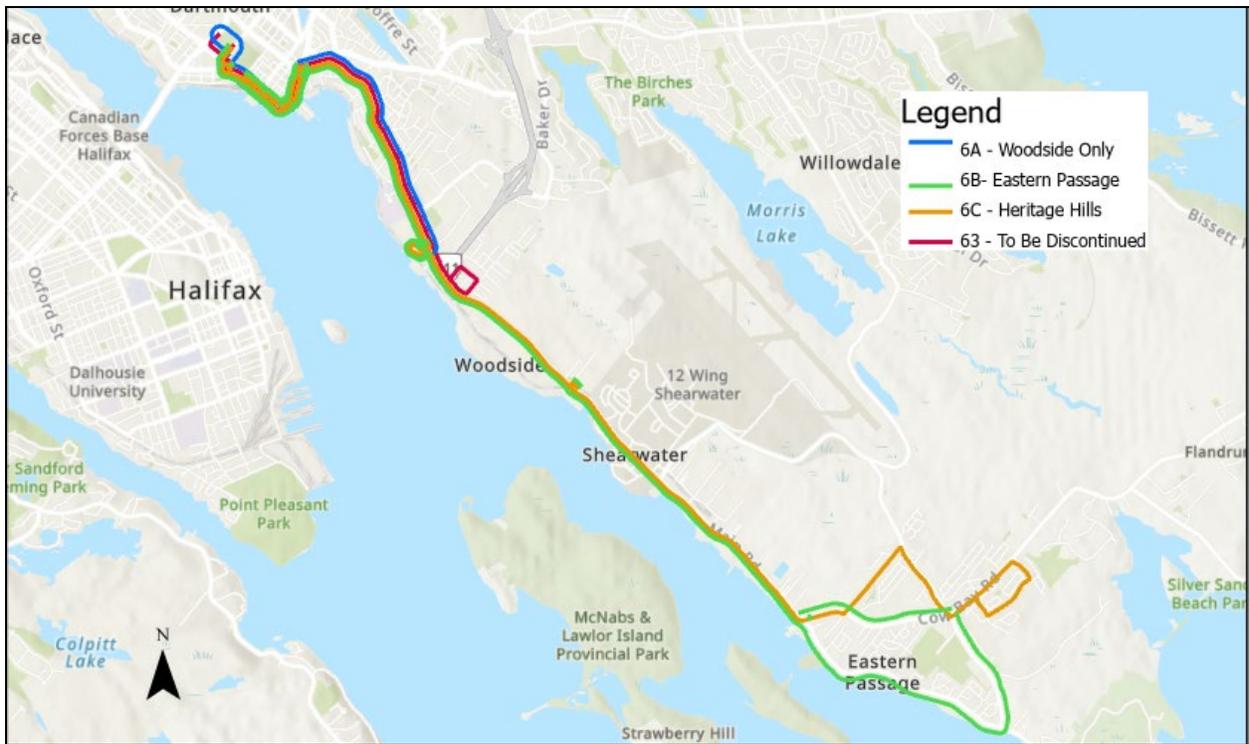


Figure 3: Approved Routing - Corridor Route 6

Today, between Bridge Terminal and Everette Street, the Route 63 duplicates the existing Route 60⁴. Therefore, the vast majority of the Route 63 is redundant, and most passenger trips can be accommodated by the new Corridor Route 6. Retaining the Route 63 as-is would be contrary to Moving Forward Principle of a simplified network. Overall, passengers will benefit from a simplified network, with only one route serving the Pleasant Street corridor, although walking distances for some may be increased.

Removal of Route 63 Woodside will see the elimination of service at a total of four stops on Everette Street, Franklyn Street, and Irving Street. The following summarizes the average daily boardings at each of these four stops (identified in red), and other nearby stops which will still have service. Figure 3 on the following page indicates how passenger boardings are distributed over the course of the day, with the busiest trips taking place in the AM peak.

⁴ With the exception of the Woodside Ferry Terminal, which is served only by the Route 60

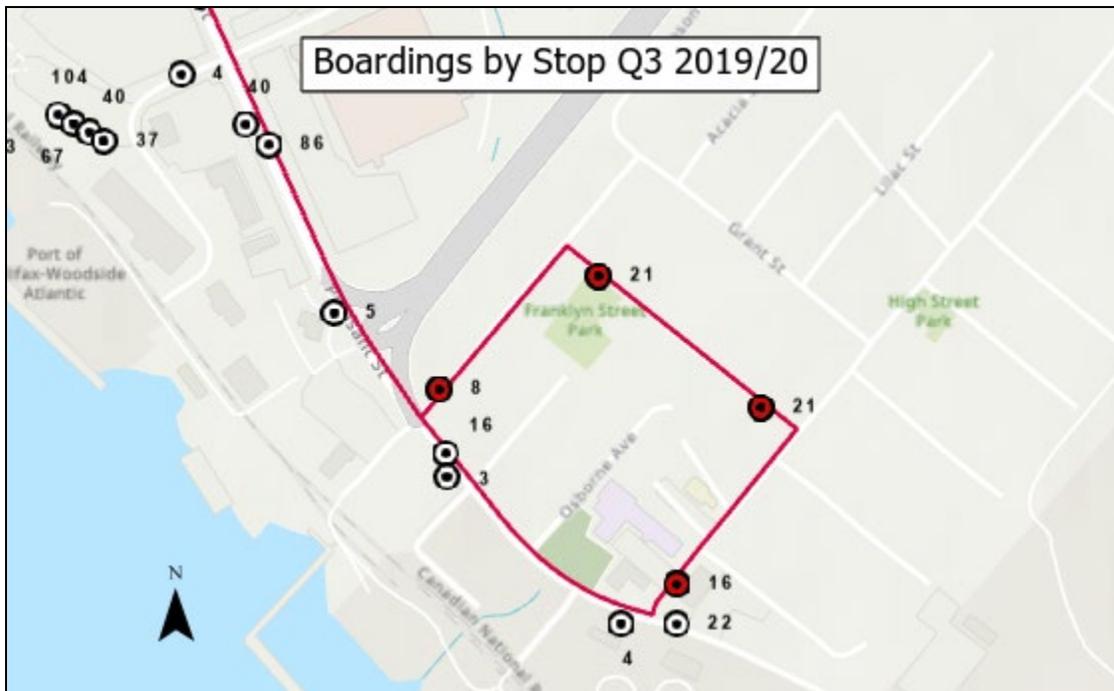


Figure 4: Average Daily Boarding By Stop (2019/20)

Upon the removal of these four stops, passengers at the two stops furthest from Pleasant Street will need to walk approximately 300m further to reach the nearest inbound stops. Those on Everette or Irving Streets will have to walk to Pleasant St. as well (less than 100m further).

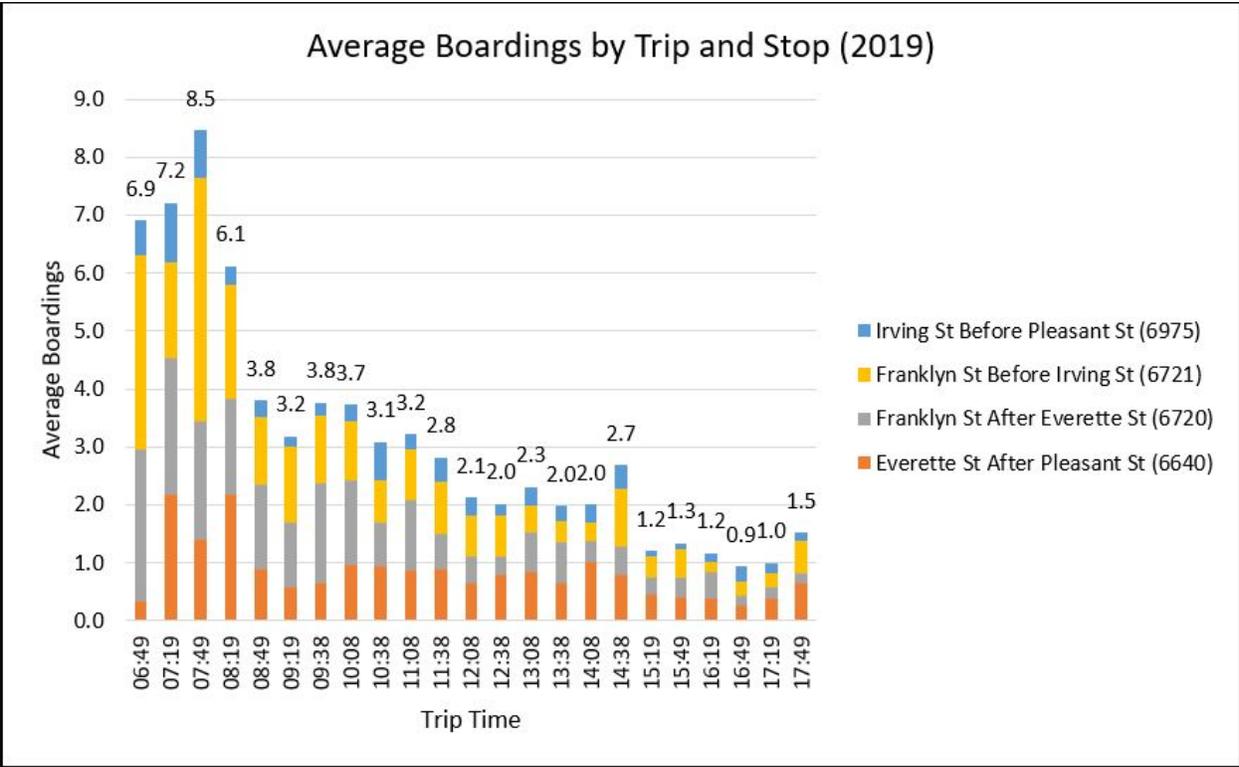


Figure 5: Average Boarding by Trip at Stops on Franklyn, Irving, and Everett

Impact to Walking Distance

The removal of the four stops in question has a relatively small impact on the number of residents outside the 500m walking distance to transit service. Most residents currently served by the Route 63 Woodside are already within a 500m walking distance of stops on Pleasant Street which will be served by the new Corridor Route 6 Eastern Passage. Those locations that will fall outside the 500m walking distance will include some parts of Mason Street, Lilac Street, Herbert Street, and Acadia Street, and Everett Street above Trenholme Street, as per Figure 4 on the following page.

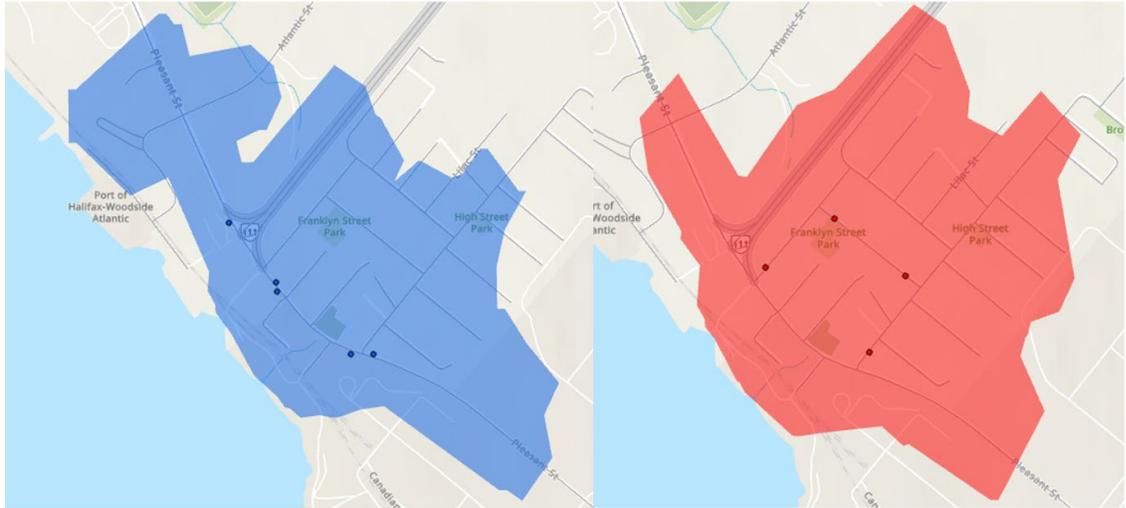


Figure 6: Change in 500m walking Distance to stops on Pleasant Street (blue) and stops planned for removal (red)

Although several households will now fall outside of the Halifax Transit service standard of 500m, nearly all residents will still be within 700m of a stop. As a result, the existing passengers will still have access to a high level of transit service, unlike with other routing changes where re-alignment or truncation of routes has removed access entirely.

Options for Retaining Service

There are several options for retaining service on Everette Street, Franklyn Street, and Irving Street in the November 2021 service change. They include:

1. Extending the Route 6A Branch along these streets prior to terminating at Woodside Ferry Terminal;
2. Introducing a variation to branch B or C (inbound direction only, or both directions); or
3. Introducing a fourth branch.

The following details each option.

1. Extending the Corridor Route 6A Branch

This option would see an extension of the Route 6A branch, which currently is planned to terminate at Woodside Ferry Terminal. While on the surface, this option would seem to be a strong candidate for consideration, it has several drawbacks which significantly and disproportionately would impact the route cost and efficiency.

To extend the 6A in this way, in the outbound direction, the route would travel into the Woodside Ferry Terminal then on to complete the loop along Everette Street, Franklyn Street, and Irving Street before continuing inbound to the Bridge Terminal, serving Woodside Ferry Terminal on the inbound direction as well. It's likely that this route would need to make a significant layover at Woodside Ferry Terminal before continuing on to Everette Street, Franklyn Street, and Irving Street in order to maintain a regular schedule. Therefore, passengers destined for this part of the route will need to wait for a variable amount of time before departing.

The second potential difficulty associated with this option is that in order to maintain a predictable timetable, with trips balanced between branches of the routes, there will need to be a significant layover for this new branch. The round-trip time of the Route 6A is scheduled to be between 25-28 minutes; with the route operating at a 30 min headway, as per the Moving Forward Together Plan, the route can operate with one bus. Although the deviation to serve Everette Street, Franklyn Street, and Irving Street would only add a few minutes, the additional time required to complete this deviation will mean that the branch could not complete one trip before the next scheduled departure. Therefore, either the level of service on this branch would need to decrease (i.e. longer time between trips), or an additional bus would be required in order to maintain the 30-minute schedule. This would result in a significantly less efficient, and more costly route than what has been budgeted.

The cost of travelling the additional 1.35km to serve these streets is approximately \$1,172 annually for every round trip shifted from 6A to this routing, meaning if every trip were extended total cost would be approximately \$31,058 annually. This does not account for the increased inefficiency of the network. Implementing this addition to Branch 6A would also have the impact of limiting flexibility in the future to respond to increased demand on branches 6B Eastern Passage or 6C Heritage Hills by extending a particular trip or trips. For these reasons, staff do not recommend this change.

2. Introducing a variation to Branch B or C

An alternate option would be to add a variation to branches 6B or 6C. This option would see a route deviation to branch 6B or 6C. Staff anticipate that in this option, the routes could serve Everette Street, Franklyn Street, and Irving Street on the inbound only.⁵ This would add approximately 750m per trip and add approximately \$27,500 annually to the operating budget. It is not likely that an additional bus would be required to accommodate this change.

Staff do not recommend this change, as it would add time for all existing passengers on the trip. It would further not meet the network deviation standard as outlined in the *Moving Forward Together Plan*, nor meet the Moving Forward Principle of implementing a simplified, transfer based network. Further, this change would be inconsistent with the approach taken on Corridor Routes which have already been implemented where these high frequency, busy routes take a direct route rather than deviating onto side streets.

3. Introducing a fourth branch to the Corridor Route 6

This option would see the addition of the existing Route 63 routing as a fourth branch on the Corridor Route 6. This option would increase the complexity of the Route 6, by introducing a fourth branch which largely duplicates service provided on other branches. In order to fund the operation of a new branch, there would need to be a comparable reduction in service on the other branches of the route. Further, since the branch system requires buses to have a regular, even, schedule along the corridor, this layover is likely to be much longer as a branch than it is as the Route 63 does today.

It is expected that in order to maintain a similar cost and the frequency along the corridor that half of the Route 6A branch trips would be removed and instead would operate along this new branch. This means this branch would have 13 trips between 5:15am and 6:30pm. The cost to shift these trips is approximately \$1,172 annually for every round trip, which would cost a total of \$15,236 annually beyond what is currently budgeted. This does not account for the increased inefficiency of the network. For these reasons, staff do not recommend this change.

Costing Considerations and other Trade Offs

If Regional Council decides to direct staff to implement one of the options above, although the incremental cost seems relatively low, in addition to the additional budget required, Halifax Transit resources are already accounted for, specifically, buses available during the peak periods. Therefore, resources need to be freed up to include service on these streets by identifying reductions elsewhere. Service can be reduced on other branches on the Route 6 to accommodate this change during rush hour. This will result in a fewer total number of trips on the corridor during peak times, when service is in high demand, and is likely to result in an uneven, irregular schedule that is more challenging for passengers to navigate. This will negatively impact the vast majority of passengers on this route, to the benefit of a small number who will have a shorter walking distance.

Alternatively, peak service could be removed from a different route to allow for one of the four options above. There are very limited opportunities to remove peak service on other routes without greatly compromising service, as most routes have regular schedules (i.e. a trip every 30 minutes), or are in high demand during these times. The routes that are the best candidates for service removal are the current

⁵ The rationale for limiting the trip variation to inbound direction only is due to the fact that making the left turn at an unsignalized intersection from Pleasant Street onto Irving Street will likely cause significant delays, especially in the AM peak period. Halifax Transit could provide service on both inbound and outbound trips on these streets, but the routing would be the same on these streets in both direction (from Pleasant Street to Everette Street to Franklyn Street to Irving Street). This means that passengers on these streets would be boarding at the same stops for trips heading both inbound and outbound.

Route 78 and Route 79 (proposed 178 and 179), as they have lower ridership than most peak express service. Please note, a service reduction is already planned on these routes for the coming year, and this would result in a further reduction.

When public engagement took place on the *Moving Forward Together Plan*, one of the elements discussed was the trade off between walking distance and level of service. At that time, the public indicated an appetite to walk further in order to access a higher quality of transit service. The approved Corridor Route 6 Eastern Passage routing is reflective of that feedback and is the best fit for the MFTP principles and network.

Changes comparable to the one currently planned for the Corridor Route 6 Eastern Passage have already been made throughout the municipality during MFTP implementation, including increased walking distance for many residents. Making any of the modifications noted above would be inconsistent with previous elements of plan roll out, would result in complexities to the network, and would be contrary to recommendations made by staff with the benefit of significant public engagement.

Conclusions

Staff do not recommend retaining service on Everette Street, Franklyn Street, and Irving Street, as the reallocation of resources will compromise the overall quality of the service experienced by the majority of passengers in order to achieve a minor benefit for a small number of residents.

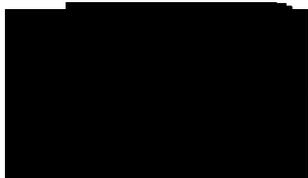
If directed by Regional Council to retain service on these streets, the preferred option would be the introduction of a fourth branch (Option #3 above). In this option, some trips would be reallocated from the 6A Woodside branch to serve Woodside, and then continue on to Everette Street, Franklyn Street, and Irving Street. This option is preferred because it has the least impact on the service overall, and in the longer term, this will be less likely to preclude service increases on the other branches of the route.

Briefing Approved by:



Dave Reage, Executive Director, Halifax Transit, 902.490.5138

Briefing and Financial Approval by:



utive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN007-3 - Route 415 Consultation

COW Date Added: March 10, 2021

Business Unit: Halifax Transit

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN007-3	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Regional Council requested a briefing note on four Halifax Transit service items: 3. Consultation that was done to inform the scheduling change & rational and cost for adding an additional bus on route 415. Note: Councillor Clearly requested to have ridership information provided for all routes mentioned in this briefing note.		
Priority Alignment	Integrated Mobility - Connected & Healthy Long-Range Mobility Planning		

On November 27, 2018, Regional Council directed staff to implement the Route 415 as approved in the Halifax Transit *Moving Forward Together Plan* (MFTP - originally approved in 2016). The decision to replace Route 15 with peak-only Rural Route 415 was made due to low ridership, particularly during the off-peak (midday) time periods.

This route change was implemented with the roll out of the new Route 25 Williams Lake which provides service between the subdivision of Governors Brook and Mumford Terminal, which also provides service during the off-peak period on part of Purcells Cove Road, between Williams Lake Road and Herring Cove Road. Upon the implementation of these changes, on this busy section of Purcells Cove Road, there was a significant increase in transit service.

The Figure 1 below shows the shared and divergent routing of the Routes 25 and 415.

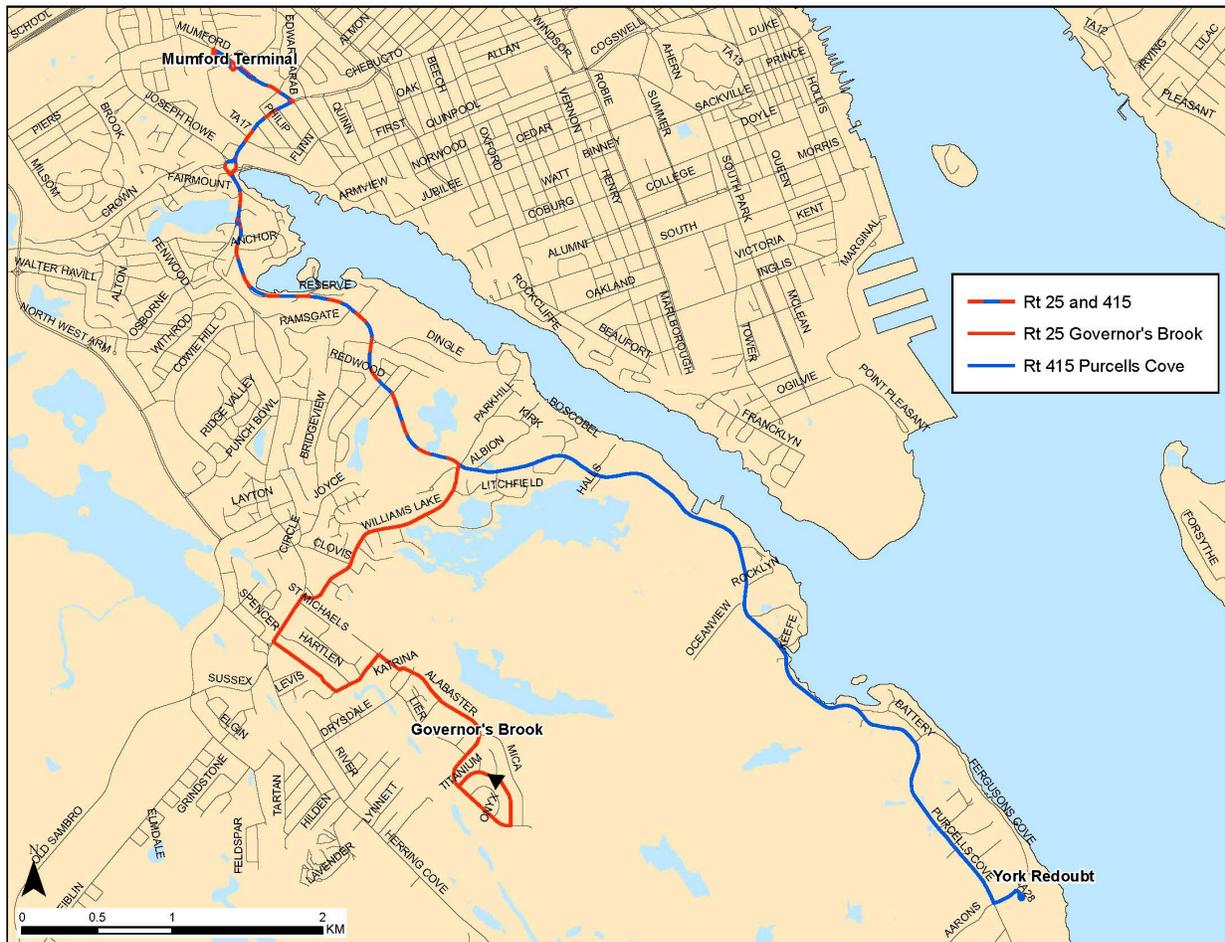


Figure 7: Map showing Routes 415 and 25

Rural Route Classification

The MFTP defines a rural route as follows:

Rural Routes are those which serve to provide transit service to communities outside of the Urban Transit Service Boundary (UTSB) and were established before the boundary was adopted. These routes provide connections between rural communities and transit service in the urban area, by bringing passengers to the nearest transit terminal.

Due to the fact that a significant proportion of the Route 415 is outside the Urban Transit Service Boundary, this route is considered a rural route. The MFTP goes on to explain that Rural route types do not have minimum service spans or frequency guidelines as regional plan policy limits amount of service available outside the boundary to that which currently exists. Neither the transit service level nor route classification are influenced by taxation (urban, suburban, rural). The rural route classification is tied to land use patterns, and specifically population density, as areas outside of the Urban Transit Service Boundary typically have larger lot sizes, less density, and limited growth opportunities; however, it is not directly correlated with any specific planning designations or zones. As with any other Halifax Transit routes, any service reductions will be based upon approved performance standards.

Schedule Changes Post Implementation

Similar to other routing changes implemented as part of the roll out of the *Moving Forward Together Plan* (MFTP), staff carefully monitor schedule adherence and customer comments, and as soon as is practicable, respond to provide improved service quality. Some examples of this include:

- In November 2017, three MFTP routes were implemented. The following year, one of those routes saw schedule adjustments.
- In August 2018, fourteen MFTP Routes were implemented. The following year, the schedules were adjusted for nine of these routes.

Upon the implementation of the November 2019 service changes, which included the reduction of service on the Route 415, Halifax Transit received feedback from members of the public, Councillors, and the Halifax Region Centre for Education (HRCE) related to the timing of the afternoon trips. Prior to the change, students at Cunard Junior High were taking an outbound, 3:25 p.m. trip, from Williams Lake Road and Purcells Cove Road. However, the schedule associated with the Route 415 Purcells Cove saw the first afternoon outbound trip departing Williams Lake Road at 3:55 p.m., and therefore students had to wait a significant amount of time following dismissal for the trip.

As suggested by public feedback forwarded to Halifax Transit via Councillors and 311, and in discussion with HRCE, in November 2020, Halifax Transit rescheduled the Route 415 Purcells Cove to provide an earlier outbound trip. Beyond HRCE, no public engagement was undertaken as part of this change, as is typical with other smaller schedule-related changes.

Schedule and Ridership Details

The MFTP had allowed for a total of four trips on the Route 415 in the PM peak, between approximately 3 p.m. and 6 p.m. These four trips were originally scheduled to depart Mumford Terminal at 3:45 p.m., 4:45 p.m., 5:45 p.m., and 6:45 p.m. Because the Route 415 Purcells Cove extends beyond the Urban Transit Service Boundary, by Regional Plan Policy, staff were unable to introduce additional service to this route. Therefore, in order to accommodate the request for the earlier trip, Halifax Transit had to reallocate resources from another trip.

In late November 2019, immediately following the service change, the latest trip (6:45 p.m.) had the lowest boardings of the outbound p.m. trips. Upon a review of ridership data, it was determined that the last trip of the day on the Route 415 Purcells Cove, departing Mumford Terminal at 6:45 p.m., had very low ridership at an average of 3.8 passengers per trip, and beyond Williams Lake Road it had on average 0-1 passengers per day. This low ridership may have been due to the trip falling quite late to be useful to passengers for peak period travel. By contrast, during this same period, the highest ridership on this route was on the earliest trip, at 3:45 p.m., which had an average of 8.0 passengers per trip.

Based on this ridership data, and information that there were potentially students that would take advantage of an earlier trip, the latest evening trip was rescheduled for earlier in the afternoon.

The new trip was scheduled to depart Mumford Terminal at 2:45 p.m., arriving at Purcells Cove Road and Williams Lake Road at 2:53 p.m., several minutes after the 2:50 p.m. dismissal bell time for Cunard Junior High. Most recently, at the request of Councillor Cuttell, effective in February 2021, staff amended the departure time from Williams Lake Road to 2:55 p.m. to give students some additional time to get to the bus stop.

Halifax Transit was unable to make this schedule change to accommodate the students in the short term in 2019, and as a result HRCE modified school busing to meet the needs of the four students, which continues to be in place as an interim measure. The availability of school busing, in addition to overall lower

ridership on public transit as a result of the COVID-19 pandemic, has led to lower ridership on the new 2:45 p.m. trip than anticipated. Please note, following any service change, travel patterns tend to shift, and ridership numbers often require a year or more to stabilize. As the introduction of the 2:45 p.m. trip occurred less than five months ago and is further impacted by the COVID-19 pandemic, limited weight should be put on these values. The average daily boardings in January and February of 2021 on the 2:45 p.m. trip was 4.7 passengers. In comparison, the average boardings on the 6:45 p.m. trip in November 2020 was 7.9 passengers per trip.

Another important ridership metric is the number of passengers who continue on the outbound trips past Williams Lake Road. Passengers who alight the bus on the portion of the route between Mumford Terminal and Williams Lake Road have the option of taking the Route 25 Governors Brook, which runs with more frequency and later into the evening than the Route 415, and thus are not as impacted by schedule changes to the Route 415. In November 2020, there was an average of 3.0 passengers on the outbound 6:45 p.m. trip alighting beyond Williams Lake Road. In early 2021, there was an average of 0.8 passengers on the 2:45 p.m. trip alighting beyond Williams Lake Road.

Communications

Due to the COVID-19 pandemic, Regional Council did not review or approve the 2020/21 Annual Service Plan, the document which outlines for Regional Council anticipated service changes in the coming fiscal year. However, a schedule change of this nature, similar to those described following the November 2017 or August 2018 service changes, are not necessarily highlighted in the Annual Service Plan document.

The public was not engaged on the schedule changes described above. It is not practice to engage the public on scheduling changes as they are operational in nature. Although longer notification periods of several months have been practice with the significant routing changes that have taken place as part of the MFTP in recent years, for the schedule adjustments that took place in November 2020, it would be typical for information to be available 2-4 weeks prior to the effective date.

Throughout the COVID-19 pandemic, it become necessary to make several significant service changes with minimal public notice, and no printed materials. In the instance of the Route 415 change, passengers were informed in the week ahead of the service changes. Unfortunately, Halifax Transit did experience delays in the preparation of printed materials, including Riders Guides and onboard signage, which were not available until immediately before the service change. In order to raise awareness of the change on the Route 415, staff did go in person to advise the passengers on the affected trip. The intent of this was to inform passengers of the change, and to make sure they were not caught unaware, but was not to collect feedback on a proposed change.

At the direction of Council, staff could prepare a more robust staff report which outlines the ways in which information has been shared on the *Moving Forward Together Plan* service changes.

Addition of Service or Change of Trip Time

Due to the provisions of the Urban Transit Service Boundary, the addition of any new service on the Route 415 is not permitted by policy. If there is a desire to reinstate the later trip, then another trip would need to be removed in order to identify the resources to do so and at this time, staff do not recommend that change. The current schedule aligns trip times more closely with typical peak period travel and allows for better future potential partnerships with HRCE and use by students in the area.

Briefing Approved by:



Dave Reage, Executive Director, Halifax Transit, 902.490.5138

Briefing and Financial
Approval by:



Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN007-4 - Improved Transit Service in District 12 to Park and Ride

COW Date Added: March 10, 2021

Business Unit: Halifax Transit

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN007-4	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Regional Council requested a briefing note on four Halifax Transit service items: 4. Improved transit service in District 12 to Park and Ride		
Priority Alignment	Integrated Mobility - Connected & Healthy Long-Range Mobility Planning		

The community of Timberlea is currently served by two routes: the local Route 21 Timberlea and the Express Route 123 Timberlea Express. The Route 21 Timberlea provides regular service, seven days a week, connecting the communities of Timberlea, Lakeside, and Beechville, to Bayers Lake Business Park, and Lacewood Terminal where transfers can be made to access many other destinations. The Route 123 Timberlea Express provides additional peak direction, peak period service between Timberlea and downtown Halifax via the St. Margarets Bay Road and Chebucto Road. These routes were developed through engagement with the public and stakeholders and were implemented in August 2018 as part of the *Moving Forward Together Plan (MFTP)*.

The Sheldrake Lake Park & Ride is located at 3284 St Margarets Bay Road, near Exit 4 of Highway 103. This site is served by the Regional Express Route 330 which provides seven inbound trips and nine outbound trips per weekday and sees approximately 40 boardings per day. This route does not operate on weekends or holidays.

Extending Local Service to the Sheldrake Lake Park & Ride

While Charles Road, the terminus of the routes 21 and 123, is only 5km away from the Sheldrake Lake Park and Ride, an extension of either or both of these routes is currently prohibited by policy T-7 of the Regional Plan which reads:

The Urban Transit Service Boundary, illustrated in Map 7 of this Plan, shall establish the area within which HRM will direct future investment in public transit services, with the exception of rural commuter express service which may be considered outside of this Boundary. The level of service outside this boundary shall not be increased, but modifications to services may be considered that serve to facilitate operational planning. Existing routes and services not contained within this boundary will continue to exist, and as with any public transit routes or services, any service reductions will be based upon performance standards approved by HRM.

Figure 1 below shows the extent of the Route 21 Timberlea in turquoise, and the Urban Transit Service Boundary (UTSB) in red.

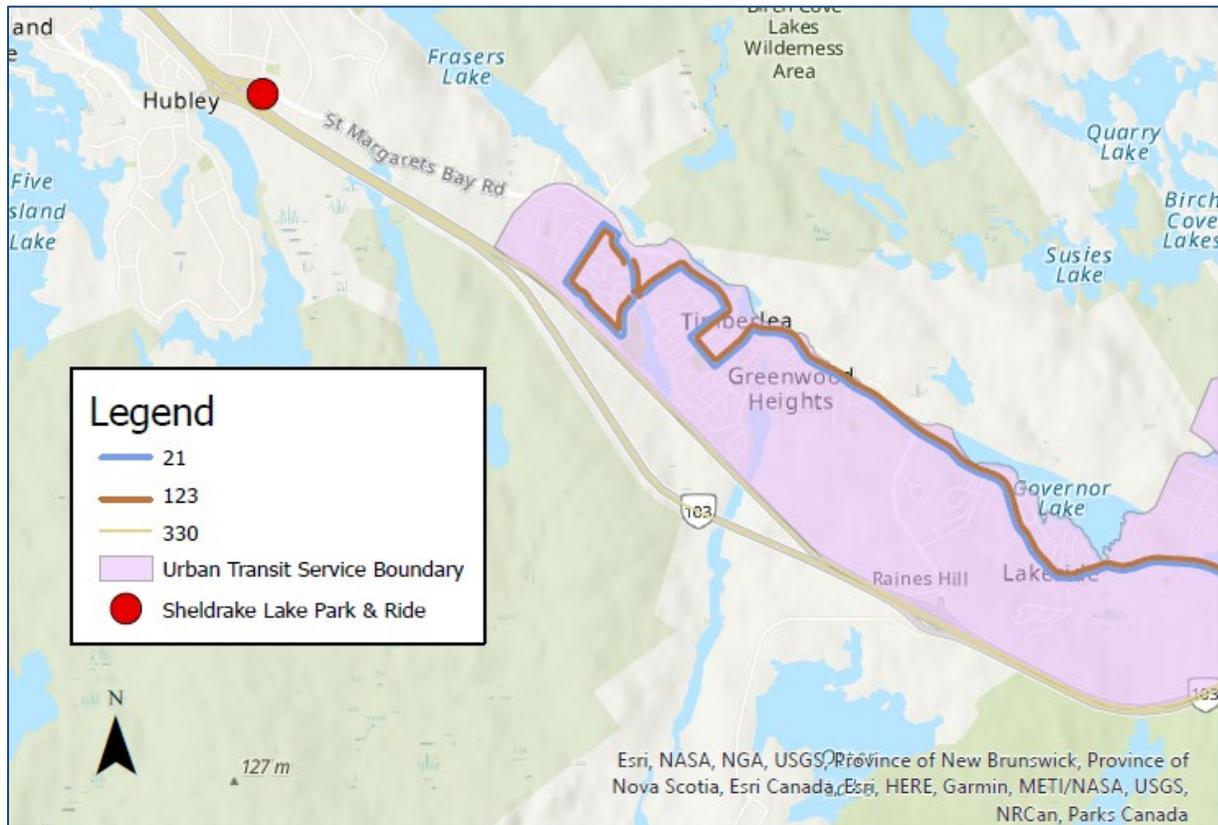


Figure 8: Map showing Urban Transit Service Boundary near Timberlea

As per Figure 1 above, the transit service area ends just past the end of Fraser Road. So, by policy, at this time the policy prohibits conventional transit service from continuing up the St. Margarets Bay Road to the Sheldrake Lake Park & Ride. Therefore, an extension of Route 21 or Route 123 to the Sheldrake Lake Park & Ride is not an option at this time, as it would require an amendment to alter the Urban Transit Service Boundary.

As part of public consultation associated with the development of the MFTP in 2015, feedback was received suggesting that the routes be extended, and Halifax Transit staff examined the merits of having a common facility for transfers. Extending the Route 21 or Route 123 to continue from Timberlea to access the Sheldrake Lake Park & Ride is unlikely to attract many new passengers. Specifically, it is unlikely that a passenger along the St. Margarets Bay Road would travel outbound to Sheldrake Lake in order to transfer to a Route 330 headed inbound, as there is generally very little desire from passengers to travel in the opposite direction of their destination, especially when another option is available (the Route 123 in this case). Additionally, it is unlikely that providing access to the Route 21 or Route 123 at the Park & Ride would result in additional ridership, as Park & Ride facilities tend to attract passengers who are seeking premium express service, which is already provided by the Route 330. Is it not anticipated that there would be any significant demand for passengers to park and access the Route 21, for example, to travel to local businesses in Timberlea, as generally Park & Ride facilities do not attract passengers with destinations that are relatively close by, easily accessed by car with low levels of congestion and readily available parking.

Requests for routing or service level changes of this nature, should be evaluated comprehensively in the context of the existing policy framework and Council direction (including Regional Plan policy, Integrated

Mobility Plan, and Moving Forward Together Plan) as well as broader network-wide routing and resourcing implications. Considerations of routing changes are more easily facilitated during strategic planning processes, specifically during plan reviews that include public consultation.

Bringing forward route changes during the annual budget process does not allow for the robust review that would typically accompany a staff report, nor any meaningful engagement with the community or key stakeholders. For new requests that are not currently planned, a staff report outside of the budget process may be warranted. For modifications to routes that are included in the Annual Service Plan for implementation in the upcoming year, depending on the extent of the modification being requested, it may be more appropriate to defer the implementation to allow time for a more thorough review.



Briefing Approved by:

Dave Reage, Executive Director, Halifax Transit, 902.490.5138



Briefing and Financial Approval by:

J. _____ Executive Director of Finance and Asset Management & ICT,
9. _____

Budget Adjustment List Briefing

BN008 - Urban Forestry Plan

COW Date Added: March 24, 2021

Business Unit: Transportation and
Public Works

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN008	Capital	\$1,315,000	\$4.54
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note detailing measures necessary to achieve 75% of the goals established in the Urban Forestry Plan over next 3 years as a Capital Budget Over option for additional funding in the proposed 2021/22 Capital budget to the parking lot		
Priority Alignment	Environment – Protected and Sustainable Environment		

Service Implications and/or impact on Priority

The Urban Forest Master Plan (UFMP) set a 10-year street tree planting target of 26,700 trees. Planting began in 2013, with 10,700 street trees having been planted since that time.

The table below summarizes the number of trees required to be planted, and associated costs, to achieve 75% of the initial UFMP target over the next 3 years, as compared to the current 50% projection. In both scenarios, the continuation of a \$900,000 annual operating budget in support of the Street Tree Planting Program is assumed.

Table 2 – Total Numbers and Annual Costs towards the UFMP Street Tree Planting Target:

	# of Trees to Target	Fiscal year	# of trees to plant annually	Annual total cost	Annual capital cost
75% UFMP Target	9,300	2021/22	3,100	\$2,560,000	\$1,315,000 (Budget Over) + \$275,000 (HalifACT)
		2022/23	3,100	\$2,560,000	\$1,590,000 (Budget Over)
		2023/24	3,100	\$2,560,000	\$1,590,000 (Budget Over)
50% UFMP Projection	2,525	2021/22	1,400	\$1,125,000	\$275,000 (HalifACT)
		2022/23	1,125	\$900,000	\$0

Should the 75% target be considered, it is anticipated that an extra Contract Inspector would be required to oversee this project at an annual total compensation of \$80,000/year. This Term resource would be paid out of Capital and has been accounted for in the cost calculations presented in Table 1.

Operating Impacts of Capital are not considered in this calculation. While some of these trees will be new assets requiring operating maintenance dollars, historic and ongoing losses due to aging trees has challenged efforts to grow the overall inventory in recent years. While it is expected that an increase in planting towards a 75% of the UFMP target would achieve positive inventory growth, as young trees require less money to maintain than the mature trees that they are replacing, in the near term, overall operating expenses are not anticipated to increase.

Street Tree Planting Costs

HRM's current Contract Standing Offer has rates that run from between \$750 to \$800 per 50-60mm caliper street tree (~8 to 10 feet tall). This includes the approximately \$250-\$300 for the plant material, as well as costs associated with delivery, routing, utility locates, traffic control, planting (including amending soil within the planting pit to improve establishment), staking, two-year warrantee, and includes two years of watering during dry periods, as well as a re-mulching at the end of the warrantee period.

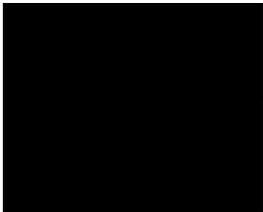
Tree planting in the road right-of-way is the most expensive form of tree planting a municipality would engage in as these are the toughest conditions in which a tree must grow. Street trees provide the greatest return on investment of any tree planted in HRM, which is why they received the attention that they did in the Urban Forest Master Plan. The benefits received from street trees far out way the benefits of park trees simply due to their proximity to people, businesses and homes; as well as their utility to the roadway in terms of benefits such as traffic calming, pedestrian safety, asphalt/concrete protection, heat island reduction, stormwater management and localized health and mental health benefits. Further, street trees are the most equitable from of green infrastructure we provide to our residents.

Smaller material in the road right-of-way has been trialed in the past in HRM with limited success. Increase aftercare costs compounded with high mortality due to stresses from drought, compacted soils, landscape equipment damages, snow storage and snow removal damages as well as vandalism have resulted in HRM developing its standardized engineering specification for street tree planting. Current unit rates received

through contract tenders are in keeping with industry prices as determined through benchmarking with other municipalities across Canada. In the most recent survey, which included Edmonton, Winnipeg, York Region and Montreal, prices ranged from \$675/street-tree in Winnipeg (without a warrantee) to \$1000 in Montreal (including warrantee and 4 years maintenance). All four cities specified similar sized trees as Halifax for planting adjacent to roadways.

Planting smaller trees is an effective way to increase municipal tree canopy on parkland. In these locations this material has a much higher likelihood of success; however, depending on the location of the park and its usership, similarly large material (as is planted in the right-of-way) may be more desirable as this material has a greater tolerance to most forms of recreational interaction, and is less likely to result in safety concerns due to limited sightlines.

Briefing Approved by: 
Brad Anguish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial Approval by: 
Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN009 - Bi-Weekly Green Cart Organics Collection

COW Date Added: March 24, 2021

Business Unit: Transportation and Public Works

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN009	Operating	(\$850,000)	(\$2.94)
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note detailing measures and implications for reducing weekly organics collection to a bi-weekly service within the proposed 2021/22 budget for the Transportation and Public Works for consideration in the parking lot as an operating UNDER budget option, including areas that should be maintained at a weekly service level.		
Priority Alignment	Environment – Protected and Sustainable Environment		

Service Implications and/or impact on Priority

Weekly summer collection of organics has been provided since a pilot of 15,500 homes was conducted in 2003. Since then weekly summer collection has expanded to cover all of the municipality as an enhanced level of service.

Due to budget considerations related to the economic impact of COVID-19, weekly summer organics collection was not provided in 2020. Throughout the summer, Solid Waste staff offered “All About Green Carts” webinars where they engaged with over 100 residents on how to reduce nuisances (flies, odours) associated with green carts.

It is difficult to quantify the level of dissatisfaction over this change. The 311 Contact Centre was provided with details to explain why the change was made. Agents were able to deliver this information and education to residents, allowing first-call resolution. While most calls were resolved during first contact, approximately 18 calls were escalated to Solid Waste staff for follow-up between April and September. Comments on the Halifax Recycles Facebook page and other social media channels showed residents had concerns; however, many were understanding of the reasons for the change, given the financial impact of the pandemic.

Under the terms of the Collection Agreement, the Municipality may choose which Collection Area(s) to provide summer weekly organics collection and the number of weeks that that the service is provided. Table 1 provides a summary of the Collection Areas, including the cost to provide summer weekly collection of organics for July, August, and September. The Municipality must provide a 60-day notice to the collection contractors indicating the level of service. The ability to change service levels on select streets within a Collection Area is not considered within the Collection Agreement.

Residents of communities within the municipality have different reasons for favouring weekly collection of organics. In urban areas, proximity of homes causes odour concerns between neighbours. In rural areas, residents are concerned about attracting wildlife including racoons and bears. A full review of factors which should be used to evaluate the priority for providing the summer weekly collection of organics service is outside of the scope of this briefing. As such, staff have no basis on which to recommend only providing weekly service to certain areas (within a Collection Area) and not to others, acknowledging that the Collection Agreement does not provide for that type of service (i.e., a change order would need to be negotiated).

The proposed 'under budget option' contemplated cancelling weekly organics collection for the entire municipality and is outlined below in Table 1.

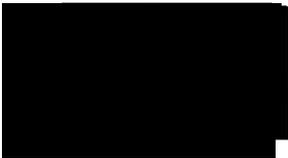
Table 1: Cost of Weekly Summer Collection of Organics by Collection Area

Collection Areas	Area Description	Cost Savings
Area 1	Former City of Halifax	\$174,397
Area 2	Former City of Dartmouth	\$111,484
Area 3	Bedford, Hammonds Plains, Pockwock	\$85,415
Area 4	Beechville - Timberlea, Herring Cove and all areas west (Prospect, Peggy's Cove, St. Margaret's Bay to Hubbards)	\$124,950
Area 5	Sackville, Beaver Bank, Fall River, Waverley, Wellington, Dutch Settlement	\$145,709
Area 6	Cole Harbour, Westphal, Eastern Passage, Cow Bay and Area	\$82,640
Area 7	Porters Lake, Lawrencetown, Chezzetcook, Lake Echo, Prestons and Area	\$69,562
Area 8	Elderbank, Musquodoboit Harbour, Middle Musquodoboit, Sheet Harbour. and all Eastern Shore	\$52,703
TOTAL		\$846,860
TOTAL ROUNDED		\$850,000

Briefing Approved by:


 Brad Anguish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial Approval by:


 Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN010 - Bi-Weekly Recycling Blue Bag Collection

COW Date Added: March 24, 2021

Business Unit: Transportation and
Public Works

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN010	Operating	(\$308,500) pro-rated for 21/22 \$850,000 Ongoing	2021/22 - (\$1.07) Ongoing – (\$2.94)
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note detailing measures and implications for reducing weekly Recycling (Blue Bag) collection to a bi-weekly service including a process for a one-year pilot project and public engagement/measurement options within the proposed 2021/22 Transportation and Public Works budget for consideration in the parking lot as an operating under budget option.		
Priority Alignment	Environment – Protected & Sustainable Environment		

Service Implications and/or impact on Priority

Under the Collection Agreements, recycling collection services are provided by contractors in eight Collection Areas throughout the Municipality. Collection of recyclables is designated for each Collection Area with the frequency specified as either weekly or bi-weekly.

In the last number of Collection Agreements, recycling collection frequency has generally been weekly for most urban/suburban areas and bi-weekly for rural and several urban/suburban areas. To reflect development and growth (i.e. house counts and density) the most recent Collection Agreement included an adjustment in service level to provide weekly recycling collection in Eastern Passage.

Through curbside monitoring conducted⁶ by Solid Waste staff, recycling participation⁷ was noted to be higher in areas with bi-weekly collection (57%) than those areas with weekly collection (41%). This is expected due to the fewer number of opportunities available for collection. The lower participation rate in areas with weekly collection may also suggest that bi-weekly recycling would be sufficient in those areas.

The Collection Agreements executed in 2021 includes optional pricing for bi-weekly recycling collection for all Collection Areas. When this optional pricing was requested through the RFP process, it was with the intent that such a change would be a long-term decision and was in view of potential on-going future budget savings.

⁶ Solid Waste staff have conducted annual curbside monitoring in different districts since 2016 to evaluate number of bags set-out, frequency of participation and overall participation rates.

⁷ Number of times material is placed to the curb for collection (i.e., participation in each collection event)

Changing the recycling collection frequency for the entire Municipality is a significant change and requires the development of an implementation plan, including a comprehensive communication plan to inform the public of the change. In preparing the 'under', as part of developing the 2021/2022 budget, staff allowed for a six-month implementation period which would reduce the on-going annual savings of \$850,000 to approximately \$308,500 for 2021/22 (only).

During Regional Council's deliberation regarding this savings opportunity, the concept of a one-year pilot program was discussed. Moving the Municipality to bi-weekly recycling collection as a one-year pilot program is not recommended by staff. A change to the collection frequency should be viewed as long-term change as reverting the change will require a substantial implementation plan and will also likely lead to public confusion and frustration.

Should the decision be made to move to a bi-weekly recycle collection across the Municipality, per the 'under' presented by TPW as part of the 2021/22 proposed budget, staff would monitor any changes in participation and diversion and report the findings to Regional Council.

Briefing Approved by: 

Brad Anquish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial Approval by: 

Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN011 - Additional Mobile Household Special Waste Events

COW Date Added: March 24, 2021

Business Unit: Transportation and Public Works

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN011	Operating	\$115,000	\$0.40
Four Year Impact			
Adjustment Description	Budget Committee include \$115,000 in on-going funding for costs associated with the Mobile Household Special Waste Events (x6) within the proposed 2021/22 budget for the Transportation and Public Works in the parking lot as an operating OVER budget option.		
Priority Alignment	Environment – Protected & Sustainable Environment		

Service Implications and/or impact on Priority

Over the past several years, the number of mobile Household Special Waste (HSW) events hosted has roughly doubled. This has led to increased access to disposal options for residents who do not live in proximity of the permanent HSW Depot located at 20 Horseshoe Lake Drive (Bayers Lake), which typically operates on most Saturdays throughout the year. In 2019, 10 mobile HSW events were held in 9 different communities⁸, servicing over 3,200 cars (acknowledging an 11th event planned in a 10th community was cancelled due to weather).

Due to budget constraints and public health guidelines related to the COVID-19 pandemic, the eleven events that were planned in 2020 were cancelled, along with the temporary closure of the permanent HSW Depot between March and September. Since the re-opening of the depot in September 2020, higher than normal volumes have been experienced as a result of the closure and cancellation of mobile events.

For 2021, staff have planned for 11 mobile events⁹ based on the locations planned for in 2019. Table 1 shows preferred venues where events were scheduled in 2019. These locations meet criteria for site logistics including adequate staging space to set-up required equipment and can accommodate a line up of cars without impeding traffic. Consideration is also given to venues with historically high attendance or that are near other communities. Low attendance usually indicates a location was not convenient. Whenever possible, the same sites are booked each year as residents become familiar with the location.

⁸ Due to the high turnout rate (avg 660 cars) and convenient location, Mic Mac Mall in Dartmouth has hosted two events each year since 2015.

⁹ During the Budget debate on March 24, 2021 it was stated that there were 12 mobile HSW events presented in the 2021/22 TPW budget. The correct number of events is 11.

Pending budget approval for 2021/22, staff will begin contacting property owners/managers to secure permission to use these locations again.

Table 1: Summary of 2019 Mobile Household Special Waste Events¹⁰

District	Community	Location	Rationale
1	Fall River	Georges P Vanier School	Easy access and well attended events
2	Lake Charlotte	Oyster Pond Academy (cancelled due to weather in 2019)	Proximity to many neighbouring communities
2	Porters Lake	Porters Lake Transit Terminal	Well attended event in central location
2	Musquodoboit Harbour	Eastern Shore Community Rink	Well attended location with proximity to many neighbouring communities
3	Eastern Passage	Tallahassee Community School	Easy access and well attended events
4	Cole Harbour	Cole Harbour Place	Well attended location with proximity to many neighbouring communities
5 & 6	Dartmouth	Mic Mac Mall 2 events – Spring & Fall	Central location draws residents from neighbouring communities
8	Halifax	NSCC Leeds Campus	Easy access for residents who use Transit or walk/bike
15	Sackville	Sackville Transit Terminal	Easy access and well attended events
16	Bedford	BMO Centre	Easy access and well attended events

Should Regional Council wish to add up to 6 additional mobile events, staff has identified potential communities that could benefit from hosting the event. These are outlined in Table 2, including potential venues. Staff could pursue alternate locations at the direction of Regional Council.

Table 2: Proposed Additional Mobile Household Special Waste Events

District	Community	Potential Location	Rationale
1	Middle Musquodoboit	Musquodoboit Valley Education Centre	Past events have been well attended. Significant distance from permanent site
4	Cole Harbour	Cole Harbour Place	Second event recommended due to central location/regional draw
7	South End Halifax	TBD	No mobile events held here historically as an appropriate venue has been challenging to find
11	Sambro	TBD	Serves residents further separated geographically in a rural area.
13	Tantallon	TBD	Significant distance from permanent depot. High residential requests. No mobile event held in this area recently.
14	Beaver Bank	Harold T Barrett Junior High	Past events at this location have been well attended.

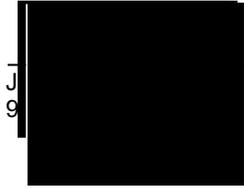
¹⁰ Mobile events have not been held in Districts 9, 10 and 12 due to their close proximity and ease of access to the permanent depot in Bayers Lake.

Briefing Approved by:



Brad Anguish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial
Approval by:



Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN012 - Enhanced Transit Stop Cleaning

COW Date Added: March 24, 2021

Business Unit: Transportation and
Public Works

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN012	Operating	\$2,000,000	\$6.91
Four Year Impact			
Adjustment Description	Budget Committee request a briefing note detailing the measures and implications for Enhancing Transit Stop Clearing from 48 to 24 hours within the proposed 2021-22 Transportation & Public Works budget for consideration in the parking lot as an operating over budget option.		
Priority Alignment	Integrated Mobility - Safe & Accessible Integrated Mobility Network		

Service Implications and/or impact on Priority

Transportation and Public Works staff (through the Road Operations and Construction division) currently provide winter maintenance to 2306 Halifax Transit stops throughout the Municipality. This service is completed with a combination of In-House and Performance-Based Contractor resources.

Regional Council first established Winter Service Standards in 1998; with the servicing of Bus Stops occurring within 72 hours. In 2013/14 the Service Standard for bus stop clearing was changed from 72 hours to the current standard of 48 hours.

On February 22, 2018, the following motion of Transportation Standing Committee regarding Item No. 13.1 was put and passed.

That the Transportation Standing Committee request a staff report with recommendations on changes to snow clearing standards and timelines of active transportation infrastructure, given that the Integrated Mobility Plan that was adopted in December 2017 explicitly prioritizes walking, cycling, and transit over private vehicles.

As a result, a Winter Operations Service Standards Review was conducted, and recommendations were presented to Regional Council on September 29, 2020. The council report can be found here: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200929rc1118.pdf>.

The following motion was put and passed:

That Halifax Regional Council:

3. Direct the Chief Administrative Officer to bring forward funding options to improve the service standard for transit stops, from 48 to 24 hours as part of the 2021/22 budget deliberation process.

Given the significant cost of the 24-hour standard, this initiative was presented as an 'over' in Regional Council's budget deliberations.

Bus stops are initially plowed as much as possible during adjacent sidewalk and street plowing; however, most are not fully cleared until street plowing is complete, as the snow needs to be removed with larger equipment and trucks. Much of this work is done overnight, when lighter traffic conditions enable the work to be carried out more safely and with less disruption to transit operations and traffic flow.

Contractually, HRM would need to provide 180 calendar days written notice to the Contractor(s) to modify the current 48-hour service standard in the contracts. As the current contracts renew on November 1st of each year, this notice would need to be provided no later than May 5, 2021 in order to enable the requested standard to be in effect for the 2021/22 winter season. After notice is provided, staff would then enter into negotiations with the 6 service providers, representing 11 individual contracts, during the spring and summer months to attempt to have agreements in place before the start of the winter season. It should be noted that contractors may not be able to acquire additional equipment prior to the start of the winter season.

As these changes are expected to occur to existing contracts, HRM's living wage requirements would not be applicable at this time. They would however be incorporated when contract areas are re-tendered in the future.

Briefing Approved by:



Brad Anguish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial
Approval by:



Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN013 - Non-Accepted Streets Land Title Search

COW Date Added: March 26, 2021

Business Unit: Transportation and
Public Works

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN013	Capital	\$400,000	\$1.38
Four Year Impact			
Adjustment Description	Budget Committee request a briefing note detailing the measures and implications for conducting a land title search for non-accepted streets within the proposed 2021/22 Transportation & Public Works budget for consideration in the parking lot as a capital over budget option.		
Priority Alignment	Responsible Administration – Well Managed		

Service Implications and/or impact on Priority

As noted in the July 16, 2019 Regional Council report “Non-accepted streets have been used and driven on by the public for many years. However, there appears to be no party claiming title to these streets even though some level of municipal funding has been expended over the years. Based on available information, there are a total of 107 non-accepted streets within HRM that receive varying levels of service. This level of service (some exceptions apply) may include snow and garbage removal, minor pavement maintenance (pothole filling patching), minor surface treatments (slurry, chip seal and micro surfacing), and maintenance of street lighting.”

At that Regional Council meeting Council approved the following recommendations:

RECOMMENDATION

The Transportation Standing Committee recommends that Halifax Regional Council:

1. Direct the Chief Administrative Officer in preparing the capital budgets for the 2020/21 and 2021/022 fiscal years to consider allocating funding for Phase 1 (title/boundary review of 42 non-accepted streets) pursuant to the budget process and as discussed in the discussion section of the revised staff report dated April 11, 2019 and;
2. If funding has been approved in the capital budget for Phase 1 (title/boundary review of 42 non-accepted streets), direct staff to undertake the title/boundary review of all 42 non-accepted streets listed on Appendix A of the April 11, 2019 revised staff report that are in Category 2 (5 non-accepted streets), Category 3 (9 non-accepted streets), Category 4 (28 non-accepted streets).

Refer to <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/190716rc1551.pdf> for a full copy of the report.

In preparing the list of projects for capital budget consideration, staff currently follow Regional Council's 2019 direction by applying the four lenses identified in the Capital Project Evaluation Framework. For evaluation purposes, the lenses include:

- Capacity to Deliver (i.e., Project Readiness);
- Risk;
- Impact to Service Delivery; and,
- Strategic Alignment with Council's Priorities

Staff also include the parameters of the Asset Investment Framework as directed by Halifax Regional Council in 2019. For the four-year capital project plan, roughly 70-80% of the total estimated costs are attributed to investment in Asset Renewal while 20-30% are assigned to investment in Service Growth. The title/boundary review would align with the latter classification. Therefore, based on overall demands and consideration of the Capital Project Evaluation and Asset Investment Frameworks, the title/boundary review of the 42 non-accepted streets was not prioritized in the 2020/21 and 2021/22 capital plans, and was provided as an 'over' for Regional Council's consideration.

If approved, the title/boundary review will include both legal and surveying requirements for 42 non-accepted streets (Table 1), and both components will be outsourced to a third party. The details including level of effort have yet to be finalized but internal support from Project Planning and Design Services Surveying division and HRM Legal will also be necessary.

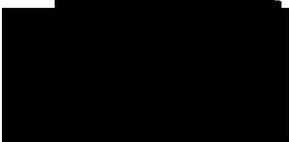
As outlined in the July 16, 2019 Council report, it is expected the title/boundary review will require 18-24 months to complete.

Table 1: 42 Non-Accepted Streets

NON-ACCEPTED STREETS				
Category 2 - located in a mobile trailer park				
STREET NAME	STREET TYPE	DISTRICT	FROM	TO
SHAMROCK	DR	10	GENERAL AVE	END
SHASTA	LANE	10	GENERAL AVE	SHAMROCK DR
HOMEWARD	AVE	10	MAIN AVE	GENERAL AVE
GLENDA	CRES	10	HOMEWARD AVE	GLENDA CRES (loop section)
GENERAL	AVE	10	HOMEWARD AVE	END
Category 3 - leads to a commercial/high density residential area				
STREET NAME	STREET TYPE	DISTRICT	FROM	TO
FOUNDRY	LANE	7	BARRINGTON ST	END
HEATHERWOOD	CRT	8	NOVALEA DR	HEATHERWOOD CRT (loop section)
BARNSTEAD	LANE	9	BAYERS RD	END
WESTGROVE	PL	10	WESTRIDGE DR	WESTRIDGE DR
VERONICA	DR	10	MAIN AVE	END
MANOR	LANE	10	BAYVIEW RD	END
CAMELOT	LANE	10	KNIGHTSRIDGE DR	KNIGHTSRIDGE DR
FOXWOOD	TERR	11	RIVER RD	FOXWOOD TERR (loop section)
ARTHUR	ST	11	HERRING COVE RD	END

Category 4 - functions similar to a municipally owned street				
STREET NAME	STREET TYPE	DISTRICT	FROM	TO
ACORN	RD	9	WILLIAMS LAKE RD	END
ARNOLD	DR	9	CLOVIS AVE	END
WILDWOOD	AVE	9	MOUNTAIN RD	END
WILLOWBEND	CRT	10	GLENFOREST DR	END
RANDALL	AVE	10	GEBHARDT ST	GORDON AVE
			EVANS AVE	GEBHARDT ST
				END
SMITHS	RD	16	HAMMONDS PLAINS RD	END
BIRCHDALE	AVE	7	COBURG RD	END
PARKWOOD	PL	9	WOODLAWN TERR	BLOOMINGDALE TERR
MCMULLEN	RD	9	HERRING COVE RD	CIRCLE DR
MARGARET	RD	9	COWIE HILL RD	WITHROD DR
IDLEWYLDE	RD	9	HERRING COVE RD	WITHROD DR
CHERRY	LANE	9	HERRING COVE RD	CIRCLE DR
PLYMOUTH	ST	10	EVANS AVE	END
MAPLE	ST	10	ASHDALE AVE	MAIN AVE
FOX GLOVE	LANE	10	SCARLET RD	END
FOREST HILL	DR	10	BEDFORD HWY	WREN ST
BERTS	DR	10	MAIN AVE	EVANS AVE
PENNY	AVE	11	OLD SAMBRO RD	END
MAYOR	AVE	11	LAYTON RD	OLD SAMBRO RD
MCINTOSH	ST	11	HERRING COVE RD	COLONIAL CRES
LEWIS	ST	11	DENTITH RD	SPENCER AVE
			SPENCER AVE	END
HILDEN	DR	11	HERRING COVE RD	END
HAYES	ST	11	CHARLTON AVE	END
CHARLTON	AVE	11	HERRING COVE RD	END
BRONSON	AVE	11	HERRING COVE RD	END
AUTUMN	DR	11	HERRING COVE RD	END
BARCLAY	AVE	11	HERRING COVE RD	END
BARRENS	ST	16	EMMERSON ST	END

Briefing Approved by: 
 Brad Anquish, Executive Director, Transportation and Public Works, 902.490-4855

Briefing and Financial Approval by: 
 Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN014 - Multi-District Facility Subsidy Request Funding Details

COW Date Added: March 31, 2021

Business Unit: Parks and Recreation

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN014	Operating	\$1,757,350	\$6.07
Four Year Impact	One Year adjustment		
Adjustment Description	Budget Committee requested a briefing note detailing the measures and implications for including \$1,757,350 in one-time funding for costs associated with the Multi-District Facility (MDF) Subsidy Request (COVID impact) within the proposed 2021/22 Parks and Recreation budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Responsible Administration – Well Managed		

Service Implications and/or impact on Priority

The Multi-District Facilities (MDFs) are a substantial component of the municipality's recreation program services delivery model. These facilities are managed and operated by volunteer community boards who have authority over the day-to-day operations including program delivery. Implemented in 2019/20, the boards are governed by consistent management agreements with HRM and include provisions to ensure effective stewardship of publicly owned assets in support of HRM's recreation outcomes. As part of these agreements, the MDFs are required to deliver a proposed annual budget and business plan to HRM for presentation to Regional Council which is included in the Parks and Recreation's plan. Included in the budget and business plans are subsidy requests to Regional Council to support the volunteer community boards in addressing program delivery and inflationary pressures. The volunteer Boards have developed their individual budget plans outlining their subsidy requests, which represents the anticipated shortfall between revenue and expenses to operate. Under the management agreements, this process to HRM's Budget Committee is the approval method for the facilities to obtain subsidy funding. The approved subsidy is the current process to mitigate the revenue shortfall, which the Boards incorporate into their operating decisions.

The seven (7) Multi-District Facilities include: Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Halifax Forum, St. Margaret's Centre, and Zatzman Sportsplex. Public Health Orders concerning COVID restrictions have impacted all facilities, necessitating adjustments to program delivery, staffing reductions, increased operating costs, and decreased revenues. The ordered closures of facilities, with a gradual restoration of services in 2020/21, had a significant effect on their projected budgets. It is anticipated that all MDFs will continue to alter program offerings and related financial consequences into 2021/22.

HRM provided the MDFs with base assumptions, consistent with those used for HRM operated facilities to enable them to formulate their individual business plans and respective budgets. These are conservatively

optimistic and presuppose operations at 75% capacity for the first two quarters of 2021/22 with 100% capacity for the last two quarters. The degree of impact is challenging to determine with many variables outside of their purview, thus some risk remains as to whether the budgets put forth will be an accurate prediction for the upcoming fiscal year.

A summary of the overall financial status of the facilities is outlined in the table below.

2021/22 Financial Summary

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
Alderney Landing	\$1,311,500	\$871,750	(\$439,750)	\$479,750*	\$320,000*	\$159,750
Canada Games Centre	4,679,469	4,532,499	(146,970)	146,970	0	146,970
Centennial Pool	675,000	495,000	(180,000)	180,000	180,000	0
Cole Harbour Place	3,824,534	3,193,162	(631,372)	631,372	285,000	346,372
Halifax Forum	4,157,609	3,771,043	(386,566)	386,566	0	386,566
St. Margaret's Centre	1,937,527	1,376,300	(561,227)	561,227	320,000	241,227
Zatzman Sportsplex	3,996,065	3,119,600	(876,465)	876,465	400,000	476,465
TOTALS	\$20,581,704	\$17,359,354	(\$3,222,350)	\$3,262,350	\$1,505,000	\$1,757,350

* Includes both direct subsidy and Geo thermal subsidy

All Multi-District Facilities have requested subsidy funding. The subsidies require a total contribution request of \$3,262,350 which represents a \$1,757,350 increase over the currently approved subsidy of \$1,505,000 from 2020/21. This requested increase is not within the current Parks & Recreation budget envelope and requires additional funding.

The management agreements include provisions that as HRM's agent operating on the municipality's behalf, any year-end surplus is transferred to a dedicated capital reserve for future MDF capital investments. The subsidies are typically provided to the MDF facilities in installments, so if revenue recovery exceeds expectations, some of the subsidy may not need to be issued. Further, if revenue exceeds expenses resulting in a year end surplus, it would be transferred to the capital reserve and would reduce future facility recapitalization costs.

RISK

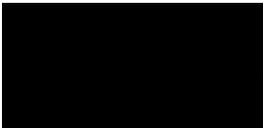
COVID-19 has had a significant impact on the Multi-District Facilities. All have adjusted services and related expenses to mitigate negative budgetary consequences, however these actions are unable to offset all

COVID related impacts to recreation programs and offerings. Without the requested one-time additional funding the facilities will not be able to meet recreational service delivery requirements which may result in the following:

- Reducing programing and membership offerings resulting in loss of members.
- Inability to meet payroll obligations.
- Reduced building and staffing hours.
- Increasing membership fees resulting in loss of memberships.
- Difficulties paying facility operations maintenance costs.
- Deferring annual maintenance and equipment purchases.

Should Regional Council decide not to fund the additional subsidy requests, some or all of the facilities may incur year end operating deficits based on the continued impacts of COVID-19. Similar to any year end surplus transferring to HRM, any year end deficits are also accrued to HRM and are included in HRM's consolidated financial statements.

Briefing Approved by: 
Denise Schofield, Executive Director, Parks and Recreation, 902.490.4933

Briefing and Financial Approval by: 
Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN015 - Funding Supports Provided to HRM Partner Recreation Facilities

COW Date Added: March 31, 2021

Business Unit: Parks and Recreation

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN015	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Budget Committee request for a briefing note detailing the funding supports provided to HRM partner recreation facilities.		
Priority Alignment	Responsible Administration – Well Managed		

Service Implications and/or impact on Priority

This note speaks to smaller partner recreation facilities. Multi-district facilities (MDFs) are addressed in a separate note. Through an alternate service delivery model, Halifax Regional Municipality (HRM) partners with community boards to operate some municipally-owned facilities, including programming. HRM may provide a subsidy to support these facilities in addition to providing capital investment, enhanced maintenance support, and facility insurance.

Staff have developed the Facility Operating Agreement (FOA) to provide a consistent governance document ensuring appropriate accountability and alignment with HRM principles. As staff review and update FOAs for these facilities, funding levels continue to be reevaluated.

These facilities are supported financially in three (3) different forms:

- Annual operating subsidy from Parks & Recreation (Table 1)
- Completion of capital projects within the buildings (Table 1)
- Facility maintenance support (Table 2)

Table 1 – Operating Subsidy and Capital Project Funding

Facility Name	P&R Operating Amount (\$) Budgeted 2021/22	Capital Amount (\$) Budgeted 21/22
Bay Community Centre	6,500	
Beaver Bank Kinsac Community Centre	70,000	
Centennial Arena		100,000
Carroll's Corner Community Centre	9,000	See Note 3
East Dartmouth Community Centre	65,000	See Note 3
East Preston Community Centre	53,400	
Eastern Shore Arena	7,700	60,000
Harrietsfield/ Williamswood Community Centre	29,000	
Lake and Shore Community Centre	100,500 ²	

Facility Name	P&R Operating Amount (\$) Budgeted 2021/22	Capital Amount (\$) Budgeted 21/22
Lake Echo Community Recreation Society	50,000	See Note 4
Moser River Community Centre	6,500	
Musquodoboit Valley Bicentennial Theatre	23,500	See Note 3
North Woodside Community Centre	32,500	
Prospect Road Community Centre	112,200 ¹	
Samuel R. Balcom Community Centre	6,500	
Sheet Harbour Lions Club	5,000	See Note 4 and 5
Springfield Lake Recreation Centre	32,000	
Spryfield Lions Arena	10,000	750,000
Upper Hammonds Plains Community Centre	44,000	See Note 3
Wallace Lucas Community Centre	13,400	
West Chezzetcook/Grand Desert	6,500	

- 1 - Staff have updated the facility with energy efficient upgrades. Anticipate reduction in future subsidy requirement
2 - Cost sharing with Halifax Regional Centre for Education & maintenance completed by HRCE
3 - Part of the \$500,000 Community Recreation Facilities Recap Capital Project (CB210019)
4 - EMO Capital Project (CB200002) for Generators
5 - Funding for capital replacement project (CB000080) starts in 2021/22.

Under a Service Level Agreement between Parks & Recreation and Corporate & Customer Services (CCS), the municipality also provides additional facility maintenance support. This support ranges from building inspections, water testing, building structural repairs, electrical work, roofing repairs, furnace repairs, etc. Expenditures for the previous two years are outlined below:

Table 2 – Maintenance support

Facility Name	CCS Operating Expenditures (\$) 2019/2020	CCS Operating Expenditures (\$) 2020/2021
Bay Community Centre	10,800	5,200
Beaver Bank Kinsac Community Centre	141,800	100,700
Carroll's Corner Community Centre	16,900	8,800
East Dartmouth Community Centre	69,400	54,800
East Preston Community Centre	32,600	26,500
Harrietsfield/ Williamswood Community Centre	16,200	9,700
Lake Echo Community Recreation Society	15,400	26,800
Moser River Community Centre	11,700	9,200
Musquodoboit Valley Bicentennial Theatre	16,400	7,300
North Woodside Community Centre	30,000	71,500
Prospect Road Community Centre	98,000	91,700
Sackville Heights Community Centre	56,800	48,900
Samuel R. Balcom Community Centre	8,900	4,000
Sheet Harbour Lions Club	16,500	4,400
Springfield Lake Recreation Centre	3,000	5,200
Upper Hammonds Plains Community Centre	8,600	23,400
Upper Sackville Community Centre	7,300	6,600
Wallace Lucas Community Centre	42,400	27,000
West Chezzetcook/Grand Desert	4,700	9,300

As HRM negotiates new FOAs with facilities as their current agreements expire, facilities not currently supported by CCS are reviewed for possible inclusion in the CCS maintenance inventory. For example:

- Eastern Shore Arena was added upon execution of new FOA summer 2020.
- Spryfield Lions Arena anticipated to be added upon execution of a new FOA summer 2021.

Briefing Approved by: 
Denise Schofield, Executive Director, Parks and Recreation, 902.490.4933

Briefing and Financial Approval by: Jan 
902. _____
Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN016 - Multi-Service Youth Centre – Future Commitment

COW Date Added: March 31, 2021

Business Unit: Parks and Recreation

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN016	Operating	\$85,000	\$0.29
Four Year Impact	\$340,000		
Adjustment Description	Budget Committee requested a briefing note detailing the measures and implications for including \$85,000 in on-going funding for costs associated with the Multi Service Youth Centre. Future Commitment within the proposed 2021/22 Parks and Recreation budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities – Involved Communities		

Service Implications and/or impact on Priority

In 2017, Regional Council approved the Community Facility Master Plan 2 (CFMP2) and the Youth Services Plan (YSP). These documents were used to guide and inform policy and operational decisions on facility development for the youth in the Halifax Regional Municipality (HRM). There was an alignment between the priorities identified by youth in the YSP, and with the CFMP2 requirement that “consideration be given to existing, potential, planned and current facilities”. In the YSP, the youth spoke of the need for existing facilities and spaces to be more youth friendly.

As a result, at the March 6, 2018 meeting, Regional Council approved a one-year pilot project at Acadia School in Lower Sackville with the purpose of establishing a collaborative multi-agency, Multi-Service Youth Centre (MSYC). An initial amount of \$65,000 was approved in the 2018/19 budget to support the costs of one part-time coordinator and the renovation/fit-up of the space, which was named “The Den”.

The stakeholder organizations combined their resources and expertise during the pilot year to deliver programs and services to Sackville’s most vulnerable youth. The stakeholder organizations who participated in this pilot included: the IWK Community Health Team, the Boys and Girls Club, Laing House, the YMCA, Cobequid Youth Health Centre, POSSE (Peer Outreach, Support Services and Education), MacPhee Centre, Eating Disorder Nova Scotia, and HRM Parks & Recreation. Throughout the pilot, formal and informal support systems were created among the service providers to support youth who were having difficulties coping or who needed additional assistance.

The goals of the MSYC’s pilot project were:

1. To identify and assess the benefits, opportunities, and challenges of establishing a MSYC in Lower Sackville; and
2. To provide information and guidance on establishing MSYCs in other areas of the municipality.

The pilot program ran from December 8, 2018 through December 2019 with the intention of presenting the evaluation report in 2020, however the COVID-19 pandemic delayed completion of the evaluation. A report will be provided to the Community Planning and Economic Development (CPED) Committee to evaluate the year long, youth led, pilot project on May 20, 2021.

Based on the evaluation of the pilot, it was determined that the MSYC met the goals outlined for the pilot and aligns with the Council Priority Communities, specifically Involved Communities. The evaluation report will detail the findings and challenges that the MSYC experienced during the pilot project and will provide critical feedback to ensure the success of future locations.

Specifically, the \$85,000 request would include \$75,000 to fund five casual positions for the drop-in program at the Den and for building monitor responsibilities at Acadia School plus \$10,000 to fund custodial services.

The Parks & Recreation 2021/22 operating budget does not have capacity to fund the operation of the Centre. Should Regional Council decide not to approve the funding, the Den would not be able to re-open once the COVID restrictions are relaxed. This would have a negative impact to the youth of Sackville as the MSYC provides many services that benefit the well being of the youth in the community.

Briefing Approved by: 
Denise Schofield, Executive Director, Parks and Recreation, 902.490.4933

Briefing and Financial Approval by: 
Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN017 - E. Coli Microbial Analysis – First Lake

COW Date Added: April 7, 2021

Business Unit: Planning &
Development

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN017	Operating	\$150,000	\$0.52
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note detailing the measures and implications for including \$150,000 in one-time funding for costs associated with a report on E. coli microbial analysis for First Lake within the proposed 2021/22 Planning and Development budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Environment - Protected & Sustainable Environment		

Service Implications and/or impact on Priority

Microbial testing is costly, and in order to be meaningful should be carried out as part of a broader lake water quality study. The \$150,000 cost is the estimate of the cost of a third-party consultant to carry out a comprehensive lake water quality study, similar to the pollution control study carried out for Lake Banook and Mic Mac. This study carried out E. coli testing and microbial source tracking to determine the principal sources of E. coli and made recommendations to manage bacteria loads to reduce future beach closures and enable safe ongoing use of the lakes.

Planning & Development is able to accommodate the project management of a third-party study. If a study is initiated in 2021, it is likely that the study would span at least two years using data collected in 2021 by the Friends of First Lake, as well as data collected in 2022, which could then be compared to data collected during the 2006 -2011 water quality monitoring program.

Briefing Approved by:



 Kelly Denty, Executive Director, Planning & Development, 902.476-9528

Briefing and Financial Approval by:



 Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN018 - Heritage Conservation Districts (HCDs) Grant Funding

COW Date Added: April 7, 2021

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN018	Operating	\$250,000	\$0.86
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note detailing the measures and implications for including \$250,000 in on-going funding for costs associated with increasing Heritage Conservation Districts grant funding within the proposed 2021/22 Planning and Development budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Prosperous Economy – Holistic Planning & Economic Growth		

Service Implications and/or Impact on Priority

Regional Council adopted heritage conservation district plans for Schmidville and Old South Suburb in 2018 and 2020, respectively. The central objectives of these plans are to protect the character of these areas through both regulation and investment, which will result in increased economic activity, increased tourism, and revitalized neighbourhoods. An analysis of the Barrington Street HCD incentives program (2009-2017) and our annual heritage grant program found that each dollar spent by the Municipality in grants resulted in up to \$4 of private investment in residential properties and up to \$12 of private investment in commercial properties, stimulating significant economic activity and tax assessment increases.

On March 23, 2021, HRM Regional Council adopted [Administrative Order 2020-005-ADM](#) Respecting the HCDs Incentives Program. The purpose of this program is to provide financial assistance to property owners in the Schmidville and Old South Suburb HCDs to support the conservation and revitalization of buildings in the districts, including improvements for accessibility, energy efficiency, and life safety. A 2015 report by an architectural consultant, commissioned as part of the HCD planning process determined that \$4 million would be required to bring the buildings in these two districts to a good condition of repair.

A reduction of \$250,000 represents 32% of the program budget and will significantly limit the effectiveness and impact of the program. If the reduced program budget recurs for the five-year duration of the program (2021-2026), the total program budget will be reduced from a \$4 million total investment to \$2.75 million. Specifically, the budget reduction may result in a significant reduction in private investment in these districts, a loss of increased taxable assessment value, and deferred maintenance, repair and rehabilitation of the building stock within areas that are vital to the retail and tourism sectors. In addition, fewer property owners will have access to funding to support life safety, accessibility, and energy efficiency upgrades to their properties.

Briefing Approved by: 
Kelly Denty, Executive Director, Planning & Development, 902.476-9528

Briefing and Financial Approval by: 
Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN019 - Additional Planning & Development Staff

COW Date Added: April 7, 2021

Business Unit: Planning &
Development

Tracking Id	Operating or Capital	2021/22 Amount <small>(negative is savings/revenue)</small>	2021/22 Avg Bill Impact <small>(negative is reduction)</small>
BN019	Operating	\$805,300	\$2.78
Four Year Impact	The costs will increase on an annual basis due to salary adjustments through collective agreements and benefit costs.		
Adjustment Description	<p>Budget Committee requested a briefing note detailing the measures and implications for including:</p> <ol style="list-style-type: none"> 1. \$241,800 in on-going funding for costs associated with adding three Planner I positions within the proposed 2021/22 Planning & Development budget, to be considered in the parking lot as an operating over budget option; 2. \$227,400 in on-going funding for costs associated with adding three Assistant Building Officials positions within the proposed 2021/22 Planning & Development budget, to be considered in the parking lot as an operating over budget option; 3. \$227,400 in on-going funding for costs associated with adding three Compliance Officer I (COI) positions within the proposed 2021/22 Planning & Development budget, to be considered in the parking lot as an operating over budget option; and 4. \$108,700 in on-going funding for costs associated with adding a Senior Program Engineer position within the proposed 2021/22 Planning & Development budget, to be considered in the parking lot as an operating over budget option. 		
Priority Alignment	Responsible Administration – Well Managed		

Service Implications and/or impact on Priority

Increases in complexity and volume of permit applications has put a strain on Planning & Development resources resulting in slower turnaround times for permit approvals. Positions are being asked for in several divisions to alleviate the pressure, improve succession planning and ultimately improve permit approval processing times.

1. (3) Planner I positions will be assigned to Subdivision and Development approvals in the Current Planning division which is the primary service provider for applying planning and zoning legislation to the development process. The capacity of this division at the P1 level has been eroded as a result of a loss of two positions over the past 10 years plus an increase in volume of service and

an increase in regulatory complexity. Given that the bulk of the work in this area is delivered by staff at the P1 planner level, these additional positions should offset the impacts of volume and complexity increases and allow for improvements in processing times.

2. (3) Assistant Building Official positions will be assigned to Building Standards in the Building and Compliance division which will help offset the impacts of increasing building permit volumes and complexities and allow for improvements in processing times. This role is also the entry level for the Building Official positions so it is important to succession planning and supports the overall building permit process as well as the minimum standards program.

3. (3) Compliance Officer I positions will be assigned to By-law Standards in the Building and Compliance division. The curbside solid waste enforcement report will be with Council in the near future. In it, we will be recommending dedicated positions to undertake this work (3 - COI positions) within our Compliance team. These positions would provide reactive and proactive response to service areas. This would see consistency in service delivery and result in improved turnaround times. It would also create a succession planning opportunity within our Compliance team as they move from less complex/high volume "inspection" work such as this to the full range of "investigative" functions associated with the Compliance Officer II role, e.g. land-use and dangerous or unsightly premises files.

4. (1) Senior Program Engineer position in the Development Engineering group in the Infrastructure Planning division to further support the demand for our increasingly complex construction projects. This position will provide expertise and capacity on engineering matters relative to the volume of permit and subdivision activity.

Briefing Approved by:



Kelly Denty, Executive Director, Planning & Development, 902.476-9528

Briefing and Financial Approval by:



Executive Director of Finance and Asset Management & ICT,

Budget Adjustment List Briefing

BN020 - Unbudgeted In-Year Staffing / Resource Funding Plan

COW Date Added: April 7, 2021

Business Unit: Fiscal Services

Tracking Id	Operating or Capital	2021/22 Amount (negative is savings/revenue)	2021/22 Avg Bill Impact (negative is reduction)
BN020	Operating	\$2,250,000	\$7.77
Four Year Impact	Each year the salary costs will be increased by collective agreements or ISA amounts and the cost of benefits.		
Adjustment Description	Budget Committee requested a briefing note detailing the measures and implications and accountability for including \$2.25 Million in on-going funding for costs associated with unbudgeted in-year staffing pressures due to addressing Council priorities, strategic plans, and operations within the proposed 2021/22 Fiscal Services budget in the parking lot as an operating over budget option.		
Priority Alignment	Responsible Administration – Well Managed Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.		

Service Implications and/or impact on Priority

HRM has been experiencing growth over the last number of years, both in population and economic / commercial development. In 2016, Regional Council endorsed the Halifax Economic Growth Plan, the municipality's five-year economic strategy. The strategy's goal of growing Halifax's population to 550,000 by 2031 was seen by many as ambitious. If Halifax's rate of population growth from 2016 to 2020 were to continue, Halifax would reach that goal by 2031. The impact of COVID-19 on Halifax's long-term population growth, however, is uncertain. As with population, HRM's dwelling unit counts continue to grow year over year with conservative estimates of 1.4% per annum.

With that growth comes pressure on HRM as an organization. Citizens are demanding more services, infrastructure is stretched to capacity, development is growing at a pace not seen in recent years, these developments are large complex mixed-use developments, coupled with this growth Regional Council has approved a number of large Big City strategies that HRM is not staffed to delivered.

With this growth comes a recognition by both Regional Council and the public that not all residents are benefitting at the same level. In order to close the divide Regional Council is bringing forward requests for social policy programs such as food security, affordable housing and accessibility initiatives. Environmental protection is another key initiative that requires a policy skill set beyond what HRM has traditionally hired.

The Federal Government is showing a willingness to develop cost shared programs that are tailored to working directly with municipalities as well as the more traditional approach of tri-party cost sharing. The Federal Government has invested billions in dollars in cost shared initiatives. The Canada – Nova Scotia Bi-Lateral Integrated Infrastructure Agreement has identified approximately \$829 M in direct federal funding

for Nova Scotia. These programs cover everything from traditional infrastructure, digital/smart cities, environmental/ green initiatives, affordable housing, broadband to name a few. As welcome as these programs are, responding to the applications take staff from their day to day work. This diversion comes at a cost, reports are not delivered as timely as they could be, policy development is delayed, infrastructure projects do not move as quickly, implementation of initiatives are impacted and overall staff do not feel as if they are doing their best work.

A recent example is the Rapid Housing Initiative funded by the federal government. HRM was successful in receiving approximately \$8.7M in funding, a requirement of the program was to have applications submitted within a very short timeframe. Meeting this timeline meant that planning staff were diverted from the Regional Plan Review to complete the work.

FTE Growth in 2020/21

As outlined in each business unit presentation, the CAO has authorized adding a total of 60.8 FTE's throughout the 2020/21 fiscal year. These positions are in a number of business units: Fire, Planning and Development, Halifax Transit, Transportation and Public Works. These positions by and large are to keep up with existing work that is already underway. It is not to address the continued growth or the delivery of key initiatives, with the exception of Halifax Transit whose service expansion requires the addition of transit operators. The table below shows the change in FTE's by Business Unit from 2020/21 to 2021/22.

Table 1: Business Unit FTE Changes 2020/21 to 2021/22

Business Units	20/21 Approved FTE's	Change in Full Time	Change in Term/Casual	Total FTE Change	21/22 Planned FTE Count
CAO Business Unit	34.3	13.0	1.0	14.0	48.3
Corporate & Customer Services	229.8	1.0	-0.8	0.2	230.0
Finance, Asset Management & ICT	329.3	3.0	-6.0	-3.0	326.3
Human Resources	64.0	1.0	0.0	1.0	65.0
Legal and Legislative Services	72.7	3.0	-0.3	2.7	75.4
Parks & Recreation	479.1	3.0	-3.2	-0.2	478.9
Planning and Development	224.7	13.0	-10.9	2.1	226.8
Transportation and Public Works	348.2	9.0	1.4	10.4	358.6
Halifax Transit	1046.5	3.0	17.1	20.1	1066.6
Halifax Regional Fire and Emergency	536.5	15.0	-1.5	13.5	550.0
Halifax Regional Police	804.4	0.0	0.0	0.0	804.4
Auditor General	9.6	0.0	0.0	0.0	9.6
Sub Total	4179.1	64.0	-3.2	60.8	4239.9
Halifax Public Libraries	336.0	0.0	0.0	0.0	336.0
Total	4515.1	64.0	-3.2	60.8	4575.9

NOTE: these totals do not include positions funded from capital, nor do they include positions funded through operating cost of capital (OCC). Transfers between business units are included.

Positions Required

When speaking about growth it is natural to assume that the resourcing challenge is being experienced by Planning and Development. While this is true, HRM's growth has downstream impacts on other business units as well. Under HRM's current structure, these functions fall across various business units and are tasked with undertaking a role in the review of development files. For example, Parks & Recreation is

required to review subdivision parkland dedications and Transportation and Public Works must conduct traffic impact studies. As HRM grows there is more need for policy development, technical analysis, engineering from all disciplines, environmental expertise, and professional services.

In addition to increased growth in our city, other strategic initiatives require additional expertise and capacity. The implementation of the Green Network Plan and the purchase of parkland requires positions with expertise in parkland policy and land assessment; electrification of the fleet requires subject matter experts with design and operations experience in this area; rapid transit requires transportation planning expertise and technical experts, to name a few. Many of the municipality's initiatives require capital investments; these projects also require project management skills, engineers/technicians, landscape architects and active transportation experts.

In addition to these technical/operational positions is the requirement to augment support or back office staff. As projects become more complex there is a need for finance staff with experience in complex financing. Parkland acquisitions and land purchases for the Integrated Mobility Plan (IMP) require real estate staff and legal support to assist with contract negotiations and real estate transactions. The labour market continues to change and evolve; HR needs to be staffed adequately to be able to recruit the staff necessary to deliver the services and programs required by Regional Council and the public.

The Resourcing Plan is developed to fund professional positions in a variety of business units to deliver on Regional Council's key strategies and initiatives, much in the same way the Strategic Initiatives Funding Plan has been developed to assist with funding those large strategic initiatives. It is anticipated that the Resourcing Plan will be targeted at hiring accountants, legal expertise, human resource professionals, engineers/technicians, transportation and traffic expertise, policy experts, landscape architects, project managers, real estate officers, procurement consultants, and will be adjusted as needed. It is estimated that the budget of \$2.25M will fund between 15 – 18 FTE's, including benefits and set up costs, at a P2 or equivalent level.

The Resourcing Plan is being structured to give the CAO the funding authority up to \$2.25M to allow for the unbudgeted expense of hiring staff to carry out Regional Council's initiatives. It is recommending that these positions be full time positions and the hiring begin in the 2021/22 fiscal year for a number of reasons. It takes time to recruit professional staff with the skill set required. By starting now staff will be in place and have the requisite organizational knowledge to move the initiatives forward.

The Resourcing Plan is about building capacity within the organization, especially in the areas of policy development and project management which require having full time staff positions. The use of term positions is a good strategy for those positions that will be short term in nature or in situations where you need to staff up in a particular area to achieve a goal or conclude a project, not for longer term capacity building.

Reporting to Regional Council

It is recommended that a schedule be included in the quarterly reports for 2021/22, that are presented to the Audit and Finance Standing Committee detailing the number of positions, type of position, pay band, and business unit to account for the staffing under the full Resource Plan.

Budget Impact

Staff are recommending that the cost of the new positions, up to a maximum of \$2.25M, be funded from the increased revenue from Deed Transfer Tax (DTT). The theory is that the DTT comes from growth and the increased services and programs are being caused by growth – Growth is paying for Growth. DTT continues to grow at a rate over budget. This trend has continued through COVID and economic studies

conducted for HRM indicate that DTT will continue to grow, Canmac have estimated DTT revenue in the range of \$82M in 2023/24.

Where these positions would be permanent and will be become an on-going expense, they will be added to the base budget. If DTT does not materialize as forecasted the positions will become a budget cost that will have to be absorbed, the same as any other through revenue increases or expense reductions. Some of the salary costs could be covered through attrition or vacancy management.

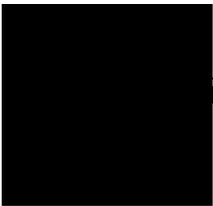
The \$2.25M is the annualized cost going forward. The impact in 2021/22 will not be the full \$2.25M - it will take time to identify and fill the required positions. An aggressive schedule would be achieving 75% of the salary impact in this fiscal year, a more likely impact would be 50% staffing in 2021/22. See the table below for the four-year impact of the Resourcing Plan.

Table 2: Four Year Impact of Staffing Resource Plan

2021/22	2022/23	2023/24	2024/25
\$1.69M	\$2.25M	\$2.284M	\$2.318M
(assumes 75% hiring)	(assumes 100% hired)	(assumes 1.5% increase)	(assumes 1.5% increase)

Without the implementation of the Resourcing Plan, HRM will not be in a position to efficiently and effectively implement both strategic initiatives and development files in a way citizens expect.

Briefing Approved by: 
 Jacques Dubé, Chief Administrative Officer

Briefing and Financial Approval by: 
 Executive Director of Finance and Asset Management & ICT,

VR001 – Needham Pool Maintenance Costs

M E M O R A N D U M

TO: Chair Russell and Budget Committee members
CC: Jacques Dubé, Chief Administrative Officer
FROM: Jerry Blackwood, Executive Director, Corporate & Customer Services
DATE: March 9, 2021
SUBJECT: VR001 – Needham Pool Maintenance Costs

In response to the verbal request from Regional Council at the Budget Committee meeting of February 25, 2021 the Operating costs for Needham Centre from 2018 & 2019 are detailed below. 2018 represents a normal year of operations.

Needham Centre 2018		Needham Centre 2019	
Cost Element	Total Cost	Cost Element	Total Cost
6301 - Professional Fees	\$ 3,354.46		
6304 - Janitorial Services	\$ 38,072.55	6304 - Janitorial Services	\$ 42,473.58
6308 - Snow Removal	\$ 5,944.29	6308 - Snow Removal	\$ 1,667.94
6311 - Security	\$ 1,866.45	6311 - Security	\$ 572.72
		6312 - Refuse Collection	\$ 7.02
6399 - Contract Services	\$ 625.72		
6502 - Chemicals	\$ 2,561.47	6502 - Chemicals	\$ 1,640.05
6504 - Hardware	\$ 293.50	6504 - Hardware	\$ 73.97
		6517 - Paint	\$ 1,321.30
6602 - Electrical	\$ 2,843.33	6602 - Electrical	\$ 3,224.59
6606 - Heating Fuel	\$ 43,362.51	6606 - Heating Fuel	\$ 34,445.09
6607 - Electricity	\$ 26,213.82	6607 - Electricity	\$ 25,806.24
6608 - Water	\$ 10,968.78	6608 - Water	\$ 10,512.99
6609 - Elevator & Escalator	\$ 698.76	6609 - Elevator & Escalator	\$ 1,711.86
6610 - Building - Exterior	\$ 6,847.63	6610 - Building - Exterior	\$ 3,437.71
6611 - Building - Interior	\$ 19,571.70	6611 - Building - Interior	\$ 11,246.88
6612 - Safety Systems	\$ 992.12	6612 - Safety Systems	\$ 697.73

6614 - Environmental Assessment/Clean-up	\$ 1,047.03	6614 - Environmental Assessment/Clean-up	\$ 2,350.61
6617 - Pest Management	\$ 638.38	6617 - Pest Management	\$ 219.00
6701 - Equipment Purchase	\$ 3,778.38	6701 - Equipment Purchase	\$ (682.31)
6707 - Plumbing & Heating	\$ 19,915.13	6707 - Plumbing & Heating	\$ 27,492.08
6708 - Mechanical Equipment	\$ 18,425.14	6708 - Mechanical Equipment	\$ 16,377.08
9200 - HR CATS Wage/Ben	\$ 331.03	9200 - HR CATS Wage/Ben	\$ 819.05
9210 - HR CATS OT Wage/Ben	\$ 272.48		
Sum:	\$ 208,624.65	Sum:	\$ 185,415.17

Additional Items to be Completed in 2021/22

Total estimated at \$47,500

- **\$2,500** – Replace fountain with water bottle filling station
- **\$10,000** - Low basketball rim/net needs to be fixed. Other nets/rims inspected and improved.
- **\$25,000** - Elevator to pool deck needs repair or replacement
- **\$10,000** - Interior program rooms and halls to be painted

Continued maintenance on an end-of-useful life asset does come with operational and financial risk due to the age of the facility. It is likely that addressing break/fix issues over the next 5-6 years at Needham outside of normal maintenance and operations costs, could be in the range of \$20K - \$50K annually.

VR002 – Licensing Fees for Software

MEMORANDUM

TO: Chair Russell and Budget Committee Members
FROM: Chad MacDonald, Acting Chief Information Officer
DATE: March 9, 2021
SUBJECT: **VR002 - Licensing Fees for Software**

ORIGIN

In response to Councillor Hendsbee's request from February 24, 2021 Budget Committee meeting for the cost of licensing fees for software.

RESPONSE

Relevant licensing fees can be generally classified as falling into 2 basic categories: enterprise level back-office solutions, and Business Unit citizen facing solutions.

The two main critical enterprise-level back-office solutions staff leverage when using desktop, laptop and tablet technology are Microsoft and SAP. These enterprise level solutions provide end users with access to the standard Microsoft Suite of tools including, Outlook, Word, Excel and PowerPoint along with access to MS Teams/Office 365 environment. Microsoft security features and functions are enabled to ensure HRM safeguards all technology assets and information. In addition to the Microsoft product suite, a significant number of HRM staff and managers also leverage the SAP environment to routinely update and manage the day-to-day obligations of both our operating and capital budgets as well as manage accounting, payroll, invoicing and procurement tasks to name a few.

Across the Business Units there are also other **citizen facing solutions** that require supporting licensing volumes to manage and run such systems. Examples are the Cale Parking Solution, Legend Recreation Solution, and Posse Permitting, Licensing & Compliance Solution. Further costing detail are outlined in the table below for your consideration and review.

It is important to note there are additional important but smaller solutions, such as ZOOM as an example, that require licensing funding on an annual basis. The table below is not an exhaustive list and therefore does not fully represent the total cost of software licensing for the organization but does capture the larger cost items which make up the majority of related costs on an annual basis.

FINANCIAL IMPLICATIONS OF LICENSING – FISCAL 2021/2022

Vendor	Detail	Budget	Notes
Microsoft	Annual Enterprise Licensing	\$ 2,138,200.00	\$400k identified in the recently approved 21/22 budget for purchase of net new licenses
SAP	SAP Canada	\$ 458,500.00	
	Minister of Finance	\$ 868,000.00	
	IBM	\$ 657,800.00	
	TOTAL	\$ 1,984,300.00	
BU Facing Systems	Cale - Parking Technology Solution	\$ 287,996.00	
	Posse - Permitting & Licensing Solution	\$ 216,700.00	
	ESRI - GIS Platform	\$ 336,700.00	
	Legend - Recreation Solution	\$ 241,000.00	
	Versaterm - Versadex CAD HRP	\$ 488,300.00	
	ESRI - CityWorks Solution	\$ 213,100.00	
	KPMG - ServiceNow	\$ 397,100.00	
	Telus - Elements Telephony	\$ 264,200.00	
	Itron - LED Street lights	\$ 255,300.00	
	Everbridge - Mass Notification Solution	\$ 120,100.00	
Other	SoftChoice - Tenable licensing	\$ 122,100.00	
	Netwrix - Cyber Security and User Management	\$ 164,000.00	
		\$ 3,106,596.00	
TOTAL		\$ 7,229,096.00	

**VR003 – Detail About the Finance and Human Resources Business
Transformation Program**

M E M O R A N D U M

TO: Chair Russell and Budget Committee Members
FROM: Chad MacDonald, Acting Chief Information Officer
DATE: March 9, 2021
SUBJECT: **VR003 - Detail About the Finance and Human Resources Business Transformation Program**

ORIGIN

In response to Councillor Smith’s request from February 24, 2021 Budget Committee meeting for information about the Finance and Human Resources (HR) Business Transformation Program.

RESPONSE

On February 11, 2020 Regional Council unanimously approved the Finance and HR Business Transformation Program ([here](#)), which included Deloitte as the implementation partner, and procurement of the required solutions to support the program.

While the Finance and HR Business Transformation Program will introduce new systems functionality, it goes far beyond technology. To unlock the full value of the transformation, the Program will work with key organizational leaders and stakeholders to move towards working differently from today. Our shift towards becoming a more modern and digital municipality will require fundamental changes to our current ways of working. This Program is an investment in our organization’s future and is focused on implementing new technology-enabled business processes within core functional areas such as HR administration, recruitment, onboarding, learning, finance and procurement. The Program stresses the importance of achieving business transformation through the implementation of best practices and standards to optimize administrative services and their connections with service delivery to citizens and employees. As these are core functions of the Municipality, the implementation of advanced technologies and process give way to enhanced digital services across the organization, which the citizens and businesses have come to expect.

This Program is presently separated into four distinct Projects; Finance, Tax and Revenue, Human Resources and Corporate Scheduling. Each Project will launch new business processes and functionality at different times. This approach promotes better organizational change management and adoption of the new business processes and system functionality.

These projects are the foundation for the delivery of citizen facing services as well as support for the operations of HRM. The Business Transformation Program will address several Auditor General recommendations as well as replace several key HRM systems that are end of life: as an example Tax and Revenue that is currently delivered through Hansen.

The Program

The overall scope of the Finance and HR Business Transformation Program includes the following business process Areas:

Finance

- Chart of Accounts
- General Ledger
- Accounts Payable / Receivable
- Project Systems
- Procurement & Inventory
- Budgeting, Planning & Forecasting for both operating and capital

Tax and Revenue Management

- Property Tax Assessment and General Property Billing
- Loans, Tax Relief and Appeals
- General Revenue Billing
- Invoicing and Payments
- Debt Management

Human Resources

- Employee Central (Core HR)
- Recruitment
- Onboarding
- Learning Management
- Employee & Manager Self-Service

Corporate Scheduling (starting with HRFE initially)

- Employee Time Reporting
- Payroll
- Advanced Employee Scheduling

With antiquated technology and manual paper-based processes, HRM is not as efficient as it could be in providing services to business units and citizens. Our current systems do not support our Digital Strategy or current expectations for citizen-facing solutions. With innovation, through the adoption of standard best practice, business processes and modern technologies, HRM can achieve high-value results for citizens and staff while delivering best value for taxpayer dollars. The successful implementation of this phase of the Program will result in the following business specific benefits:

Finance

- Lower cost of operation, improved user experience, easier maintenance, better integration with existing systems, new business processes for customer interaction and service and an overarching philosophy of simplification wherever possible;
- Real time analytics, which will support Council with evidence-based decision making and significant flexibility when changing organizational structures;
- Supports alignment of business processes with standard best practices. This minimizes the need for customization to support unique business processes which allows the organization to easily adapt to changes and lower maintenance cost;
- Provides updated industry leading processes, and flexibility in Financial reporting;
- Increase workforce capacity and efficiencies and improved information provided to increase operational effectiveness;

- Reduce effort and increase data accuracy associated with elimination of manual processes;
- Advance and streamline interactions with citizens and vendors through improved procurement and property tax business processes and technologies.

Human Resources

- Help to develop an efficient, effective municipal public service, providing high value HR services;
- Seamless integration with mobile devices giving access to learning courses, tasks, goals and resources which provides new and existing employees opportunities to set performance expectations and become more productive;
- Increased ability to source, engage and recruit top talent that best meet HRM's needs through streamlined process and access.
- Streamline onboarding capabilities and oversight - learning courses, tasks, goals and resources mean new hires can start becoming familiar with what is expected of them in their jobs sooner and increase productivity;
- Better business strategy alignment through integration of onboarding, collaboration tools, learning management system (LMS), performance management, recruitment, succession planning, talent management and HR analytics;
- Enhanced user experience with an extremely user-friendly interface resulting increased user satisfaction and throughput;
- Self service capabilities. Employees can use self-service to maintain information around skills, competencies, interests, and accomplishments. Managers can use self-service to update information about employees such as job changes, salary changes, and terminations. With this direct access, managers can make decisions quickly leaving HR management and staff free from the administrative burden of managing employee information;
- Provide HR and business leaders added agility to make more effective talent and investment decisions and improve evidence-based decision making.

Employee Scheduling and Payroll

- Improve accuracy of payments to employees;
- Automate accurate capture of employee time;
- Streamline and/or eliminate manual payroll processes and reduce work assignment errors;
- Provide options for employee self-service;
- Integrate with HR, Payroll and other corporate systems;
- Effective scheduling, monitoring, and approving employee work time and absence time to improve payroll accuracy and reduce labor expenses;
- Ensure adherence to collective agreement terms, specifically in the areas of safety, and will support collective bargaining and mitigate the cost of arbitration;
- Improve scheduling process and reduce time spent scheduling;
- Improve payroll processing efficiency;
- Reduce overtime costs, where applicable, through advanced planning;
- Support sound employee master data management through automated information exchange.

Progress to Date

Beginning in fiscal 2020/21, the Project teams began the Plan and Define phase. Planning clarifies project scope, organizational impacts, benefits and develops project and change management plans. The project plan integrates elements of cost, quality, available resources, change management strategies, and a realistic timetable. Project planning also includes establishing framework for management, control, and performance measures. Alternatively, Design incorporates development of business requirements and processes thereby translating this information into efficient building design.

In February 2021 both the Human Resource and Tax and Revenue projects completed Plan and Design. The Finance Project is expected to complete Plan and Design in June 2021 while Corporate Scheduling is estimated to start its Plan and Design in July 2021 and complete this work by the fall of 2021.

Following Plan and Design the projects will transition to Build and Deploy. Build is comprised of a series of iterations focused specifically on software functionality. Each iteration consists of drill down activities for construction and user review for the specified functional areas. The deployment and operationalization of the final solution follows the successful completion and testing of the Build. Organizational Change Management is integrated throughout the Build and Deploy phase. This includes implementation of change management plans, monitoring adoption risks, communications, training, and knowledge transfer.

Both the Human Resources and Tax and Revenue projects started their Build and Deploy phases in March 2021. The Human Resources project is separated into three separate releases which are scheduled to begin in February 2022 and complete in September 2022. Based on its current scope, the Tax and Revenue Project is scheduled for release in February 2022. The Finance project is estimated to start in its Build in June 2021 with a project release around the Fall of 2022. At this time, Corporate Scheduling is estimated to begin Build in the Fall 2021 with its first release occurring in the Summer of 2022.

Indicative Program Costs

During the Council meeting on February 11, 2020, staff presented [a report](#) to Council and received approval for two major components of the Program, entering into a contract with the selected system integration partner and initial purchases of SAP licensing. The value in this report for these two components was approximately \$20M. In addition to these costs, the Program has other expenditures including but not limited to a full program staff, 3rd party integrations, other professional services requirements and additional licensing. The table below represents the full Program budget including all components and can be found on page C10 of the [Capital Plan Draft](#).

Program Stream	Program cost
Program Management *	\$ 9,340,000
Revenue & Finance Account Management	\$ 16,373,000
HR Improvements	\$ 7,162,000
Corporate Scheduling	\$ 1,385,000
Total Program Investment	\$ 34,260,000

* Some Program Management amounts will be further refined into program streams as Plan and Design work concludes

VR004 – North and Gottingen Transit Capital Project Update

MEMORANDUM

TO: Chair Russell and Budget Committee Members
FROM: Dave Reage, Executive Director, Halifax Transit
DATE: March 24, 2021
SUBJECT: VR004 – North and Gottingen Transit Capital Project Update

ORIGIN

In response to Councillor Smith's request from March 10th, 2021 Budget Committee meeting for an update on the North and Gottingen Transit Capital Project.

RESPONSE

Since the unanimous approval by Regional Council of the *Integrated Mobility Plan* (IMP - www.halifax.ca/integratedmobility) on December 5, 2017, Halifax Regional Municipality (HRM) has been implementing projects that reduce the reliance on the single occupant vehicle for personal transportation and improve the capacity and sustainability of our transportation network by moving people using alternative modes such as on foot, rolling, by bicycle and via transit. Central to this effort is the implementation of the Regional Centre All Ages and Abilities ('AAA') bicycle network as well as the continued implementation of a convenient and reliable public transit network (IMP Figures 17 and 20). To further the interconnection of these integrated modes, HRM is undertaking plans to provide improved Active Transportation (AT) connections to the Macdonald Bridge on both the Dartmouth (Phase 1) and Halifax (Phase 2) sides as well as transit priority measures for buses traveling through each area and improved bicycle connections to the nearby Halifax Transit Bridge Terminal which is used by over 8,000 transit riders every day.

The North and Gottingen Transit Capital Project is part of the larger project initiated by the Macdonald Bridge Bikeway Connectors project. This initiative provided an opportunity to combine the projects to make capital investments to improve intersection operations for those walking, rolling, cycling, or taking transit. The project is being funded through the Investing in Canada Infrastructure Program's \$25 million Regional Centre AAA Bikeway Network Project.

Existing Transit Service at the Intersection

The existing Macdonald Bridge exit ramp consists of a passenger vehicle lane and an exclusive transit lane supplemented with a bus stop (#8638). There is currently a westbound transit priority lane on North Street at Gottingen Street and a number of transit stops in the study area.

The figure below illustrates the transit stops within the area which will be impacted by this project.



Figure 9: Stops impacted by the Macdonald Bridge Bikeways Plan (Phase 2)

Preferred Design

The preferred design includes modifications to North Street between Gottingen Street and the Macdonald Bridge as well as a flyover structure that extends from the Macdonald Bridge and connects to the existing sidewalk on North Street. The predominant modification proposed is defining distinct lanes for vehicles originating from Barrington Street separated by a splitter island. A lane is provided for vehicles that intend to travel northbound on Gottingen Street (yield controlled) and another lane is provided for vehicles that intend to continue westbound on North Street or travel southbound on Gottingen Street (stop controlled). Pedestrians and cyclists crossing at the splitter island (dual right-turn) will be able to do so in a two (2) stage movement via a proposed multi-use path connection between Brunswick Street and the bikeway near Gottingen Street.

As a part of the bikeway project, changes to roadway geometry on the north side of North Street will enable construction of a new bus stop. This new stop location, combined with a new dedicated signal phase, will enable the approved routing for the Route 1 Spring Garden, as described in the *Moving Forward Together Plan* which will see this route travelling both directions on Gottingen Street between North Street and downtown. This project will also include alignment modifications that will accommodate future Bus Rapid Transit (BRT) service as described by the Council approved IMP and *Rapid Transit Strategy* (<https://www.halifax.ca/sites/default/files/documents/transportation/halifax-transit/Rapid%20Transit%20Strategy%20-%20Final%20-%20May%202020.pdf>).

Other modifications are expected to include extending the sidewalk and providing a crosswalk to access the existing transit stop 8638. Further stop related changes will need to be considered at later design phases, namely the geometric changes required for stop 8638, and the need to relocate stops 7346 and 6769.

Next Steps

An assessment of the preferred design is underway by an arborist in order to identify and mitigate impacts the design will have on nearby trees and the urban canopy. Once the assessment has been completed, the design will be refined, and detailed design will commence. A final design and further information on how users will navigate the new intersection will be released on the Halifax.ca website in late 2021, and construction is anticipated to begin in 2022.

VR005 – Intersection Video Analysis

MEMORANDUM

TO: Chair Russell and Budget Committee Members
FROM: Brad Anguish, Executive Director, Transportation and Public Works
DATE: March 24, 2021
SUBJECT: VR005 – Intersection Video Analysis

ORIGIN

In response to a request from March 24th, 2021 Budget Committee meeting requesting intersection locations reviewed using video analysis.

RESPONSE

HRM was one of five successful municipalities selected for the Aviva Canada / MicroTraffic Grant through Aviva's 'Take Back our Roads' initiative, which funds various projects and innovations to help improve road safety on Canadian roads. Our application identified 10 signalized intersection locations which had experienced injury collisions over the previous two years; each with varying degrees of complexities due to traffic volumes, pedestrian and cyclist volumes; lane configurations, presence of transit or bike lanes, etc. The locations included were:

1. Quinpool Rd @ Oxford St
2. Portland St @ Pleasant St
3. Chebucto Rd @ Oxford St
4. Bayers Rd @ Joseph Howe Dr
5. Dunbrack St @ Lacewood Dr
6. Lacewood Dr @ Parkland Dr
7. Main St @ Major St
8. Cobequid Rd @ Glendale Ave
9. Spring Garden Rd @ South Park St
10. Portland St @ Eisener Blvd

Video analytics includes video monitoring at each location and then automated near miss analysis is applied to help identify potential safety concerns and risk factors. Following the analysis, MicroTraffic provides a recommendation report for each location, that identifies potential countermeasures to be considered to help avoid future potential injury collisions from occurring.

The video data collection took place between November and December 2020. The recommendations report is expected late Spring 2021.

VR006 – School Zones Included in 2021/22 Capital Budget

MEMORANDUM

TO: Chair Russell and Budget Committee Members
FROM: Brad Anguish, Executive Director, Transportation and Public Works
DATE: March 24, 2021
SUBJECT: VR006 – School Zones Included in 2021/22 Capital Budget

ORIGIN

In response to a request from March 24th, 2021 Budget Committee meeting for a list of school zones receiving traffic calming (speed humps) within the approved 2021/22 capital budget.

RESPONSE

In the approved 2021/22 Capital Budget staff have proposed \$150,000 for speed humps in approximately 8 school zones comprising 18 streets. These school zones are included in Table 1.

The proposed additional 16 school zones comprising 21 streets are included as part of traffic calming options in the \$1,000,000 traffic calming budget increase. It is estimated that an additional \$250,000 will be enough to install traffic calming measures in these school zone streets. The proposed school zones are included in Table 2 which was also included in briefing note; 2021-22 Budget Adjustment Briefing Item BN005 - Traffic Calming Budget Increase.

Table 1: School Zones in the Approved 2021/22 Capital Budget

School	Street Name	District
Holland Road Elementary School	Holland Rd	1
Kingswood Elementary	Vrege Ct	13
George Bissett Elementary School	Arklow Dr	4
Mt Edward Elementary School	Windward Ave	3

School	Street Name	District
Fairview Heights Elementary + FHE Annex + Fairview Jr High	Rufus Ave	10
	Coronation Ave	10
	Gesner St	10
	Willett St	10
	Frederick Ave	10
	Rosedale Ave	10
Elizabeth Sutherland School	Rockingstone Rd	11
LeMarchant St Thomas Elementary School + Beaufort Site (temp school)	Walnut St	7
	Watt St	7
	LeMarchant St	7
Halifax Central Junior High School	Preston St	7
	York St	7
	Cedar St	7
	Chestnut St	7

Table 2: Proposed Additional School Zones as part of \$1,000,000 Traffic Calming Budget Increase

School	Street Name	District
Astral Drive Junior High School	Greenwich Dr*	4
	Lakeshire Cres	4
Ellenvale Jr High	Belle Vista Dr	6
Fleming Tower Elementary School	McLennan Ave	9
Springvale Elementary School	Downs Ave	9
Burton Ettinger Elementary School	Alex St	10
Eastern Passage Education Centre	Samuel Danial Dr	3
Humber Park Elementary School	Gander Ave	4
	Smallwood Ave*	4
Beechville-Lakeside-Timberlea School	James St	12
Basinview Drive Community School	Madison Dr	16
	Wimbledon Rd	16
Millwood Elementary School	Beaver Bank Cross Rd	14
Central Spryfield Elementary School	Pine Grove	11
Joseph Giles Elementary School	Gregory Dr	4
Colby Village Elementary School	Ashgrove Ave	4
Astral Drive Elementary School	Astral Dr	4
Hawthorne Elementary School	Hawthorne St	5
	Erskine St	5
Joseph Howe Elementary School	Creighton St	8
	Maynard St*	8

* Streets not officially requested but included in the school zone

VR007 – Density Bonusing in HRM – Letter from Minister Porter

MEMORANDUM

TO: Chair Russell and Budget Committee Members
FROM: Kelly Denty, Executive Director, Planning & Development
DATE: April 7, 2021
SUBJECT: VR007 – Density Bonusing in HRM - Letter from Minister Porter

ORIGIN

In response to a request from April 7^h, 2021 Budget Committee meeting for a response to the letter from Minister Porter dated May 2020 regarding the use of density bonusing in HRM.

RESPONSE

While the *HRM Charter* was amended in 2018 to permit the use of incentive or bonus zoning throughout the Municipality, at this time, HRM has only developed an incentive or bonus zoning program for the Regional Centre.

As set out in the [Regional Centre Land Use By-law](#) and related [Administrative Order](#), money collected through the incentive or bonus zoning program as cash-in-lieu for affordable housing must be allocated to developments within the boundary of the Regional Centre. This is intended to ensure that the public benefit remains within the region that is experiencing the impacts of new development. As the new affordable housing grant program is wholly funded by the cash-in-lieu collected through the incentive or bonus zoning program, it must focus on affordable housing developments within the Regional Centre.

The approach to using the bonus zoning tool in the Regional Centre was developed as part of the comprehensive Centre Plan planning process involving extensive study, public engagement and Committee discussion. This type of comprehensive planning work is planned for suburban communities in the coming years and is expected to consider the use of the bonus zoning tool. In addition, HRM staff are also actively exploring options to expand municipal support for affordable housing throughout all areas of the Municipality. Beyond the affordable housing grant program, non-profit affordable housing developments outside of the Regional Centre are eligible for the following financial supports:

- Waiver of the majority of Municipal Related Construction Fees
- Property Tax Relief
- Community Grant Programs – which allow for Capital Grants up to \$25,000

These are all contributions that CMHC would consider as participation or a form of investment from the municipality for their co-investment fund.

VR008 – Affordable Housing Projects (2020)

M E M O R A N D U M

TO: Chair Russell and Budget Committee Members
FROM: Kelly Denty, Executive Director, Planning & Development
DATE: April 7, 2021
SUBJECT: **VR008 – Affordable Housing Projects (2020)**

ORIGIN

In response to a request from April 7^h, 2021 Budget Committee meeting for the number of housing starts in HRM in 2020 that were affordable housing projects.

RESPONSE

Planning & Development staff have requested data from CMHC and the Province of Nova Scotia on which projects have been funded through their affordable housing programs and are also looking for permit information from non-profit organizations.

This data was not available at the time of the circulation of the report, so will be distributed to Budget Committee separately once received.