HALIFAX

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Item No. 6
Committee of the Whole on Budget
March 23, 2022

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: March 18, 2022

SUBJECT: 2022/23 Budget Adjustment List for Consideration

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on October 26, 2021, staff is required to present the draft 2022/23 Business Unit Budget and Business Plans to the Budget Committee for review and discussion before consideration by Regional Council.

On January 28, 2022 the Budget Committee moved to:

> Approve a 4.6 percent tax increase by rescinding the direction to set the average property tax bill for residential and commercial properties at a 2.9 percent increase by a motion of 2/3 of the members present and voting to:
>
> > Direct the Chief Administrative Officer in developing the 2022/23 Budget, that the average tax bill for residential, resource and commercial properties be set at a 1.6 percent increase.

It is further recommended that Budget Committee amend the deferred November 23, 2021, motion 2 (b) by moving an amendment to:

Direct the Chief Administrative Officer to:

1. Allocate an additional $9M to Street Recapitalization (Project CR200006), increasing its approved budget of $33.0M to $41M; and
2. Add, for further consideration, $2.5M to the Budget Adjustment List for Parks and Recreation including, but not limited to, Project CP200001.
3. Approve the Strategic Initiatives Capital Budget for 2022/23, and approve the schedule of 2022/23 Multi-year Strategic Initiative Capital Projects as per Attachments 1 and 2b of this report;
4. Approve the schedule of 2022/23 capital reserves withdrawals as per Attachment 3 of this report;
5. Approve the schedule of Strategic Initiatives in principle as per Attachment 4 of this report;

RECOMMENDATION ON PAGE 2

6. Transfer $5M from the Strategic Initiatives Operating Reserve (Q667) to the Strategic Initiative Capital Reserve (Q666), and,
7. In Attachment B ("HRM Debt Guidelines") of the November 23, 2021 staff report (2022/23 Fiscal Framework), page 4, a section entitled "Capital from Operating Targets" delete "Capital from Operating is targeted to grow at 6 percent per year plus the percent growth in dwelling units" and replace with "Capital from Operating is targeted to grow at 6 percent per year plus the percent growth in inflation, plus the percent growth in dwelling units".
8. Authorize additional debt of $56.05 million.

On March 11, 2022 the Budget Committee approved the Proposed Budget from the Board of Police Commissioners. That Proposed Budget included an increase of $1.3M above the amount included in the January 28, 2022 4.6 percent tax scenario.

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

It is recommended that the 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 2022/23 Proposed Operating Budget together with proposed amendments, respecting any accepted items from the Budget Adjustment List proposed to be added/removed to/from the 2022/23 approved Capital Budget.

BACKGROUND

On January 12, 2021, Regional Council adopted a Strategic Planning Framework, establishing priority outcomes for their term, and directed staff to develop multi-year plans to advance these outcomes.

As part of the design of the 2022/23 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the November 23, 2021, Budget Committee meeting, Staff presented the Fiscal Framework, outlining the fiscal direction for 2022/23. The first iteration of the fiscal framework recommended a 5.9 percent average tax bill increase. This is intended to cover lost revenues due to the pandemic and higher costs related to inflationary pressures. It also allocated an increase in capital from operating to $66M and significant contributions to the two new Strategic Initiative Reserves (Capital and Operating).

Although Budget Committee approved the Fiscal Framework, a staff report was requested to direct the Chief Administrative Officer to prepare a Supplemental Report concerning options to reduce the final average property tax bill increase from 5.9% to 3.7% through adjusting: a) Funding for capital projects, through changes in Capital from Operating, Debt, Reserves, Cost Sharing or other. Staff completed and presented the report on January 28th to Budget Committee. From that report, the budget committee selected Option "2b", which gave staff direction to build a budget for consideration based on the following:

- 4.6 percent average tax increase;
    - 3.0 percent directed toward a "Climate Action Tax" (CAT)
    - 1.6 percent directed toward the remaining operations of HRM

- $2.5M to be considered for Parks & Recreation
- Approval for $394M Strategic Initiative projects funded through the Strategic Initiative Reserves and an additional $56M in debt.

The revised direction lowered the increase in the average tax bill, but the baseline assumptions within the budget remained relatively unchanged from the initial Fiscal Framework:

- Business Unit Revenues begin to recover to near pre-pandemic levels
- Inflation is expected to average 2.2 percent for 2022/23; a modestly higher trend level relative to prior years.
- Operating budget is under pressure from five key areas:
  1. Inflation on expenditures
  2. Loss of $31M Federal Restart Funding
  3. Fees and Revenues still not fully recovered
  4. Provincial Road Transfer
  5. Weak Commercial tax base

Since the January 28, 2022 update on the Fiscal Framework, there have been a number of changes and updates on key items, namely fuel, the 2021/22 surplus and the Deed Transfer Tax.

- Due to the sudden and unexpected invasion of Ukraine, fuel prices have skyrocketed. Currently HRM has budgeted $14M for gas and diesel. The mid-term prices are still uncertain and will be heavily influenced not only by the war but by changes in supply due to the rising prices. However, there is a risk of a major budget shortfall of anywhere from $2M to $8m.

- Deed Transfer Taxes continue to rise. In the current year Deed Transfer Tax revenues are now projected to close the year at $81M. The current 2022/23 budget is $80M, there is some potential room to increase Deed Transfer Taxes to fund some items on the BAL.

- Due to the higher Deed Transfer Taxes, the 2021/22 Surplus is now estimated at $19M. Of this $19M, $7M is already earmarked for the 2022/23 Budget. (That $7M will be one-time only and will need to be replaced in the 2023/24 Budget). The remaining approximately $12M will, unless directed elsewhere, be placed in the Capital Fund Reserve where it can be used to offset price increases in capital projects. If the Budget Committee wishes, it can use a portion of this amount to fund BAL items that are one-time in nature.

DISCUSSION

Budget Adjustment List

Throughout the Budget Committee sessions (February 2 to March 11, 2022), capital and operating budgets for each of the Business Units have been presented and reviewed. Each Business Unit presented a proposed budget and 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 “Risks” 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 38 items worth $9.3M were placed on the BAL for additional consideration. The items can be classified into four main groups. The four groups include items that are:

- ongoing, permanent savings;
- ongoing, permanent costs;
- one-time costs; and,
- capital projects, which are also one-time in nature.

While Council is not obligated to approve any or all these items, if they were funded through property taxes, they would add $35.41 to the average tax bill. This means that instead of a 4.6% tax increase and a $94 impact on the average residential tax bill, there would be a 6.0% tax increase and a $123.70 impact on the average residential tax bill.

In addition to BAL items, the Board of Police Commissioners proposed several increases to the Halifax Regional Police (HRP) Budget. However, the Budget Committee does not have the authority to approve individual overs for HRP; it is only able to approve a total budget. The total budget that was approved for HRP is $1.365M above the target issued under the 4.6% average tax bill scenario. To keep the increase on the average tax bill within the 4.6% scenario, Council could choose to fund the increase through offsetting the cost with under items on the BAL, through the corporate surplus or increase in deed transfer tax budget.

There are four "Unders" included on the BAL for a total potential reduction of $990,000. Of these, $275,000 is one time and the remainder is ongoing, permanent costs. Including the "Unders", the BAL totals $9.3M that requires funding. Table 1 groups some of the BAL items into 4 categories:

1. "Unders" items that can be removed from the budget,
2. Items to be added to the Capital Budget,
3. One Time items that are one time (or a finite timespan),
4. Recurring Items

Table 1

Over Grouping	Over Detail	Amount	Tax Impact
Unders (One-time & Ongoing)		(990,000)	(3.24)
Unders Total		(990,000)	(3.24)
Capital		700,000	2.22
Capital Total		700,000	2.22
One-time/Multi Year	Other	1,315,000	4.18
	Parking	1,062,000	3.37
	Transit*	750,000	2.38
	AGNS Funding	1,400,000	4.45
	P&D One-time	2,500,000	7.94
One-time/Multi Year Total		7,027,000	22.32
Ongoing	Casual Wages	568,000	1.80
	Discover Halifax	250,000	0.81
	Other	780,500	2.48
	P&D Ongoing	924,700	2.94
Ongoing Total		2,523,200	8.03
TOTAL		9,260,200	29.33

**Transit COVID Recovery has 12 options, $750K is the highest option*

Ongoing permanent costs are best funded through a source that is also ongoing and permanent. Otherwise, the funding disappears and needs to be replaced. One-time items may be funded through reserves (the Options Reserve or Capital Fund Reserve) or through the 2021/22 surplus. However, these funds are limited in nature and may be required for other purposes such as inflationary pressures on capital projects.

Items Not Included on the Budget Adjustment List

Of the briefing notes that Budget Committee has received, several list options that are not included on the BAL. If the council would like to add further items to the BAL, new motions would need to be made to bring them into the debate, and then they can be voted on if they should or should not be added to the 2022/23 Budget. For instance, the "Transit COVID Recovery" (Briefing Note 16) has a matrix of 12 options for the Budget Committee may wish to select one of the twelve options.

Year Two Implications

There are several items included on the BAL that have significant impacts in year two if the budget is approved:

- Additional funding for sidewalks (BAL_029 (BN002)) requires $7.5M added to the capital budget in 2023/24 and would likely need as much as 1.1 cents added to that year's general tax rate;
- The Art Gallery of Nova Scotia (AGNS) funding (BAL_004) notionally would continue for four more years at $1.4M per year and be added into each subsequent budget year. As this item requires a multi-year contribution and to minimize the impact on the operational budget, the CAO intends to recommend flowing the $7 million over 10 years ($700,000 per year for 10 years starting in 22/23 as opposed to $1.4M per year for 5 years) given the Province has indicated that approach is acceptable.
- Discover Halifax (BAL_009) will continue to compound for 3 additional years at $250,000 per year and then be on-going; and,
- The $1.3M budget addition for HRP will increase by approximately $200K in 2023/24 with additional increases in future years.

Additionally, the 2022/23 budget uses $7.0M of the 2021/22 surplus. This will not repeat in 2023/24 and will require a tax increase or other offsetting measures for this loss of funding.

Next Steps

Each item on the Budget Adjustment List is subject to debate by the Committee of the Whole (COW) on Budget and a formal motion and vote. It is up to Regional Council to decide which BAL items to include in the final budget and what final level of taxation to establish. Once the final items on the BAL are selected by the Budget COW, staff can prepare the final Proposed Budget and submit it to Regional Council for the April 12, 2022, Regional Council meeting.

FINANCIAL IMPLICATIONS

There are no immediate financial implications to this report. Rather, it describes the Budget Adjustment List, which provides a series of individual items the Budget COW may add to the Proposed Budget.

To ensure budget sustainability, all ongoing costs require 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

Deed Transfer Tax has been a relatively reliable source to fund past and current budgets. DTT revenue is a function of the local housing market, both sales volume and prices have risen substantially since 2020; underlying the housing market are some core vulnerabilities and tightening financial conditions. Best econometric estimates suggest a cooling of local housing price growth. While there has been an acceptance by both the Bank of Canada and Federal Finance that housing plays an outsized role in both the labour market and consumer discretionary spending, making it of *systemic* importance to national economic outcomes.[1]

The external environment is characterized by historic uncertainties. Although the pandemic is reaching its final stage, new geopolitical risks have begun to emerge. At the time of writing, commodity prices (gasoline and diesel) have increased markedly since original budget estimates were presented.

Using a material amount of the 2021/22 surplus to fund the BAL creates risks. As mentioned, fuel prices pose a risk to the 2022/23 budget and could require using some of the 2021 surplus. There is also an inflationary risk to capital projects. Typically, any operating surplus is directed to the Capital Fund reserve. Directing the surplus to fund the BAL, this reserve loses some of its ability to fund any potential cost overruns caused by inflation.

COMMUNITY ENGAGEMENT

The 2021 Resident Survey was conducted from September 1 – 24, 2021. This invitation-based survey was mailed to 20,000 randomly selected households across all districts and received 1,766 responses to a variety of budget, planning, and priorities questions. The results of the 2021 Resident Survey were provided in an information report presented to Reginal Council on November 23, 2021.

The 2022/23 budget consultation process also seeks to solicit public comment by inviting members of the public to provide feedback following each business unit budget and business plan presentation

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

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

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[1] PIMCO, “A One Trick Pony? Outlook for Canadian Growth, 2021”

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 902.476.9535

Report Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance & Asset Management,902.490.6308

ATTACHMENT A

Budget Adjustment List Summary

Budget Adjustment List Tax Implications	22/23 Rate Impact	22/23 Avg Bill Impact	22/23 Avg Bill Impact	22/23 Comm Rate Impact	22/23 Comm Bill Impact	22/23 Comm Bill Impact
Beginning Motion - 4.6% Tax Change	0.794	$ 94.00	4.6%	3.105	$ 1,989.00	4.6%
P&R Additional Capital (Included in beginning motion)	-	$ -	0.0%	-	$ -	0.0%
Approved HRP Budget Increase (rounded)	0.002	$ 5.40	0.3%	0.008	117.00	0.3%
Total before BAL Items	**0.796**	**$ 99.40**	**4.8%**	**3.113**	**$ 2,106.00**	**4.9%**
BAL Items Added (rounded)**	0.011	29.70	1.4%	0.043	628.70	1.4%
OVERALL RATE & NET CHANGE**	**0.807**	**$ 129.10**	**6.3%**	**3.156**	**$ 2,734.70**	**6.3%**

Item #	Option Description	22/23 Amount	22/23 Rate Impact**	22/23 Avg Bill Impact*	Business Unit	Over/ Under	Recurrence	Capital / Operating
	UNDERS:							
1	Parking Ticket Fee increase	$ (300,000)	(0.0004)	$ (1.08)	TPW	Under	Ongoing	Operating
2	Tip Fee increases	$ (315,000)	(0.0004)	$ (1.08)	TPW	Under	Ongoing	Operating
3	Elimination of Heads Up Halifax	$ (100,000)	(0.0001)	$ (0.27)	HRCC	Under	Ongoing	Operating
4	20-year Community Vision	$ (275,000)	(0.0003)	$ (0.81)	FAM	Under	One-time	Operating
	TOTAL UNDERS	**$ (990,000)**	**(0.0012)**	**$ (3.24)**				
	ONE-TIME/MULTI YEAR COSTS:							
	Parking Initiatives to Support Business Recovery (BN012):							
5	1.Voiding tickets with proof of purchase	$ 200,000	0.0002	$ 0.54	TPW	Over	One-time	Operating
6	2. Re-offering first ticket forgiveness	$ 100,000	0.0001	$ 0.27	TPW	Over	One-time	Operating
7	3a. Reduced On-Street Parking rate.	$ 350,000	0.0004	$ 1.08	TPW	Over	One-time	Operating
8	3b. Reduced or free Parking Rate. (Fridays 12pm-2pm)	$ 175,000	0.0002	$ 0.54	TPW	Over	One-time	Operating
9	3c. Reduced or free Parking Rate. (Fridays 4pm-6pm)	$ 62,000	0.0001	$ 0.27	TPW	Over	One-time	Operating
10	4. Free or reduced rates (Alderney Gate, Bell/Sackville)	$ 100,000	0.0001	$ 0.27	TPW	Over	One-time	Operating
11	6. “Welcome back Downtown” Marketing Campaign	$ 50,000	0.0001	$ 0.27	TPW	Over	One-time	Operating
12	7. Supporting and promoting Black-owned business	$ 25,000	-	$ -	TPW	Over	One-time	Operating
13	Art Gallery of Nova Scotia Funding Request	$ 1,400,000	0.0016	$ 4.32	P&R	Over	Multi-Year	Operating
14	Transit COVID recovery	$ 750,000	0.0009	$ 2.43	Transit	Over	One-time	Operating
15	COVID-19 Recovery Activities & Event Grants	$ 200,000	0.0002	$ 0.54	P&R	Over	One-time	Operating
16	Mill Cove Planning and Infrastructure Design	$ 200,000	0.0002	$ 0.54	P&D	Over	One-time	Operating
17	By-law simplification	$ 1,000,000	0.0012	$ 3.24	P&D	Over	One-time	Operating
18	Future Serviced Communities (Master Planning) baseline infrastructure study and environment assessment	$ 1,500,000	0.0018	$ 4.86	P&D	Over	One-time	Operating
19	Gravel Road Paving	$ 500,000	0.0006	$ 1.62	TPW	Over	One-time	Capital
20	Governors Brook off leash area	$ 40,000	-	$ -	P&R	Over	One-time	Operating
21	MDF subsidy request	$ 160,000	0.0002	$ 0.54	P&R	Over	One-time	Operating

22	Assistant Emergency Management Coordinator	$	75,000	0.0001	$	0.27	HRFE	Over	One-time	Operating
23	Sidewalks - Staffing. (2023/24 Capital Budget requires additional tax increase)	$	220,000	0.0003	$	0.81	TPW	Over	One-time	Operating
24	HRM Crosswalk Upgrade Program	$	200,000	0.0002	$	0.54	TPW	Over	One-time	Capital
25	Reaching Rural Communities (one-time portion)	$	170,000	0.0002	$	0.54	HPL	Over	One-time	Operating
26	Library COVID Recovery	$	250,000	0.0003	$	0.81	HPL	Over	One-time	Operating
	TOTAL ONE-TIME/MULTI YEAR (Reserves/Surplus Funding)	**$**	**7,727,000**	**0.0090**	**$**	**24.30**				
	ON-GOING COSTS:									
27	Additional Staff/Resources for permit application	$	924,700	0.0011	$	2.97	P&D	Over	Ongoing	Operating
28	Wage adjustment for casual staff	$	568,000	0.0007	$	1.89	P&R	Over	Ongoing	Operating
29	Multi-Service Youth Centre Phase 2 in Spryfield	$	110,500	0.0001	$	0.27	P&R	Over	Ongoing	Operating
30	Community Rink Insurance Grant	$	35,000	-	$	-	P&R	Over	Ongoing	Operating
31	Discover Halifax funding	$	250,000	0.0003	$	0.81	P&R	Over	Multi-Year	Operating
32	Reaching Rural Communities (on-going portion)	$	130,000	0.0002	$	0.54	HPL	Over	Ongoing	Operating
33	Library - Electronic Resources	$	300,000	0.0004	$	1.08	HPL	Over	Ongoing	Operating
34	JEM education and programming	$	55,000	0.0001	$	0.27	HRFE	Over	Ongoing	Operating
35	10 Firefighters (February 2023) offset through decrease in Overtime Budget in 2022/23 and 2023/24.	$	-	-	$	-	HRFE	Over	Ongoing	Operating
36	Board of Police Commissioners Staff		100,000	0.0001	$	0.27	CAO	Over	Ongoing	Operating
37	Clerk's Office (part-time position to full-time)	$	50,000	0.0001	$	0.27	LLS	Over	Ongoing	Operating
	TOTAL ON-GOING (Tax Funding)	**$**	**2,523,200**	**0.0031**	**$**	**8.37**				
	TOTAL OPTIONS ADDED	**$**	**9,260,200**	**0.0109**	**$**	**29.43**				
	HRP Budget Increase (not included in base budget	$	1,365,000	0.0016	$	4.32	HRP	Over	Ongoing	Operating
38	P&R Additional capital (included in 4.6% increase)	$	2,500,000	-	$	-	P&R	Over	Ongoing	Capital
	TOTAL OF ALL OPTIONS*	**$**	**13,125,200**	**0.013**	**$**	**35.10**				

**Rate & Bill impacts have been revised based on updated assessment*
***Total tax rate is set at 3 decimal points.*
As of March 18, 2022

Attachment B – BAL Briefing Notes and Verbal Requests

Note: The following Briefing Notes and Verbal Requests were distributed Private & Confidential to Budget Committee

- BN021 - PRIVATE & CONFIDENTIAL - Casual Wage Model Implementation
- VR001 - PRIVATE & CONFIDENTIAL - Burnside Connector
- VR006 - PRIVATE & CONFIDENTIAL – Compensation in Fiscal Services

Budget Adjustment List Briefing

BN001 - Options to Accelerate HRM Crosswalk Upgrade Program

COW Date Added: December 17, 2021 **Business Unit:** Transportation & Public Works

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN001	Capital	$200,000 (One-Time)	$0.64

Four Year Impact	N/A
Adjustment Description	Budget Committee requested a briefing note to develop options for the Budget Adjustment List to accelerate the upgrade program for HRM's basic crosswalks.
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network

In support of Regional Council's priority to provide a *"Safe & Accessible Integrated Mobility Network"*, Traffic Management staff reviewed all basic uncontrolled marked crosswalks (those with zebra markings and side-mounted signs only) to identify potential locations for upgrade to Rectangular Rapid Flashing Beacons (RRFB).

The initial review was completed in 2020 and a total of 365 crosswalks were assessed taking into consideration factors such as traffic volume, pedestrian activity, number of lanes, vehicle speed, visibility, etc. As a result, 79 locations were identified as candidates for upgrade to RRFB with an additional 36 locations flagged as requiring additional data / further review.

Beginning with fiscal 2020/2021, staff have been incorporating locations identified for upgrade into the capital program. By end of 2021/2022 fiscal, 25 of the initial 79 locations will be complete, leaving 54 locations remaining to be upgraded from the original list. Assuming some of the 36 locations requiring additional data / further review are also warranted for upgrade to RRFB, there could be a total of up to 90 locations remaining to be upgraded.

The current proposed 2022/2023 Road Safety Improvements capital program includes 20 locations to be upgraded to RRFB. Stemming from Budget Committee's request to identify requirements to accelerate RRFB upgrades beyond 20 locations per year, staff reassessed internal capacity considering potential synergies and improved coordination opportunities by taking advantage of a recent restructuring within Traffic Management. Based on this assessment, staff are of the opinion that it is possible to increase the number of locations upgraded per year to 40, subject to the availability of additional capital funding.

Given that not all 36 locations still undergoing assessment will likely require upgrade, proceeding with 40 locations per year should result in all locations identified for upgrade to RRFB to be completed within the next two years (by end of fiscal 2023/2024), cutting the initial time anticipated to complete in half.

As noted above, the proposed 2022/2023 capital program includes funding to install RRFBs at 20 existing marked crosswalk locations (including all crosswalks at the Armdale Roundabout) in the amount of $250,000. Locations are identified in Table 1.

Expanding the number of locations to be upgraded to RRFB for 2022, from 20 to 40, would require an additional $200,000 to be added to the proposed 2022/2023 Road Safety Improvements capital program. Proposed locations for expanded program are identified in Table 2. This estimate assumes all work is completed using internal staff and standing offers for any minor concrete work. It is also assumed that there will be no major civil works required at any of these locations.

It is also worth noting that in addition to the 20 existing crosswalk locations currently identified for upgrade, the proposed capital program includes 6 locations where new marked crosswalks with RRFBs will be installed. The work required to install these 6 new crosswalks (sign bases and posts, signage, RRFB equipment and any required concrete work) is also assumed to be undertaken by internal staff and existing standing offer contracts for any concrete work required for curb cuts or pedestrian ramps.

Risks

1. Expanding the RRFB upgrade program has the potential to impact resources (staff, equipment, etc.) required for other programs such as the installation of signage for the 40 km/h Neighbourhood Speed Limit program, installation / relocation of radar speed display signs and other capital projects requiring resources for installation / replacement of traffic signs or equipment.

2. Given the expanded program and expedited timeline, late scoping of added locations may identify more extensive work needed to support the installation, so there is risk that locations may have to be deferred to the following year(s) to complete the necessary work.

3. On-going impacts related to COVID-19 on general material / equipment availability and supply chain delays have a high potential to impact the ability to complete the expanded program.

4. The timing associated with approval of the additional funding, combined with on-going impacts related to COVID-19 on general material / equipment availability and supply chain delays, has a high potential to impact the ability to complete the expanded program within the anticipated time frame.

5. There is risk associated with potential staff shortages to complete the work should the current trend of COVID-19 infections and isolations continue well into 2022.

Briefing Approved by: Original Signed

Brad Anguish, Executive Director, Transportation & Public Works, 902.490.4855

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Table 1
RRFB Upgrade Locations
Current 2022 / 2023 Capital Program

Location	District
Fall River Rd at Gordon Snow Community Centre	1
North Preston Rd at Cain St	2
Cow Bay Rd at Keyport Ave	3
Caldwell Rd at Thorncrest Ave	3
Caldwell Rd at Morris Lake Dr	4
Caldwell Rd at Wexford Rd	4
Ross Rd at Glendale Dr	4
Albro Lake Rd at Leaman Dr	5
Caledonia Rd at Roleika Dr	6
Waverley Rd at Breeze Dr	6
Gottingen St at Falkland St	7
Windsor St at Summit St	8
Agricola St at Charles St	8
Gottingen at Kay / Sullivan	8
Armdale Roundabout	9
Dutch Village Rd at Deal/Rufus	10
Radcliffe Dr at Linear Park Trail	12
Main Ave at Linear Park Trail	12
Old Sackville Rd at Walker Ave	15
Bedford Highway at Sullivan's Hill	16

Table 2
RRFB Upgrade Locations
Proposed Addition to 2022 / 2023 Capital Program

Location	District
Rocky Lake Dr at Civic 2483 (near Cobequid Rd)	1
Main Rd at Civic 1493 (Post Office)	3
Arklow Dr at Merrimac Dr	4
Portland St at Maitland St	5
Prince Albert Rd at Elliot St	5
Wyse Rd at Symonds St / Elmwood Ave	5
Braemar Dr at Civic 172	6
Waverley Rd at Craigburn Dr	6
Waverley Rd at Ellis Cr	6
Barrington St at George St	7
Coburg Rd at Lord Dalhousie Dr	7
Beaufort Ave at Oakland Rd	7
North St at Dublin St	8
Lady Hammond Rd at Memorial Dr	8
Duffus St at Isleville St	8
Chebucto Rd at Chebucto Ln	8
Herring Cove Rd at Brighton Ave	9
St Margarets Bay Rd at Church Dr	12
Sackville Dr at Orchard Dr	14
Gary Martin Dr at Innovation Dr	16

Budget Adjustment List Briefing

BN002 - Additional 2023/24 Capital Budget Funding for New Sidewalks

COW Date Added: December 17, 2021

Business Unit: Transportation & Public Works

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN002	Operating	$220,000	$0.70

Four Year Impact	Over four years, an additional $22.5 million in capital funds would have to be allocated to meet amount specified in the briefing note request. There would be a cumulative increase in operations budgets of about $50,000 per year. There would also be sustained staffing costs for a minimum of three new staff members (estimated to be $220,000, $290,000, $295,000, and $300,000 in years 1-4, respectively). The additional $7.5M in capital costs would require an additional 1.1 cents on the HRM tax rate.
Adjustment Description	Budget Committee requested a briefing note on the impact of, and funding sources for, an additional $7.5 million to the proposed 2023/24 capital budget for new sidewalks on municipal roads
Priority Alignment	Responsible Administration – Well Managed Integrated Mobility – Safe & Accessible Integrated Mobility Network

Background

There are many gaps in the sidewalk network because of historic development patterns and infrastructure requirements. Prior to amalgamation in 1996, the various municipal units each had a different approach to providing pedestrian infrastructure. Sidewalks were more commonly built in the urban core communities of Halifax and Dartmouth where there was higher residential and commercial density. Farther from the core, residential areas and commercial corridors were built without consistent sidewalk infrastructure. This includes large areas of Fairview, Spryfield, Dartmouth outside the core, Sackville, as well as business parks.

Currently, HRM has an inventory of roughly 700 new sidewalk requests within the urban tax boundary. A total of 262 of these gaps are categorized as “high” or “above average” priority following HRM’s evaluation and represent 126km. These higher priority areas tend to be on busier streets, close to walking destinations such as schools and stores, and in places served by Halifax Transit.

To address these gaps and to provide safe and accessible infrastructure for people walking in higher priority areas, HRM has allocated a capital budget for new sidewalks that has ranged from $2.5 - $3 million in recent years. This allows for construction of approximately 5-10 projects annually.

This briefing note aims to:

- identify the policy context for new sidewalks.
- explain HRM’s current approach to prioritizing and building new sidewalks.
- describe the backlog of new sidewalk requests and the related construction costs; and,
- recommend an approach to accelerating progress on new sidewalks should Regional Council wish to increase the budget.

The request for this briefing note coincides with a deliverable of the 2022/23 TPW Business Plan (New Sidewalk Selection Process) which states: "*To improve the candidate selection process for urban, suburban, and rural sidewalks, strategic advice will be provided to Regional Council that will focus on updating project selection process/criteria, determining a sustainable approach to address the backlog, and developing long-term funding requirements."*

Policy Context

Making Connections: a 2014-2019 Active Transportation Priorities Plan (the AT Plan) was adopted by Regional Council in 2014 and was extended to 2023 in the *Integrated Mobility Plan*. A main goal is to "establish a complete, integrated, and readily available region-wide AT network serving urban, suburban, and rural areas". The first recommendation of the plan calls for a comprehensive strategy to address the gaps in the pedestrian network.

The *Integrated Mobility Plan* (IMP) was adopted in 2017 and outlines the need to develop healthy, affordable, sustainable, and connected transportation options for residents throughout the municipality including investment in infrastructure like sidewalks for walking and rolling. IMP Action 7 is to 'make it easier and safer to walk throughout the Halifax Region' by '[identifying] and [implementing] new sidewalks, [and] multi-use pathways […] to connect networks and better manage interactions between pedestrians and motor vehicles.' The IMP also includes a target that at least 30% of all trips should be made by AT and transit by 2031.

HRM's *Strategic Road Safety Plan* (2018) identifies 'Pedestrian Collisions' as a major emphasis area to address as we move 'Towards Zero' fatalities and injuries for any road user. The construction of new sidewalks is listed as an engineering counter-measure that can help the municipality achieve these goals.

In the new *Halifax Accessibility Strategy* (2021) one of the major transportation recommendations is to 'ensure that community infrastructure is connected via sidewalks, transit and crosswalks (2.2). The construction of new sidewalks also supports Halifax Transit's *Moving Forward Together Plan* (2016) with a focus on improving accessibility to and from transit stops.

Sidewalk Prioritization Process

Priority sidewalk gaps are typically identified via citizen requests and when HRM is planning a street rehabilitation project. The resources allocated for construction of new sidewalks relative to the demand, means that projects need to be prioritized.

HRM's new sidewalk assessment tool is used to evaluate requests and help prioritize where and when to consider new pedestrian infrastructure for construction. The criteria that feed into this assessment score include proximity to pedestrian generators such as:

- schools, daycares, and seniors' centres.
- parks, playgrounds, libraries, and municipal recreation centres.
- Halifax Transit stops and terminals.
- commercial areas, employment opportunities (e.g. institutions); and
- high density residential areas.

The tool also looks at:

- classification of the road.
- if the request fills a gap in the sidewalk network; and,
- safety related factors (e.g. sight lines, road width).

There are currently over 700 sidewalk requests on HRM's prioritization list, of which 262 have been evaluated as being 'High' and 'Above Average' in terms of priority based on the above criteria.

A cost-effective time to install a sidewalk is when it can be integrated with other road recapitalization work (e.g. repaving or traffic calming). However, this integration is not guaranteed and subject to budget availability and prioritization against other projects being considered that year.

HRM staff are developing a new tool to identify needed segments of new sidewalk using a spatial management tool in ArcGIS. This will improve the ability to visualize the gaps and promote a more holistic, network-based approach and will not depend on citizen requests. The update also includes recalibration of criteria weighting to prioritize sidewalk connections to transit stops, schools, and commercial areas. A socio-economic lens is also being incorporated as per IMP recommendations to prioritize building sidewalks in areas of greater deprivation and walking dependency. The anticipated completion is Spring 2022, which would be in time to inform the list of new sidewalks on the 2023/24 Capital Budget list and beyond. This updated approach will not impact the overall need for sidewalks but will help HRM staff better prioritize where to build them on a network-level.

This Briefing Note is related to construction of new sidewalks within the Urban Tax Zone. The services covered under the Urban Tax rate include new sidewalks. Sidewalks for communities within the Suburban and Rural Tax Zones are addressed under the Rural Active Transportation Program. This Program would result in rural communities with sidewalk infrastructure paying the same tax rate as the Urban rate. This amounts to an increase (following consultations) of an area rate of 3.3 cents per $100 of assessed property value.

Current Sidewalk Needs

Of the over 700 requests for new sidewalk within the urban tax boundary, 105 of these locations rated ‘High’ (15%) and 157 of these locations rated ‘Above Average’ (22%) priority using the above assessment tool.

These ‘High’ and ‘Above Average’ scoring locations generally include:

- Arterial Roads with no sidewalk or one side of sidewalk (e.g. Cobequid Rd, St Margarets Bay Rd)
- Major and Minor Collector Roads with transit (e.g. Main Ave, Williams Lake Rd)
- Gaps in sidewalk network near commercial areas and/or schools
- Streets with proximity to employment centres (e.g. NSCC Akerley, Burnside Industrial Park) and/or transit terminals (e.g. Cobequid Terminal)
- Local residential streets in neighbourhoods with multiple nearby destinations that have known speed and/or sightline issues.

Many of the high-ranking sidewalk requests are related to creating safe walking routes to schools or improving the accessibility of transit stops that are currently not connected to the sidewalk network. Evidence of dirt wear-paths along the side of the road demonstrate where some of these high-demand pedestrian network gaps are located. This becomes a larger concern in the wintertime with ice and snow piles limiting access to these wear-paths. The need for constructing these sidewalk segments is significant as HRM strives to meet its transit accessibility targets by 2030 and IMP mode share targets by 2031.

Estimating New Sidewalk Length and Construction Costs

The cost of constructing a sidewalk varies based on the context and surrounding infrastructure. For example, constructing a sidewalk in an urban context with existing curbs and stormwater infrastructure costs around $650,000 per km. In more rural and suburban arterial contexts, building a sidewalk often requires filling the ditches as well as installing new curbs and stormwater drainage infrastructure. In this case the cost can increase to $3 million per km.

Based on these estimates, it would require (as an order of magnitude) approximately **$172 million** to build the **126 km** of new sidewalks that represent all ‘High’ and ‘Above Average’ ranked sidewalk requests in the municipality. A detailed cost estimation and summary table are presented below.

Table 1: Detailed Cost Estimation Table by Priority Rating and Curb Status

Priority Rating	Existing Curbs ($650,000 / km)			Existing Ditch ($3 million / km)		
	Count	**Length**	**Est. Cost**	**Count**	**Length**	**Est. Cost**
High	88	41.5 km	$27.0 million	17	16.1 km	$48.3 million
Above Average	128	46.1 km	$30.0 million	29	22.1 km	$66.3 million
TOTAL	216	87.6km	**$57.0 million**	**46**	**38.2 km**	**$114.6 million**

Table 2: Summary Table by Priority Rating

Priority Rating	Total Count	Total Length (km)	Total Estimated Cost ($)
High	105	57.6 km	$75.3 million
Above Average	157	68.2 km	$96.3 million
TOTAL	**262**	**125.8 km**	**$171.6 million**

When interpreting these tables, it's important to note that:

1. Sidewalk costing estimates do not account for inflation or property acquisition (required in some cases).
2. The number, length, and estimated cost is subject to flux (growth) as new sidewalks are requested and evaluated.
3. Major multi-modal projects such as Bedford Highway, Herring Cove Road, and Dutch Village Road have been removed from this analysis as these sidewalks are funded through separate accounts; and,
4. The Spring 2022 migration of the sidewalk assessment tool in ArcGIS will present a refined picture of these high-rating sidewalk requests that's more proactive and network-based.

The above tables represent only the highest-ranking 262 sidewalk requests. To construct the full length of 700+ requested sidewalks it would cost HRM in the range of $615 million.

Capital Budget and Timeline Considerations

For some time, the annual budget for new sidewalks has been $2.5 - $3 million. If this remains constant it would take HRM a minimum of **69 years** to build all 'High' and 'Above Average' rated sidewalks (excluding impacts from inflation, land acquisition, etc.).

Budget Committee requested information to consider the possibility of increasing the annual new sidewalk budget in a timelier manner. If the annual new sidewalk budget is increased by $7.5 million to a total of about $10 million in 2023/24 and beyond, it would take HRM a minimum of **18 years** to build all 'High' and 'Above Average' rated sidewalk requests.

Table 4: Budget and Timeline Scenarios (excludes inflation, land acquisition, etc.)

Sidewalk Priority Rating	Number of Years to Construct by Annual Sidewalk Budget	
	$2.5 million (baseline)	**$10 million**
High Only	30 years	8 years
Above Average Only	39 years	10 years
All High + Above Average Requests	**69 years**	**18 years**

Anticipated HRM Staffing Costs

The budget increase being discussed represents three times the amount of internal planning, design, and construction oversight capacity that's currently devoted to the new sidewalk program. Staffing changes would be required to deliver this significantly larger program. If the total sidewalk budget was increased to $10 million, an additional Design Engineer, Design Engineering Technologist, and a Construction Inspector would need to be hired. The cost for these FTEs is outlined in the Four-Year Impact section above, and is estimated to be $220,000, $290,000, $295,000, and $300,000 in years 1-4, respectively.

Future Ongoing Maintenance Costs

In addition, the Municipality needs to plan for the added operational expenses associated with additional new sidewalks. The annual cost of sidewalk maintenance is about **$10,000 per km per yr**. If the assumption is that HRM can build 5 km sidewalk each year ($10M budget), the operational budget would need to be increased by around $50,000 annually.

Scenarios

The following two scenarios have been developed for Budget Committee's consideration:

1. Increase annual sidewalk budget to $10 million starting in 2023/24 budget year

This approach represents a significant increase in the capital budget for new sidewalks in one year. To accomplish this would require increased capacity and accelerated planning + design timeframes to be ready to spend $10 million in 2023/24. The additional budget would allow for construction of more standalone sidewalk projects beyond what could be integrated with the road recapitalization list in previous years, leading to a more proactive and aggressive approach to filling high-priority sidewalk gaps in the near-term. If approved by Council, more internal engineering design and construction inspection staff would need to be hired as soon as possible to take on this additional volume of work. There is some risk associated with this option explored in the ***'Risk' section*** *below. Without additional cost sharing the tax rate would have to rise 1.1 cents in 2023/24 to support the higher capital level.*

2. Status quo: maintain the annual sidewalk budget at current levels ($2.5 to $3 million)

This represents a continuation of HRM's current approach. As noted, this would take a minimum of 69 years to address all 'High' and 'Above Average' rated sidewalk requests and significantly impacts HRM's ability to meet transportation planning, accessibility, and road safety objectives.

Funding and Resources

Currently HRM's Fiscal Framework does not incorporate planning for a $10 million sidewalk budget. To increase the budget there are several options available to consider:

Reallocation of funding away from other work/priorities

Where the 4-year Capital Budget has already been balanced and funding allocated to specific projects, increasing the new sidewalk budget would be at the expense of other projects deemed to be a lower priority where funds would need to be reallocated. As there is substantial demand on the current capital budget, it is unlikely that the full 7.5M can be added through reducing other projects.

Increased revenue to HRM via increasing the tax rate

Council could consider a raise to the general tax rate to generate the necessary revenue to offset the increased sidewalk budget. This would require an increase of 1.1 cents starting in 2023/24.

Cost sharing with other orders of government

There are some cost sharing programs that could potentially help offset the cost of constructing these high-rated sidewalks. These include the new National AT Program where the Federal government has made $400 million available to municipalities across Canada to support active transportation projects and the Investing in Canada Infrastructure Program.

Risks associated with an accelerated timeline for planning, design, tendering and construction of a $10 million new sidewalk program in 2023/24 are outlined as follows:

- **Staffing.** Additional staff resources would be necessary to deliver the program. These new staff must be hired and onboarded as soon as possible in order to begin the planning/design phase. There is a risk that the full $10 million sidewalk program could not be delivered if there are staffing delays. The additional personnel budget must be accounted for in 2022/23 to make this a reality.

- **Integration.** All project work is typically vetted through the Integration Committee to ensure proper planning and coordination. In some cases, constructing a stand-alone sidewalk may not be possible without significant road regrading or alignment with other projects. In addition to the integration reviews, key stakeholders will also need to review and approve the projects. Staff will need to cross reference the new sidewalk locations against all HRM paving projects in order to integrate installation timing and minimize conflicts. As well staff will need to confirm project schedules from the integration partners/stakeholders (e.g. Halifax Water). This could result in delays.

- **Time Sensitivity.** The timing of the approval of the additional new sidewalk funding, including the required staffing budget increases in 2022/23, may impact on the ability to tender and construct the full $10 million of sidewalk projects in 2023/24.

Next Steps

Should Budget Committee choose to increase the annual budget for the new sidewalk program, it should also consider approving an increase to the 2022/23 TPW operating compensation budget by$220,000 to allow for immediate hiring of the additional staff resources necessary to design and deliver an increased capital budget of $10 million new sidewalk program in 2023/24, supported by an increased annual Operating Cost of Capital of $50,000. The project scoping and detailed design of the new sidewalks must take place in 2022/23 in order for the sidewalks to be constructed in 2023/24.

This option implies there will be a tax increase in 2023/24 in order to add the additional $7.5M in required capital.

Briefing Approved by: Original Signed
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Briefing and Financial Approval by:
Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN003-A - Road Network Infrastructure Improvements – Hammonds Plains Road

COW Date Added: December 17, 2021

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN003-A	Capital	$200,000 (One-Time) *	
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note on road network infrastructure improvements and proposed timing of implementation to resolve infrastructure deficiencies, lack of traffic control and stormwater management, and alleviating congestion on Hammonds Plains Road from Bluewater Road to Larry Uteck Boulevard		
Priority Alignment	Responsible Administration – Well Managed Integrated Mobility – Connected & Healthy Long-Range Mobility Planning		

* This cost is represented as a component of the Baseline Infrastructure Funding proposed for Sandy Lake lands in *Budget Adjustment List Briefing Note BN027- Future Serviced Communities (Master Planning) (BAL019)*, which identifies $200,000 (from an overall total of $1.5M) funded from a one-time increase to the P&D operating budget.

<u>Service Implications and/or impact on Priority</u>

Infrastructure challenges on Hammonds Plains Road have been a growing concern in recent years. Traffic congestion during weekday peak periods has worsened, and stormwater management deficiencies have resulted in localized flooding during major storm events. The area has been subject to considerable growth in recent years as the community of Bedford West has rapidly developed, and there is potential for additional growth in the Sandy Lake area that will put further pressure on local area infrastructure.

In addition to serving as a key link in the regional roadway network, Hammonds Plains Road has been an important component in accommodating growth that has occurred in Bedford West, and various upgrades were identified as part of the Capital Cost Contribution (CCC) agreement for the area that was approved by Regional Council in 2009 (original) and 2020 (updated). Roadway upgrades on Hammonds Plains Road that were identified as part of the Bedford West CCC, are focused on the 3.3km section of the corridor between Larry Uteck Boulevard and Highway 102, and include the following:

Hammonds Plains Road Upgrades: Bedford West CCC	Status
Hammonds Plains Road Widening: Innovation Drive to Highway 102	Completed (2008)
Traffic Signals: Hammonds Plains Road @ Innovation Drive	Completed (2008)
Hammonds Plains Road Widening: Gary Martin Drive to Innovation Drive	Completed (2009)
Left Turn Lane: Hammonds Plains Road @ Lewis Drive	Completed (2012)
Traffic Signals: Hammonds Plains Road @ Gary Martin Drive	Completed (2013)
Traffic Signals: Hammonds Plains Road @ Bluewater Road	Forecast (2021)[1 2]
Intersection Upgrades: Hammonds Plains Road @ Larry Uteck Boulevard	Forecast (2028)[1]
<u>Notes:</u> 1. *Identified in the Bedford West Capital Cost Review (June 9, 2020 report to Regional Council).* 2. *Signalization of the Bluewater Road intersection has not yet been completed. The intersection configuration may require changes subject to stormwater infrastructure requirements in the area to mitigate flooding concerns.*	

Flooding issues are present in the vicinity of Hammonds Plains Road – Bluewater Road intersection, and the roadway floods during major storm events. These concerns were examined as part of a 2018 *National Disaster Mitigation Program* (NDMP) flooding assessment study. The Bluewater Road intersection sits at a low point along the alignment of Hammonds Plains Road, and the study determined that in order to remediate flooding, the profile of the roadway in the area will need to be raised to a higher elevation, which would also have significant impacts to the Bluewater Road intersection.

Discussion

While stormwater concerns on Hammonds Plains are generally well understood, the source of increased traffic congestion that has occurred in recent years is less clear. Development in Bedford West has occurred largely as expected in terms of transportation infrastructure and traffic generation, distribution, and modal split, suggesting that background traffic growth may be higher than anticipated.

Improvements that were identified as part of the West Bedford CCC for the 1.9km section of Hammonds Plains Road between Larry Uteck Boulevard and Bluewater Road were limited to the addition of a westbound left turn lane at Lewis Drive (completed 2012), signalization of the Bluewater Road intersection (forecast 2021), and upgrades at the Hammonds Plains Road – Larry Uteck Boulevard intersection (forecast 2028). Although these upgrades are still required and forecast to be completed, the extent to which they will address current congestion concerns is not immediately clear. Further work is required by staff to understand the source of current congestion and identify potential solutions.

Future potential development of the Sandy Lake lands will necessitate further infrastructure expansion that will include upgrades to Hammonds Plains Road both in terms of roadway/intersection capacity and water/ wastewater/stormwater. Addressing flooding of the Hammonds Plains Road in the vicinity of Bluewater Road will involve raising the elevation of the road, as well as construction of stormwater retention facilities. Neither of these elements can be completed until the infrastructure required by the potential development of the Sandy Lake Lands is understood. For this reason, the transportation operational review which is the subject of this report must also consider the development of the Sandy Lake lands.

Staff will complete a traffic operational review that considers past, current, and projected traffic demands on Hammonds Plains Road and the surrounding areas including the Bedford West development. The objective of the review will be to develop a better understanding of the source of current traffic congestion and identify potential alternatives to improve traffic flow. The review will include investigation and comparison of traffic volume and mode share projections that were included in the Bedford West Transportation Master Plan with observed values as of 2022. It will also include an updated traffic signal warrant for the Hammonds Plains Road – Bluewater Road intersection.

The costs to carry out the proposed traffic operational analysis are represented as a component of the Baseline Infrastructure Funding proposed for Sandy Lake lands in *Budget Adjustment List Briefing Note BN027*, which identifies $200,000 (from an overall total of $1.5M) funded from one-time increase to the Planning & Development operating budget to fund Future Serviced Communities Master Planning. A portion of this cost may be recovered through Capital Cost Charges applied if the development of the Sandy Lake Lands proceeds.

There is no direction required if Council approves funding in 2022/23 for Master Plan Studies in respect of Future Serviced Communities, as identified in Briefing Note BN027 - Future Serviced Communities (Master Planning) (BAL019).

Briefing Approved by:	Original Signed Kelly Denty, Executive Director, Planning & Development, 902.490.4800
Briefing and Financial Approval by:	Original Signed Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN003-B - Bedford West Oversizing to 2024/25 Capital Budget

COW Date Added: December 17, 2021 **Business Unit:** Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN003-B	Capital	N/A	N/A
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note on moving the $3.5 million for Bedford West oversizing to the proposed 2024/25 Capital Budget		
Priority Alignment	Integrated Mobility – Connected & Healthy Long-Range Mobility Planning		

Service Implications and/or impact on Priority

Infrastructure to support ongoing growth in Bedford West is funded through the Capital Cost Contribution (CCC) agreement for the area that was approved by Regional Council in 2009 (original) and 2020 (updated). The CCC funds transportation infrastructure upgrades that were identified in the Bedford West Transportation Master Plan. These infrastructure upgrades include roadway and active transportation projects that are required to accommodate growth in the Bedford West area. Roadway upgrades on Larry Uteck Boulevard that were identified as part of the Bedford West CCC are listed in Table 1:

Table 1: Larry Uteck Boulevard Upgrades (Bedford West CCC)

Larry Uteck Boulevard Upgrades: Bedford West CCC	Status (2020)[1]	Status (2022)
Intersection Improvements: Kearney Lake Road Intersection	Completed (2015)	
Traffic Signals: Kearney Lake Road Intersection	Completed (2019)	
Broad Street (North) Roundabout	Forecast (2021)	Programmed (2022)[2]
Traffic Signals: Bluewater Road Intersection[3]	Forecast (2021)	TBD[3]
Broad Street (South) Roundabout	Forecast (2022)	Completed (2021)
Larry Uteck Boulevard Multimodal Upgrades	Forecast (2024)	Forecast (2026)
Intersection Upgrades: Hammonds Plains Road Intersection	Forecast (2028)	Forecast (2028)

Notes:

3. *Status as indicated in the Bedford West Capital Cost Review (June 9, 2020)*
4. *On March 1, 2022, Regional Council approved the reallocation of the $3.8M identified in 2023/24 to the 2022/23 fiscal year to accelerate the construction of the Broad Street (North) roundabout.*
5. *Signalization of the Bluewater Road intersection has not yet been completed. Staff are awaiting the results of the functional planning and design project on the Larry Uteck Boulevard corridor prior to determining the preferred intersection configuration.*

Bedford West upgrades are funded through HRM Capital Account #CTU01006 (Bedford West Oversizing). Budgeted expenditures identified in the 2022/23 Draft Capital Budget are summarized in Table 2. The $3.5M identified in the draft 2022/23 Capital Budget for expenditure in 2025/26 is designated for the construction of multimodal upgrades on Larry Uteck Boulevard. Design work for these upgrades has not yet been completed, but it is anticipated that the roadway will be reconfigured to include active transportation facilities (e.g. multi-use pathways) and transit amenities (e.g. transit priority measures, bus stops). Functional design work is scheduled to be initiated in 2022/23.

Table 2: Budgeted Expenditures (2022/23 to 2025/26) - Capital Account CTU01006

Year	Amount	Description
2022/23	$0	-
2023/24	$3,800,000[1,2]	Construction of a new roundabout at the Larry Uteck Boulevard – Broad Street (North) intersection.
2024/25	$0	-
2025/26	$3,500,000[3]	Construction of multimodal upgrades on Larry Uteck Boulevard

Notes:
1. *On March 1, 2022, Regional Council approved the reallocation of the $3.8M identified in 2023/24 to the 2022/23 fiscal year to accelerate the construction of the Broad Street (North) roundabout.*
2. *HRM's contribution is $1,900,000 (50% of the total), with the remaining 50% paid by the developer through the CCC.*
3. *HRM's contribution is $1,750,000 (50% of the total), with the remaining 50% paid by the developer through the CCC.*

The planning and design process for Larry Uteck Boulevard multimodal upgrades follows HRM's typical approach for multimodal corridors including functional, preliminary, and detailed design followed by tendering and construction. Land acquisition, where necessary, must also be considered through these timelines. The process and timeline envisioned for Larry Uteck Boulevard multimodal upgrades is summarized below in Table 3:

Table 3: Proposed Project Implementation Timeline - Larry Uteck Boulevard Multimodal Upgrades

Year	Fiscal Year			
	2022/23	2023/24	2024/25	2025/26
Functional (30%) Planning & Design				
Preliminary (60%) Design				
Detailed Design				
Land Acquisition (if required)				
Tendering & Construction				

The proposed reallocation of funds currently identified for construction of Larry Uteck Boulevard multimodal upgrades from 2025/26 to 2024/25 would require an accelerated schedule that would have preliminary and detailed design completed during the same year in 2023/24 (See Table 4). It would also reduce the amount of time for land acquisition (if required). The accelerated project timeline outlined in Table 4 would require reallocation of staff resources from currently programmed work or necessitate additional staff (or consultant) resources. The feasibility of the accelerated timeline may also be compromised by the potential need for land acquisition or the ability of the construction industry to complete the work alongside other demands.

Table 4: Accelerated Project Implementation Timeline - Larry Uteck Boulevard Multimodal Upgrades

Year	Fiscal Year			
	2022/23	2023/24	2024/25	2025/26
Functional (30%) Planning & Design				
Preliminary (60%) Design				
Detailed Design				
Land Acquisition (if required)				
Tendering & Construction				

Recommendation

It is recommended that Regional Council direct the Chief Administrative Officer (CAO) to retain the current capital budget timeline for Bedford West Oversizing (Capital Account #CTU01006), with $3.5M allocated in 2025/26.

Original Signed

Briefing Approved by: ______________________________

Kelly Denty, Executive Director, Planning & Development, 902.490.4800

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Briefing and Financial Approval by: ______________________________

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN004 - Halifax Fire HQ and Fire Station to 2023/24 Capital Budget

COW Date Added: December 17, 2021

Business Unit: Halifax Regional Fire & Emergency

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN004	Capital	$10 Million	
Four Year Impact	Multi-year construction cost of $25M-$35M, with potential operational cost of capital (OCC) estimated at $5.6M compensation increase plus $900K for a capital purchase of a new apparatus.		
Adjustment Description	Budget Committee requested a briefing note on moving construction of the Halifax Fire Headquarters and Fire Station on the Hammonds Plains Road to the proposed 2023/24 Capital Budget. This note should include funding options such as deleting another project, impact on upcoming tax increases and potential use of debt to fund it.		
Priority Alignment	Responsible Administration – Well Managed Communities – Safe Communities		

Service Implications and/or impact on Priority

The HRFE Headquarters and Fire Station facility on Science Park Drive is a service excellence project. Completion of this facility will have significant impacts on two fronts for HRFE. First, it will enable HRFE to eliminate the requirement for leased facilities for Fire Prevention and Logistics, and will combine the Prevention, Logistics divisions with a new Fire Headquarters (currently at Alderney) and new Fire Station in one complex. Second, the addition of a second fire station within the Bedford/Larry Uteck response district will not only improve HRFE's emergency response capabilities in this district, but also in the Sackville district, should a new crew be stationed at this new facility. This service enhancement will help HRFE move towards meeting the Council approved Emergency Response Time Targets (ERTT) and Effective Firefighting Force (EFF) for the Bedford-Sackville areas, and with response into Station #7 and the Hammonds Plains area where HRM continues to see more growth.

Background

1. Prior to December 2018, Council directed HRFE to secure land and build a new Station #8 (Bedford), a new Station #9 (Sackville) and relocate firefighters from the old Station #8 to the new Station #8, but not move the crew from the old Station #9 until receiving further direction from Council.

2. Council also directed staff to build a new training facility and relocate training staff currently at Station #9 to be at the same location as the new training facility. This direction was problematic as HRFE was trying to secure land for new stations in quickly growing areas and did not have clarity on if staff would be relocated from only Station #8 or both Stations #8 and #9. If staff were relocated from the old Station #9, that would provide limitations on where a new Station #9 could be built. Further, it is important to understand that the original direction from Council was based on HRFE's previous ERTT which did not include the requirement for HRFE to achieve an EFF. The need to

achieve an EFF coupled with the rapid growth in the West Bedford area has drastically changed the landscape on where HRFE should locate staff and resources.

3. In 2019 Council approved HRFE's purchase of a property on Science Park Drive off the Hammonds Plains Road (former Ben's site), for a future combined Headquarters, Logistics, Fire Prevention and new fire station build.

4. During the 2020 Recast Operating Budget process, many HRM capital projects including the development of the Science Park Drive site were postponed and moved further out in the ten-year Capital Project Plan. This project is currently scheduled across multiple years as follows; 25/26 $13M, 26/27 $19.9M. Funding was approved to continue with the design work and the project is now currently in Phase 4 Construction Documents with an anticipated completion date by the end of Q1 (May/June 2022) in preparation for Phase 5 Tendering.

5. During the 2021/22 Business and Budget Plan process, HRFE presented data supporting that we were consistently unable to achieve ERTT and EFF targets in several locations, including the growth communities of Bedford and Sackville. As a result, Regional Council approved the following motion: "That HRFE would increase daily staffing by two firefighters in the Bedford-Sackville area within the 2021/22 Budget year". These resources will be deployed before the end of the 2021/22 fiscal.

6. In September 2021, HRFE contracted the consulting services of Darkhorse Analytics to validate HRFE's findings on response analysis and help identify future staffing and station location considerations. Darkhorse Analytics' analysis confirmed HRFE's initial assessment of emergency response gaps in the Bedford-Sackville areas and the magnitude of the problem. The data confirmed that the current Station #8 and Station #9 would need to be supplemented with additional staff and a net new station(s) to meet the EFF. This information was presented to Council on March 2, 2022 as part of HRFE's Budget and Business Plan.

7. The data shows that the completion of the Halifax Fire Headquarters and a NEW Fire Station will improve emergency response and help achieve an EFF in the Bedford- Sackville areas. It will also improve service delivery and emergency response in Station #7 (Knightsridge), Station #50 (Hammond Plains Road) and Station #65 (Tantallon) response areas, and future growth.

   Completion of this project will also enable HRM to avoid costs currently incurred by leasing facilities on Borden Avenue (Logistics), Mellor Avenue (Fire Prevention) and Bayer's Road (Fire Prevention). It would allow HRM to reassign office space currently occupied on Alderney Drive (Headquarters) and increase HRFE's overall operational efficiency.

Funding

HRFE Headquarters & FS#8 (CB000057) is currently approved in-principle as $13M in 2025/26 plus the 2nd year of construction planned in 2026/27 at $16.9M for a total capital project estimated cost of $29.9M. Budget Committee requested impacts of moving this project forward to the proposed 2023/24 Capital Budget including tax implications, deleting other projects and potential use of debt to fund it.

Existing funding capacity is not available to add this project to the 2022/23 and 2023/24 capital budget without increasing current tax levels, for funding either by capital from operating or by debt. The current capital from operating and debt targets for the next four fiscal years, guided by the debt policy, have been fully allocated to projects evaluated by priority and readiness. To accommodate escalating the timing of this project without changing the capital from operating and debt targets outside the policy, other prioritized projects ready to proceed would need to be put on hold and deferred by three years. Should Council escalate this project, staff will need to review the approved capital plan to discern which projects to put on hold and defer.

Increased capital from operating funding targets would result in an increased overall tax increase during the three construction years equal to the cost of the project. Increased debt funding targets would result in an increased overall tax increase during the ten-year repayment period equal to the cost of the project plus an additional cost of interest estimated at 2%-4% of the project cost.

The project is currently planned to be 'tender ready' in May 2022 with a construction phase lasting through two fiscal periods 23/24 – 24/25.

Should this project be advanced from 25/26 – 26/27 to 22/23 (plus up to 2 years construction schedule before substantial completion), we would be looking at the following (approximate) construction and capital spend schedule:

Tender Award: Sep. 2022 – Substantial Completion Sep. 2024

- 22/23 $7-10M
- 23/24 $10-12M
- 24/25 $7.9 – 12.9M

It should also be noted that regardless of whether the project is advanced to be in the 2023/24 Capital Budget or remains as currently planned to start in 2025/26, decision on whether staff will be relocated from an existing station or new staff added will need to be made. Relocating staff and equipment would result in a net zero cost impact. Should Regional Council decide to add new staff to the new station, and with a new apparatus, the additional operating and capital cost would be estimated as follows:

- 20 New FTE $5,641,000 Estimated 5-Year Financial Impact (Operating)
- One Engine $900,000 (Capital)

Staff will present those options to Council during subsequent budget and service levels reports.

Original Signed

Briefing Approved by: ____
Ken Stuebing, Fire Chief, Halifax Regional Fire & Emergency, 902.490.4239

Original Signed

Briefing and Financial Approval by: ____
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN005 - Demolition of Eastern Shore Consolidated School Structure

COW Date Added: December 17, 2021

Business Unit: Corporate & Customer Services

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN005	Capital	$65,000-$110,000 (One-Time)	$0.21 - $0.35
Four Year Impact			
Adjustment Description	Budget Committee requested a briefing note regarding the possibility of a modified demolition of the Eastern Shore Consolidated School structure in Mosher River.		
Priority Alignment	Responsible Administration – Well Managed		

Background

Eastern Consolidated School was transferred to HRM by the former Halifax Regional School Board in 2017 after being vacant since 2015. The building was constructed in 1956.

The building is constructed of 10” concrete foundation walls with concrete block partitions at level 1, and load bearing 2x6 wood studs at level 2. Floor and roof structure are open web steel joists, steel beams with wood floor and roof deck.

Staff engaged the consultant firm currently preparing the demolition package to assess the building for modified demolition with the intent to salvage and re-use some of the building components.

Risks

Superstructure - Load Bearing Concerns

Any construction or significant renovation of this site will need to meet the current National Building Code, which has changed significantly since 1956. The open web joist and load bearing walls would need to be modified to meet today’s code requirements.

There is significant water damage to the roof and upper level of the building. Considering the extent of the water damage, it is likely that a percentage of the wood framing is deteriorated. The existing load bearing walls are enclosed behind drywall and have not been evaluated on their current condition or possible level of deterioration.

The structure could be deconstructed to minimize damage to the top of the foundation walls and the open-web steel joists/beams could be salvaged, then assessed with respect to their suitability for reuse.

Given the structural concerns associated with the water damage to the building, there are safety concerns and risks associated with the extra labour and foot traffic that would be required to deconstruct the building versus demolish it.

If the foundation is to be left in place and re-used, a geotechnical program would be required along with excavation to determine footing size.

Well
The well head is located below the exterior grade level which, may not comply with the Department of Environment's regulations concerning well construction.

Septic System
No records for the septic system were provided to HRM, the existing condition of the system is unknown and would need to be evaluated for suitability for a housing project.

Service Implications and/or impact on Priority

Staff did not contemplate leaving the superstructure in place prior to the Councillor's request. Therefore, there has not be sufficient time to undertake extensive analysis and estimated cost to deconstruct and salvage is at a Class D level.

Recommendation

Staff does not recommend leaving any of the superstructure in place; the additional costs to deconstruct rather than demolish and then assess and salvage building components would outweigh the potential savings from salvaging these components.

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Briefing Approved by: ____
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Briefing and Financial Approval by: ____
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN006 - Acceleration of the Main Street Highway 7 Multi-Modal Corridor Plan

COW Date Added: January 28, 2022

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN006	Capital	N/A	N/A
Four Year Impact			
Adjustment Description	Budget Committee has requested that the CAO provide a briefing note on the possible acceleration of the Main Street HWY 7 Multi-Modal Corridor Plan.		
Priority Alignment	Integrated Mobility – Connected & Healthy Long-Range Mobility Planning		

Service Implications and/or impact on Priority

The planning and design process for Trunk 7 (Main Street) will follow HRM's typical approach for multimodal corridors including functional, preliminary, and detailed design followed by tendering and construction. Main Street is identified in the draft 2022-23 Capital Budget as a functional design (30%) project to be completed in 2022-23, with funds allotted in capital account *'Mobility13' (Major Strategic Multi Modal Corridors - Studies and Design)*. This includes a functional design for the realignment of Ross Road. At present, the construction of multimodal upgrades on Main Street is not programmed in the 4-year budget window; it is currently expected that construction will take place over two years, starting in 2027/28 (see Table 1).

Table 5: Proposed Project Implementation Timeline – Trunk 7 (Main Street) Multimodal Upgrades

Year	Fiscal Year						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Functional (30%) Planning & Design							
Preliminary (60%) Design							
Detailed Design							
Land Acquisition (if required)							
Tendering & Construction							

Accelerating the delivery of multimodal upgrades on Main Street is expected to be feasible but would require reallocation of staff resources from currently programmed work or necessitate additional staff (or consultant) resources. Allowing one year for each of the functional, preliminary, and detailed design stages, the earliest that construction could start would be 2025/26, which would deliver the project in 2027 – two years earlier than currently planned (see Table 2).

Table 6: Accelerated Project Implementation Timeline – Trunk 7 (Main Street) Multimodal Upgrades

Year	Fiscal Year						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Functional (30%) Planning & Design							
Preliminary (60%) Design							
Detailed Design							
Land Acquisition (if required)							
Tendering & Construction							

Staff re-evaluate the timelines for capital projects regularly as part of the 10-year transportation capital planning process. The process for planning transportation capital work considers factors including “project readiness” (status of design and land acquisition), asset management (state of good repair), opportunities for integration with other infrastructure work, and more broadly the overall volume of construction work and the ability of industry to deliver on a year-to-year basis. There is potential that multimodal upgrades on Main Street could be accelerated depending on the outcomes of the planning and design process.

Recommendation

It is recommended that Regional Council direct the Chief Administrative Officer (CAO) to retain the current capital budget timeline for multimodal upgrades on Main Street and re-evaluate the potential to accelerate project delivery following the completion of the functional planning process in 2022/23.

Briefing Approved by: Original Signed

Kelly Denty, Executive Director, Planning & Development, 902.490.4800

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN007 - Rural Economic Development Position Scope

COW Date Added: February 2, 2022

Business Unit: Chief Administrative Office, Government Relations & External Affairs

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN007	Operating	$160,000 (ongoing)	$0.51
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note on the scope of the Rural Economic Development position within the Halifax Partnership and Discover Halifax.		
Priority Alignment	Prosperous Economy – Economic Growth		

Service Implications and/or impact on Priority

On February 17, 2022, the Community Planning and Economic Development Standing Committee unanimously recommended that Regional Council approve, People. Planet. Prosperity. Halifax's Inclusive Economic Strategy 2022-27, as Halifax's new five-year economic strategy. It is scheduled to go to Council on March 22, 2022.

The Inclusive Economic Strategy, like HRM's previous economic strategies, recognizes that economic growth must be fostered across the entire municipality, including our rural communities. While the Halifax Partnership (the Partnership) and Discover Halifax (DH) have at times developed rural-focused business retention and expansion outreach and tourism marketing, there are no Partnership or DH staff dedicated to rural business and tourism development.

The Inclusive Economic Strategy includes a commitment to establish full-time resources dedicated to economic development and tourism in rural HRM (action #8). Staff must be in community on an ongoing basis to establish the relationships, trust, capacity, and focus to make real change.

The proposed adjustment ($160K) would enable the Partnership and DH to create two account executive positions (including salary, benefits, and expenses) – a Rural Tourism Account Executive position that would report to Discover Halifax, and a Rural Business Development Account Executive that would report to the Partnership. These would NOT be employees of HRM. These account executives would work together to ensure all opportunities in tourism and economic development more broadly are identified and supported.

Given Regional Council's (rural) economic development priority, and that the Partnership and DH are HRM's designated economic and tourism organizations, respectively, the risk of approving these funds for the purpose and manner above, is low.

Recommendation

It is recommended that Regional Council approve $160k in the 2022-23 budget for the Halifax Partnership and Discover Halifax to create two account executive positions dedicated to rural economic development and tourism in the municipality.

Briefing Approved by: Original Signed
Jacques Dubé, Chief Administrative Officer, 902.490.4015

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Briefing and Financial Approval by: Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN008 - HalifACT Budget Line Treatment on Tax Notices – Risks or Benefits

COW Date Added: February 2, 2022

Business Unit: Finance & Asset Management, Financial Policy & Planning

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN008	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note on the rationale of separating out the HalifACT budget line within tax notices including risks or benefits to this approach.		
Priority Alignment	Responsible Administration – Financially Prepared		

Service Implications and/or impact on Priority

On June 23, 2020 HalifACT was unanimously approved by Regional Council. Staff have estimated the cost for several strategic initiatives, that are necessary for the success of the plan, at $119.6 million over the next four years. The scale of investments required is substantial, however, necessary to help the municipality avoid much larger and reactive costs in future years from the unavoidable impacts of climate change, and to ensure that the municipality meets the decarbonization objectives set out by HalifACT.

The Climate Action Tax, first proposed in December 2021, would be the first of its kind in Canada and would be specifically used to implement the strategic initiatives of HalifACT. The tax would also be used to leverage climate action funding from the private sector, federal and provincial governments, providing the necessary investment for the success of HalifACT in the years to come.

Over the next three years, Climate Action Tax funds would be used for the following transformational initiatives, which are necessary for both the short and long-term success of HalifACT:

- Leveraging federal funds to purchase electric buses and retrofit the Ragged Lake Transit Centre.
- Implementing the approved Municipal Electric Vehicle Strategy, which will enable the transition of the municipal fleet, as well as access and uptake of electric vehicle ownership for residents;
- Leveraging federal funds to increase the resilience of critical infrastructure, such as transportation, power, facilities, etc., to current and future climate change impacts, such as extreme weather events.
- Launching the Resilience, Retrofits and Renewables Deep Energy Retrofit Program to conduct deep energy retrofits on 5,000 residential and commercial buildings each year; and
- Continuing to support community-led initiatives that are critical to climate change mitigation, adaptation, and resilience of the Halifax Region.

Staff recognize that it is imperative to transparently communicate the investment required for HalifACT, along with the savings and co-benefits of implementing this plan on time and at scale. Staff are required to provide an annual progress report for all actions under HalifACT; this includes transparently reporting funding sources and investment in each action area.

Although annual reporting is an existing commitment to providing transparency on the use of climate-related funds, much more robust communication would be necessary with the implementation of a Climate Action Tax. Regardless of the approach taken on the property tax bill, it is imperative that the economic, social, and environmental benefits of investing in climate action be made clearer to residents. Much of the work has a positive return on investment or a future cost avoidance – as well as environmental and social benefits that are not as easily captured in financial analyses.

On February 2, 2022 Budget Committee requested a staff briefing note on the rationale behind separating out the HalifACT budget line within tax notices, including risks or benefits to this approach. Staff have outlined an overview of the risks and benefits of this issue and refer to Regional Council for determination.

CONSIDERATIONS

Implications of delineating the three per cent Climate Action Tax as a separate line item on Property Tax Bills:

Pros and benefits:

- A separate line item dedicated to the Climate Action Tax would clearly demonstrate to residents what their tax dollars are funding on climate change mitigation, and how the resources are being allocated. The tax bill is dispersed to all taxpayers; therefore, it is an excellent opportunity to bring awareness and engagement to Council's priorities and how tax resources are being allocated. It allows Council to act with integrity and be accountable to its citizens, both key values.
- This would follow a similar approach as other line items, such as breaking out the Transit Tax and Rural/Suburban Tax Rates.
- The Climate Action tax is estimated to take 10 years to fully fund the major investments of HalifACT. After this period, the Climate Action Tax should be eliminated, and ongoing investments in climate action and resiliency would be captured in the regular rate changes.
- Separating the line item facilitates the tracking of incoming and outgoing funds in a public way. This reduces barriers to the complexity of tax for diverse financial literacy backgrounds, by clearly communicating in plain language the purpose of the tax.

Cons and risks:

- It may create confusion and opposition to climate action, as residents typically have a negative perception to tax, which could render climate action a political issue and hinder the implementation of HalifACT.
- A separate line item without a robust communication strategy may upset residents who are not familiar with the HalifACT scope of the work, the investments required or how these investments benefit them. They may see the Climate Action Tax on their tax bill, and not understand the business reason behind the large increase with no discernable / immediate increase in amenities or service levels.
- It may raise questions on whether the municipality should highlight other budget areas in the same way, such as fire, policing, and libraries.
- A small percentage of tax bills (e.g. farm property) are quite complex and will become more so.
- Highlighting the Climate Action Tax could explain to residents why there is a large increase in 2022/23 but may be of little to no benefit in future years, as the difference between the Climate Action Tax for 2022/23 and 2023/24 will likely be small.
- There would likely be additional resident calls looking for an explanation on the Climate Action Tax, which could increase 311 calls and staff time required to provide information on the line item, as well as lead to resident frustration.

Implications of embedding the three per cent Climate Action Tax into Tax Bills:

Pros and benefits:

- Residents who are familiar with HalifACT and the Climate Action Tax will see climate action funding as standardized funding, similar to fire and police funding, for example.
- Embedding the Climate Action Tax could help the municipality to normalize the tax in the longer term and enable continued investment in climate action. This could also include future leveraging opportunities from other levels of government and the private sector.
- Avoiding the delineation of a separate Climate Action Tax on bills could avoid the possibility of other budget areas, such as fire and police being delineated on bills in the future, which could lead to complexity on tax bills.
- Increases the flexibility of the municipality to pivot to fund other critical initiatives if the need arises.

Cons and risks

- Residents who are not familiar with HalifACT or the Climate Action Tax may see a large overall tax increase and not understand how it translates to increased service levels. These residents may assume the additional tax increase is to fund existing service levels and not see value added to the taxpayer.
- Residents who are not familiar with HalifACT, but know about the Climate Action Tax, may not understand what the tax is funding, which could create confusion or opposition to climate action in the municipality.
- Could make it challenging to obtain “buy-in” and attention from residents on HalifACT if there is no awareness brought to the issue through taxation.

Original Signed

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Briefing and Financial Approval by: ____
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Budget Adjustment List Briefing

BN009 - HalifACT – Green Municipal Investments

COW Date Added: February 4, 2022

Business Unit: Finance & Asset Management

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN009	Operating	N/A	N/A
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note on HalifACT Item for Green Municipal Investments – and the contributions of Halifax Regional Municipality Finance & Asset Management.		
Priority Alignment	Responsible Administration – Financially Prepared		

Service Implications and/or impact on Priority

Contemporary events have generated significant interest in Environmental, Social and Corporate Governance (ESG) investing; a movement that encourages investors to take a broader, societal view of investment decisions, not merely shareholder return on equity or capital. In the US public sector, state municipalities do not enjoy the same fiscal arrangements or integration as municipalities in Canadian provinces do. As such, US municipalities have turned toward the US municipal bond market for capital to fund various infrastructure or capital needs.[1]

Green finance is a relatively new phenomenon that requires hard thinking from finance departments across the public sector. Municipally, the issue is often altering capital priorities to green projects that support general rehabilitation and growth. This note describes where Finance & Asset Management is in regard to integrating green finance principles and trends.

Regarding the priorities of "Mainstreaming Climate into Municipal Operations", three of these are applicable to FAM:

- Integration of Climate into Financial Decision Making
- Establishing New Mechanisms for Financing Climate Action
- Green Municipal Investments

First, the *Integration of Climate into Financial Decision Making.* This is manifested in a few limited ways: HRM's capital budget is increasingly considering green outcomes and criteria in both the nature and procurement of capital projects. For example, some projects strengthen climate resiliency and adaption, core functions of HalifACT. Others prioritize projects that use green infrastructure or actively use green

[1] ESG Investing and Analysis, CFA Institute, 2020.

methods to complete projects. Conversely, more sophisticated methods of capturing climate costs like pricing of roads (peak hour tolls), local pricing of carbon are not in place.

Establishing New Mechanisms for Financing Climate Action: HRM staff have estimated long-term capital costs of HalifACT (to an order of magnitude). Subsequent to this Regional Council has approved additional debt for HalifACT, to be repaid through the Strategic Initiatives Reserve. This debt will likely be issued through the NS Municipal Finance Corporation (NSMFC). While issuing Green Debt is still a possibility, it is unlikely to lead to a discernable discount in bond yields. Current research indicates yield discounts on municipal green bonds are negligible as the Canadian municipal bond market is an illiquid market with a small selection of large buyers like other governments pension funds and institutions.[2] For example, HRM (by issuing through NSMFC) currently has lower debenture rates that larger cities such as Toronto and Vancouver that have issued Green Debt in their own name.

Within Canada, due to greater fiscal integration within and between provinces; the need for municipalities to issue their own debt is much less; reflected in a less liquid Canadian bond market versus the US municipal market. That said, some Canadian municipalities have begun to issue their own debt to take advantage of investor sentiments and demands for higher-return public sector investment.

Currently, HRM can borrow favourably through the provincial government via Nova Scotia Municipal Finance Corporation. Transformational initiatives like HalifACT require sizeable resources. HRM will be able to meet expenditure needs via traditional debenture proceeds, current-year tax revenues and reserves. The current investor interest in green bond issuance in the public sector, while positive, does not materially alter HRM's position to access debenture proceeds at low nominal interest rates.

Green Municipal Investments, this action implies the social necessity to address negative externalities of climate change; there has been greater emphasis from investors to nudge the public sector toward "green" infrastructure investments. These have taken different forms of projects, broadly climate resilience and adaption infrastructure. In the US, financial professionals have observed discounted yields on those bonds which are issued for "green" projects, relative to traditional issuance.

The HRM Pension Fund currently references ESG in its Statement of Investment Policies and Procedures. ESG tends to be more appropriate in portfolios with a longer-term investment duration. HRM is reviewing how to incorporate ESG in its Investment Policies, which are shorter term in nature.

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Briefing and Financial Approval by: ______________________________
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management,
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[2] IMFG, Climate Financing for Canadian Cities, Is Debt Financing a Viable Alternative?

Budget Briefing Note

BN010 - Multi-Year Overview of Increases and Changes in IT

COW Date Added: February 4, 2022

Business Unit: Information Technology

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN010	Operating	N/A	N/A

Adjustment Description	Budget Committee has requested a briefing note on the details of increases and changes in IT over the past five years, including but not limited to full time equivalents (FTEs), contracts, software, hardware, etc.
Priority Alignment	Responsible Administration – Well Managed

Service Implications and/or impact on Priority

Over the last 5 years the municipality has grown significantly in its adoption of technology to drive efficiency, provide services to residents, and facilitate data-driven decision making. Every department within HRM depends upon the IT team to provide technology solutions and ongoing support to enable them to accomplish their respective mandates. In response to the technology needs of the organization, the IT department has implemented significant technology solutions, expanded its data and analytics offerings, grown support capabilities to meet demand, and responded to external threats through the development of a cybersecurity practice.

Solutions for Business Units

Starting in fiscal 2015/2016, the following solutions have been implemented to support the functioning of various business units:

Fiscal	Solution	Description	Business Unit Supported
2015/16	Fleet Focus	Vehicular asset management system which connects to SAP regarding procurement, work orders and preventative maintenance.	Transit, CCS (Fleet), Finance, Procurement Stores
2016/17	CityWorks	Fixed asset management tracking, work orders and reporting from residents.	TPW, P&R, Finance & CCS
2016/17	Telus Elements	Telephony IVR system used to manage intake of calls and emails, dispatch by queue and manage workforce.	311, IT ServiceDesk and HR
2017/18	Pavement Management	Measure the performance of pavement by monitoring the overall Surface Distress Index (SDI) of the road network, comparing strategies from year to year, assessing the performance of street treatments, and other analytical exercises to optimize investment in this asset.	TPW

Fiscal	Solution	Description	Business Unit Supported
2017/18	Halifax.ca Website	Public facing website for residents and visitors.	All BU's
2017/18	Scala Digital Screens	Digital signage solution installed in HRM offices and public facilities.	Corporate Communications / ALL BU's
2017/18	Public WiFi	Expansion of Public WiFi service to Sackville Bus Terminal, Portland Hills, and Mumford terminals.	Residents
2018/19	Legend	Parks and Recreation system: manages program, registration, bookings, and payments.	P&R and Finance
2018/19	Posse	Land management system: Planning, Licensing, permitting, code enforcement, and payments.	P&D and Finance
2018/19	BrassRing	HR recruitment and applicant tracking system. This will be replaced by SuccessFactors in future.	HR & All BU's
2018/19	LED Street Lights	System/mesh network and software managing the LED street lights, lumens and overall usage.	TPW
2018/19	Council Chambers Tech	New technology to manage speakers, voting and presentations during council sessions.	Clerk's Office and all BU's
2018/19	ESRI Enterprise License	Enterprise (Organization) wide Geographic Information System	All Busines Units
2019/20	Everbridge	Mass communication system used both internally and externally.	HRFE (EMO), Corporate Communications, HRP
2019/20	iVOS	Risk and insurance management system - tracks claims and asset assessments.	Legal (Risk and Insurance)
2019/20	Digital StoreFront	Application used by Print Shop to intake print requests, editing, managing, tracking, and shipping to customers.	CCS and ALL BU's
2020/21	Seon	Transit CCTV solution.	Transit
2020/21	Parking Technology	Integrated parking technology includes on-street pay stations, management system, license and enforcement, and HotSpot mobile application.	TPW
2020/21	SAP S4/HANA	New SAP environment includes Tax and Revenue Management and Finance application and infrastructure.	All BU's
2020/21	SAP SuccessFactors	HR Management system.	HR & All BU's
2021/22	ServiceNow	Service management system used to track and monitor IT system issues, requests, provides workflow, knowledge base, etc.	IT, HRFE, Transit & TPW

Implementation of these systems has enabled business units to better provide services to residents and perform their work more efficiently. IT systems, much like other HRM assets, have ongoing maintenance and support costs which recur year over year throughout the life cycle of the application. Costs to support systems include licensing, support agreements, hosting, and human resources. Several of our major systems have been procured as Software as a Service with monthly/yearly subscription costs allocated within operating budget rather than a large, up front, capital purchase. All purchases of applications follow

HRM's standard procurement processes. These include the articulation and approval of the business case for the solution, capital costs, and ongoing operating costs.

Data-Driven Decision Making

Through the execution of various business functions, the use of HRM IT systems, and the subscription to information sources from external organizations HRM has cultivated an extensive collection of data. In response to demand from business units and residents for insights to help drive decision making, the IT team has continued to grow and develop offerings in data analytics, visualization, and geographic information systems (GIS).

Investments have been made in tools to manage the extensive amount of data we possess and to enable more dynamic and complex reporting. A significant outcome of this work has been the Open Data program which has grown from its infancy in the years 2013-2015 publishing 28 data sets, to today where a total of 177 data sets are available, averaging over 35 new data sets per year. This growth has enabled better decision making, efficiency, and transparency for stakeholders both inside and outside of the organization.

The outputs of the Data Analytics and Visualization team are leveraged throughout the organization in the form of dashboards that are key tools in decision making such as the Integrated Mobility Dashboard, Winter Maintenance Dashboard, and the Corporate Performance Management Program. Reporting continues to be a frequently used service and key component of most strategic initiatives undertaken by the municipality.

Risk Mitigation

Like all organizations HRM faces an ever-increasing risk level to HRM's technology infrastructure and potential threats to maintaining business function and continuity. To manage and mitigate these risks the IT department has invested in both human and technology resources over the last 5 years. Cybersecurity tools have been implemented to enable proper monitoring of our networks and systems and respond to threats from cyber attacks.

Fiscal 2018/2019 saw the introduction of a formal cybersecurity practice within HRM. The volume of effort required to protect the organization led to the growth of the group to 5 FTEs.

In addition to the sentry role which the Cybersecurity team fulfills, they are also in-house counsel and educators of the organization in all matters related to technology-related security. Regular activities include assessing proposed technology solutions and vendors, and developing and executing employee training programs.

Employee Productivity

Over the past five fiscal periods, the employee base of HRM has grown. Along with this growth in the organization there has been an even greater increase in the number of personal devices and software products required by employees to enable their work. HRM currently has over 6,200 personal devices being leveraged by employees daily. With greater numbers of employees and corporate devices there has been an increase in the need for support with the use of technology and the resolution of issues as they occur.

Year Over Year Budgets

To meet the technology needs of the organization, the IT department has invested in technology solutions, infrastructure, and human resource year over year. Operating costs increased over time due to the following factors:

- Compensation adjustments including inflationary costs and recategorizing of roles between capital and operating costs

- General inflationary costs in licensing, hosting, and supporting existing systems
- Operating costs related to new systems being implemented
- New FTEs added to respond to organizational demand to deliver
- A conscious effort to replace external contractors with in-house staffing allowing for cost reductions and knowledge retention
- Corresponding off-set in a reduction in capital spend for consultants and term hires as these positions will not be funded from capital

Year	Operating Budget	Budget Change	Compensation Adjustments and New Positions	New and Augmented Systems and Inflationary Increases
2017/18	$20,290,600	$ 2,212,600	$601,300 Manager ICT Transformation TERM Service Desk Student (Recurring Term) Database Administrator ITSM and Asset Management Support FTEs Compensation Adjustments	$1,611,300 Pavement Management Halifax.ca Website Scala Digital Screens Public WiFi Support Cost Increases
2018/19	$23,423,600	$ 3,133,000	$379,400 Application Administrator Field Support Analyst Senior Business Analyst Solution Architect (partial funding) Compensation Adjustments	$2,753,600 Legend Posse BrassRing LED Street Lights Council Chambers Tech Support Cost Increases
2019/20	$24,412,200	$ 988,600	$860,600 Administrative Assistant Manager ICT Service & Operations Manager Corp Solutions & Tech Support Manager GIS Contract Manager Senior Business Analyst Senior Developer Compensation Adjustments	$128,000 Everbridge iVOS Digital StoreFront ESRI ELA Support Cost Increases
2020/21	$23,026,700	$(1,385,500)	-$892,300 No new positions - hiring freeze Compensation Adjustments	-$493,200 Seon Parking Technology SAP S/4 HANA SAP SuccessFactors Support Cost Increases
2021/22	$26,844,400	$ 3,817,700	$1,387,200 Service Desk Analyst (2) Senior Service Desk Analyst Systems Administrator I Compensation Adjustments	$2,430,500 ServiceNow Support Cost Increases
2022/23	$31,417,900	$ 4,573,500	$1,829,300	$2,744,200

Year	Operating Budget	Budget Change	Compensation Adjustments and New Positions	New and Augmented Systems and Inflationary Increases
			8 new positions outlined in business plan 9 existing capital positions moved to operating Compensation Adjustments	SAP S/4 HANA Microsoft Licensing Precise Park Link Support Cost Increases

Moving Forward

The IT department recognizes it is a support function to the entire organization. Decisions regarding solutions to implement are driven by business need and opportunity and must be tied to business outcomes. IT will continue its focus on providing cost efficient services that provide measurable results to the municipality. In the coming year we plan to further develop our direct involvement with business units to ensure we understand the needs throughout the organization and are better able to respond. As well we will be implementing even stronger processes for the assessment, approval, and prioritization of IT initiatives to ensure organizational priorities directly guide our work. Work is also planned to develop better metrics that will better reflect the business value we provide.

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Briefing and Financial Approval by: ______________________________
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN011 - Paving of Municipality-Owned Gravel Roads

COW Date Added: February 9, 2022

Business Unit: Transportation & Public Works

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN011 (BAL005)	Capital	$500,000	$1.59
Four Year Impact	$500,000		
Adjustment Description	Budget Committee has requested a briefing note including a preliminary list of gravel road paving projects.		
Priority Alignment	Integrated Mobility – Safe & Accessible Integrated Mobility Network		

Service Implications and/or Impact on Priority

On June 21, 2016 Halifax Regional Council tabled the following motion (regarding item 14.1.10):

That Halifax Regional Council directs staff to revise the Local Improvement Charge (LIC) Policy based on Option 1 as described in the report dated March 23, 2016, eliminating the right of petition, lowering the LIC rate from 50 percent to 33 1/3 percent, resulting in the net cost to HRM of $4.1m, and staff be further directed to consider including additional criteria when considering the paving of gravel roads, such as public parking, and/or public use, with the intent of reducing the overall costs paid by the taxpayer.

On July 18, 2017, the following motion of Regional Council (regarding Item 14.1.13) was put and passed:

1. *Adopt By-law S-444, further amending Bylaw S-400, the Street Improvement Bylaw, as set out in Attachment 2 of the staff report dated June 5, 2017 and replace Schedule 1 with the revised version circulated with the motion memo.*
2. *Adopt the revised Administrative Order 2017-007-ADM The Local Improvement Policy as circulated with the motion memo, including repealing the 1997 Local Improvement Policy adopted by Council on April 29, 1997, and any amendments thereto; and*
3. *Exclude paving of the following streets for an indefinite period of time: Esso Road (District 11), Deerwood Lane (District 13), Memory Lane (District 15), Station Road (District 14), Tallahassee Avenue (District 3) and Sawlers Road & Old Scott Road (District 1).*

The above-noted motions endorsed the paving of all remaining HRM owned gravel roads and included the following terms: elimination of the survey process, a reduced local improvement charge to abutting residents to 33 1/3% of the construction costs, and an increase in HRM's cost apportionment to 66 2/3% of the construction costs. The June 21, 2016 report identified 62 outstanding gravel roads that were to be paved (less the seven roads noted above in the July 18, 2017 motion (item #3)). The July 18, 2017 report indicated: *"Currently, there is no definitive time frame for the paving of all 62 HRM owned gravel roads and* *no new funding allocated in the 2017/18 capital program. The timeframe will be dependent on Council direction, budget allocation and staff time."*

Presently there are 40 remaining HRM owned gravel roads (refer to BN011 - Attachment A – HRM-Owned Gravel Roads – 2022, below) at a total estimated cost of $5-$5.5 million (Class D).

In preparing the annual list of projects for capital budget consideration, staff follow Regional Council's 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.

Based on this evaluation process the Gravel Road Paving program has scored "low" relative to other asset classes, and therefore, staff has recommended no funding to this program in recent budgets.

<u>Recommendation</u>

Given the rankings through the Capital Project Evaluation Framework process and the overall backlog in programs such as Recapitalization, Active Transportation, Sidewalk Renewals, and Bridges, staff recommends a deferral of the Gravel Road Paving Program for the next four years. However, if Council's direction is to approve $500,000 (gross budget) for the 2022/23 program, staff recommends the paving of Devil's Hill Road (Route 253 to turning circle, District 11) and Ferguson's Road (end of pavement, Civic 66 to Civic 197, District 11), pursuant to the rating system.

Regional Council has ratified a four-year Roads and Active Transportation plan. In order to balance the approved funding requirements, one or more projects would need to be displaced in order to accommodate the Gravel Road Paving program in 2022/23. 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 offset the cost of this project.

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Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

BN011 – Attachment A – HRM-Owned Gravel Roads - 2022

	HRM Owned Gravel Roads - 2022				
	Street Name	Limits	Community	District	Length (m)
1	ALPINE DR	HIGH RD TO END	FALL RIVER	1	210
2	CASTLEWOOD DR	ARTHUR JOSEPH - CUL DE SAC	FALL RIVER	1	200
3	CONFEDERATION AVE	SANDSTONE - GREENOCK	FALL RIVER	1	1,190
4	COPPERHEAD RD	WILSON - END	FALL RIVER	1	260
5	HOLLAND RD	END OF PAVEMENT - END	FLETCHERS LAKE	1	100
6	PROSPECTORS LOOP	MONTAGUE - MONTAGUE	MONTAGUE GOL MINES	1	115
7	SOMERSET CRT	ARTHUR JOSEPH - CUL DE SAC	FALL RIVER	1	160
8	SUNNYLEA RD	CIVIC 265 - END	WELLINGTON	1	225
9	RYDEDALE CRT	CHRIS EVAN - Cul de sac	EAST PRESTON	2	160
10	ARMENIA DR	ASTOUR DR - END	EASTERN PASSAGE	3	350
11	CLEARY DR	COW BAY RD - end	EASTERN PASSAGE	3	184
12	FAULKNER DR	COW BAY RD - END	EASTERN PASSAGE	3	135
13	FREDERICK DR	DYKE RD - end	COW BAY	3	198
14	LAURA DR	FREDERICKS - END	COW BAY	3	230
15	NORMANS LANE	SHORE RD - TURNING CIRCLE	EASTERN PASSAGE	3	173
16	ORION DR	COW BAY RD -END	EASTERN PASSAGE	3	170
17	SHARONS PLACE	Broom RD to cul de sac	Westphal	4	98
18	NIVENS AVE	INDIA RD - END	DARTMOUTH	6	97
19	DEVILS HILL RD	RTE 253 - TURNING CIRCLE	FERGUSONS COVE	11	370
20	FERGUSONS COVE RD	END PAVEMENT Civic # 66 - CIVIC 197	FERGUSONS COVE	11	600
21	BRANDY CRT	halfway lake - end	HAMMONDS PLAINS	13	722
22	COX LAKE RD	YANKEETOWN - 8M PASTT LOT#8	HAMMONDS PLAINS	13	320
23	CREE ST	BRANDY - END OF PAVEMENT	HAMMONDS PLAINS	13	53
24	DOVER CRT	NOTTINGHAM - END	Stillwater Lake	13	118
25	GRANT LINE RD	HAMMOND PLAINS - END	Stillwater Lake	13	567
26	LAKEVIEW TERR	OLD MILL - END	HAMMONDS PLAINS	13	219
27	OLD MILL RD	KINGSWAY - START OF PAVEMENT	HAMMONDS PLAINS	13	175
28	STILLWATER LAKE DR	HAMMOND PLAINS RD - HAMMONDS PLAINS RD	Stillwater Lake	13	500
29	ANDREA LORI DR	LAKEVIEW AVE - END	MIDDLE SACKVILLE	14	640
30	BLAIN ERIC DR	ANDREA LORI - CUL DE SAC	MIDDLE SACKVILLE	14	500
31	DOUGLAS DR	BEAVER BANK RD - END	BEAVER BANK	14	242
32	ELMWOOD CRT	LAKECREST - CUL DE SAC	MIDDLE SACKVILLE	14	180
33	JAMIE DR	KINSAC RD - END	BEAVER BANK	14	500
34	PAUL DAVID DR	ANDREA LORI - CUL DE SAC	MIDDLE SACKVILLE	14	300
35	REINDEER AVE	CARIBOU - END		14	130
36	SILVER LEAF DR	KINSAC - END	KINSAC	14	495
37	SETTLERS LANE	COBEQUID - COBEQUID	LOWER SACKVILLE	15	280
38	SUCKER BROOK RD	COBEQUID RD - CUL DE SA	LOWER SACKVILLE	15	160
39	MAIN ST	NORTH ST - DARTMOUTH RD	BEDFORD	16	100
40	OAKRIDGE DR	LINCOLN - MADISON	BEDFORD	16	130
					11,556

Budget Adjustment List Briefing

BN012 - Parking Initiatives to Support Business Recovery (COVID-19)

COW Date Added: February 9, 2022

Business Unit: Transportation & Public Works

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN012	Operating	$0 - $825,000	$0 - $2.62

Four Year Impact	
Adjustment Description	Budget Committee has requested a briefing note outlining specific parking initiatives to support COVID-19 recovery for small business that the municipality could provide, including associated costs for each initiative.
Priority Alignment	Prosperous Economy

Service Implications and/or impact on Priority

Service implications depend on the options selected and can range from increased budget expenditures for marketing and promotion, reduced revenue from pay stations and enforcement, and could negatively impact goals and objectives of the Integrated Mobility Plan (IMP), Moving Forward Together Plan (MFTP) and HalifACT. Hosting events or initiatives that support local businesses can contribute to their operational success.

Background

On June 8, 2021, Regional Council directed staff to proceed with options to support business recovery with parking programming[3]. Options included introducing and funding a merchant validation program which saw participating businesses receive $1,000 each to validate customer parking; the implementation of a marketing strategy; covering HotSpot pay-per-use fees and waiving parking fees on Thursday and Friday afternoons in alignment with Civic Events programming. During the 2022/23 Transportation & Public Works (TPW) budget deliberations, staff were also asked to outline options for the upcoming summer season.

Discussion

Following TPW budget deliberations, staff met with representatives from the Business Improvement Districts (BIDS) with paid parking, the Black Business Initiative (BBI), the Restaurant Association of Nova Scotia (RANS) and Halifax Partnership to discuss options and gather feedback on this motion. When considering options staff took into account several factors: alignment with strategic priorities such as the IMP and HalifACT, data from past initiatives, feedback from other jurisdictions and best practices in parking policy. The following presents options, associated costs and considerations associated with each option.

[3] https://cdn.halifax.ca/sites/default/files/documents/city-hall/regional-council/210608rc11111.pdf

1. **Voiding tickets with proof of purchase**
This model was introduced in City of Barrie as part of their COVID-19 recovery support to restaurants that were closed to in-house dining. Barrie offered a program whereby residents could submit a claim after receiving a ticket if they provided evidence that they supported a local business.

Staff has determined that this is a viable option for Council's consideration, and it does not require any bylaw changes. In the vein of COVID-19 recovery, staff propose introducing a one-time program from June to October where residents can have a parking ticket reversed with proof of supporting a local business of equal or greater value. There would be conditions associated with the program including what types of tickets would be eligible, timeframe to have the ticket reviewed, and businesses eligible. This program would be outlined on the Halifax.ca website, communicated to businesses and administered by staff via our ticket management portal.

This option was well received by the BIDS and RANS and the preferred option out of all options presented.

Estimated Cost: $200,000, this estimate includes projected lost revenue from tickets and funds to promote and market the program.

2. **Re-offering first ticket forgiveness**
Introduced as part of the COVID-19 recovery programming last year, staff provided warnings instead of parking tickets to first time offenders from June-October.

Estimated Cost: $100,000

3. **Offering paid parking for a reduced rate or 'free'**
Staff continue to receive requests from some business owners to offer some form of paid parking for free. The Integrated Mobility Plan encourages pricing on-street parking appropriately and based on demand. Studies show that free parking does not facilitate turn over and further encourages car-culture. In 2021, Regional Council approved the introduction of demand-based hourly rates. Demand-based pricing helps ensure that on-street parking is competitive with, or greater than, parking off-street in neighbouring areas and reduces "cruising" where people need to circle the block multiple times looking for a space.

<u>Offering on-street parking at a reduced rate</u>
Staff propose offering a "Toonie after 2" promotion from June to October, which would see any session after 2 p.m. cost $2 and would last until 6 p.m. any day of the week. This initiative was suggested during the meeting with BIDS and aligns best with initiatives such as IMP and HalifACT. Implementing this program would require a staff report directing temporary amendments to bylaw P500 and AO15.

Estimated cost: Based on current session data, staff estimate that an initiative like this would result in $350,000 in lost revenue (roughly $20,200 per week plus marketing costs to promote the initiative)

<u>Two hours free from 12-2 on Fridays</u>
This option aligns with previous requests from the business community to consider ways to support growth in lunch-time business. However, usage indicates this time of day is in highest demand for parking. It stands to reason that offering parking for free would result in lack of availability for those looking for spaces near restaurants and shops.

Estimated Cost: staff estimate this would have an impact of approximately $175,000 in lost revenue.
<u>Two hours free from 4-6 Fridays</u>

This is the option Regional Council selected during the first phase of COVID-19 recovery. Staff conducted field assessments both prior to and during the two-hours free events. Staff found no real difference in volumes of parkers, nor can business districts provide any meaningful data to suggest this initiative was helpful.

Estimated Cost: staff estimate an impact of approximately $62,000 in lost revenue.

There are few if any other jurisdictions that offered sweeping free parking as a mechanism to support COVID-19 recovery. Therefore, staff do not recommend offering paid parking for free during any time period and instead suggest investing in transit promotional activities.

4. **Offering spaces Alderney Gate and Bell/Sackville lots for free or reduced hourly rates**
   HRM parking services currently operates two small parking lots available for public use: the surface parking lot located off North Street at Alderney Gate and the parking lot on the corner of Bell and Sackville. Both lots offer approximately 50 spaces. Regional Council could direct the CAO to waive the revenue generated from these locations and offer parking for free. This could benefit both employees and patrons of local businesses, but without enforcement may result in abuse and long term parking.

   Estimated cost: this would result in a loss of approximately $100,000 in budgeted pay station revenue.

5. **Merchant Validation**
   As part of the first COVID recovery parking programming support program, Regional Council approved a Merchant Validation program - tablets and licenses were provided to 200 businesses across the BIDS with paid parking. Regional Council later approved an investment of up to $200,000 which gave $1,000 for merchants to load in their digital HotSpot Wallets to reimburse customers for their parking.

   In preparation for the 2022/23 TPW budget presentation, staff met with BIDS to review the program and see if there was merit in expanding the programming. The program has not been as widely used as originally anticipated, however, staff continue to work with the BIDS to understand challenges and provide training to businesses to ensure program benefit. BIDS indicated that additional marketing support of the program would be appreciated.

   Estimated cost: $0 – staff in parking services feel this can be addressed within the existing marketing budget approved by Committee via the budget process.

6. **Re-invest in a “Welcome back Downtown” Marketing Campaign funded through parking revenues**
   Last year Regional Council allocated $50,000 to support “Welcome Back” marketing messaging. Which in addition to sharing helpful information about navigating the new parking system, promoted various initiatives in the downtown.

   Regional Council could direct staff to pursue another marketing campaign promoting parking and downtown business funded from parking revenues or direct staff to transfer money to the BIDS or from parking revenue to further support existing planned marketing campaigns.

   In consulting with BIDS, their preference would be that funds be directed to the BIDS to provide targeted and specific promotion to benefit their respective areas as opposed to a broad regional parking-specific marketing campaign.

   Cost: $50,000

7. **Supporting and promoting Black-owned business**
   A theme heard throughout our discussions was concerns about supports only impacting businesses with storefronts. Staff has offered the six (6) display windows at MetroPark for free to the Black Business

Initiative (BBI) to promote black-owned businesses and products. This was implemented at no cost to the municipality. Staff is working with the BBI to coordinate logistics of the marketing program. Regional Council could also direct staff to fund additional marketing opportunities to support black-owned businesses via the Black Business Initiative (BBI) from parking revenues.

Cost: Staff can offer promotion to businesses coordinated by BBI through MetroPark display windows at no cost. If Council were to direct additional funds to support marketing initiatives a dollar figure would be required that would impact the Parking Services operating revenue. Staff would propose $25,000.

Summary:

Should Committee wish to proceed with the parking initiatives to support business recovery program, staff recommends that Council consider the following initiatives in order of expected effectiveness based on feedback from stakeholders and staff experience:

1. Proceed with developing a program that voids tickets with proof of purchase from a local business from June 1, 2022- October 1, 2022 at a cost of $200,000 in estimated lost revenue.
2. Implement "Toonie after two" and direct staff to return to Regional Council with a supplementary staff report to make necessary temporary amendments to bylaw P500 and AO15, at a cost of $350,000 based upon lost revenue and costs for marketing.
3. Waive parking fees and subsequent budgeted revenue at the Alderney Gate outdoor lot and Bell and Sackville lot from June 1, 2022-October 1, 2022 at cost of $100,000 based upon lost revenue.
4. Provide $75,000 in additional funds to the Business Improvement Districts and Black Business Initiative to fund marketing campaigns via parking revenues.
5. Re-implement first-ticket forgiveness from June 1, 2022 to October 1, 2022 at a cost of $100,000 in estimated lost revenue.

Note that Council could choose to bundle any of the above initiatives.

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Budget Adjustment List Briefing

BN013 - Parking Ticket Fee Increase

COW Date Added: February 11, 2022

Business Unit: Transportation & Public Works – Parking Services

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN013 (BAL006)	Operating	($225,000 - $375,000)	2022/23 - ($0.71 - $1.19) 2023/24 - ($0.95 - $1.43)
Four Year Impact	($1,125,000 - $1,725,000)		
Adjustment Description	Budget Committee has requested a briefing note on the proposed parking ticket fee increase from $35 ($30 if paid in 7 days) to $45 ($40 if paid in 7 days).		
Priority Alignment	Integrated Mobility – Safe & Accessible Integrated Mobility Network		

Service Implications and/or impact on Priority

Approval would see a change to existing paid parking violations from $35 ($30 if paid in 7 days) to $45 ($40 if paid in 7 days). The municipality is required to provide notice to the Department of Justice when pay station fine violations are adjusted. If Council were to approve this option, full projected revenue increases may not be realized in the first year. Implementing this change would also require a supplementary staff report and changes to bylaw P500.

Background

Efficient parking pricing can provide numerous benefits including increased turnover and therefore improved user convenience, parking facility cost savings, reduced traffic problems, and increased revenues. Parking pricing can cause various transportation system changes: reduced vehicle ownership (particularly pricing of residential parking); mode shifts (from driving to walking, cycling, ridesharing and public transit); destination shifts (to areas with cheaper parking); parking location changes (to cheaper or free parking lots); trip schedule changes (from priced to unpriced periods); and shorter stop duration.

Discussion

Hourly rates developed and managed on a supply/demand strategy coupled with good enforcement should result in the right occupancy rate for curb pricing. Staff plan to return to Council later this year with updated data on supply and utilization and recommendations for changes to P500. Regional Council last made changes to the current paid parking hourly rates in the fall of 2021 and in response to a drop in traffic due to COVID-19.

According to Donald Shoup, world-renowned professor of Urban Planning and author of “The High Cost of Free Parking”, cities “cannot successfully manage curb parking without effective enforcement … Modest fines are sufficient deterrent for most drivers who rarely receive a parking ticket." (p. 687)[4]. He suggests instead that graduated fines are the best way to deter chronic violators without unfairly punishing other casual users.

A comprehensive utilization assessment has not been completed since the new parking technology has launched due to COVID-19 and changes in behaviour patterns. However, smaller field studies for specific projects have indicated that demand is reduced and that on average we are achieving our 85% occupancy capacity target. This could be attributed to several factors including the recent increase in ticket fines. Staff has recently awarded a contract to Harbourside Consulting to conduct a supply and demand analysis later this Spring.

Staff has the authority per the Motor Vehicle Act to issue multiple tickets on the same day for the same infraction. Relying on this approach for enforcement does create resourcing concerns to ensure there is adequate staff to repeat routes and often results in criticism from the public that staff are too punitive or heavy handed. As a result of Council's debate, staff has initiated discussions with Legal & Legislative Services exploring a tiered ticket system. Staff intend to return to Council later this year with additional information on the considerations of implementing such a program.

Staff has pulled statistics on violations and repeat offenders since the launch of the new parking technology and subsequent ticket fine increase from $25-$35 per Council direction during the 2019 budget process:

Since November 1, 2020 **31,680** pay station violations have been issued, **12,683 (or 40%)** were issued to "repeat offenders".

Jurisdictional Scan

City	Violation
St. John	$30
Montreal	$79
Toronto	$30-75
Hamilton	$25
Calgary	$40-75
Victoria	$30

The jurisdictional scan suggests that the current rate of $35 for pay station violations is generally consistent with other locations across the country; however, an increase to $45 would not be without precedent.

Financial Implications

Based on current trends and forecasted ticket volumes for next fiscal, staff estimate increasing the fines from $35-$45 for paid parking violations would result in $300,000 - $450,000 in additional annual revenue. Given the requirement to return to Regional Council with bylaw changes and the need to liaise with the Province on implementing a fee change, staff anticipate being ready to implement a rate change from $35-45 by July of this year, resulting in an estimated $225,000 - 375,000 in revenue for the first year.

[4] Shoup, D. C. (2017). *The high cost of Free Parking*. Routledge.

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Briefing and Financial Approval by:	Original Signed Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN014 - Tip Fee Increases - Commercial Compost and Commercial Recyclables

COW Date Added: February 11, 2022

Business Unit: Transportation & Public Works

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN014 (BAL007)	Operating	($315,000)	($1.00)
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the previous commercial compost and commercial recyclable tip fees and related effects.		
Priority Alignment	Environment – Protected & Sustainable Environment		

Service Implications and/or impact on Priority

The Materials Recovery Facility (MRF) located in Bayers Lake receives all the recyclables generated in HRM's residential curbside and condominium collection programs, as well as some commercial recyclables (predominantly blue bag materials and some paper). Currently commercial customers pay a tip fee of $30 per tonne at the facility, while deliveries below 50 kg have the fee waived. This fee structure was implemented in 2017[5], prior to which no fee was charged. **It is currently proposed as part of the 2022/2023 budget deliberation, to increase the commercial tip fee at the MRF from $30 to $45 per tonne.**

Residential and commercial organic materials generated in HRM are received at either the Ragged Lake or Burnside Composting Facilities. Commercial customers pay a tip fee of $75 per tonne for organics processing. This fee was last adjusted in 2010[6], prior to which the fee was $70 per tonne. **It is currently proposed as part of the 2022/2023 budget deliberation, to increase the commercial tip fee at both composting facilities from $75 to $90 per tonne.**

Tip fees for commercial recyclables varies across Nova Scotia, ranging from $0 to $210 per tonne. Similarly, tip fees for commercial organics varies across Nova Scotia, ranging from $25 to $114 per tonne. A scan of select tipping fees from comparable Nova Scotian jurisdictions are shown below in Table 1.

Table 1: Comparison of Select Municipal Organics & Recycling Commercial Tip Fees

Location	Organics	Recyclables
HRM	$75	$30
Cape Breton Regional Municipality	$60	$0
Colchester	$51	$102
East Hants	$97	$101

[5] Halifax Regional Council Staff Report – September 8, 2016

[6] Halifax Regional Council Staff Report – March 26, 2010

Location	Organics	Recyclables
Lunenburg	$90	$0
Valley Waste	$97	$97

Tip fees for both recycling and organics in HRM have historically provided an incentive for commercial waste to be diverted from landfill disposal. The proposed commercial tip fee changes would still make diversion the more cost-effective option and remain within the range of fees across the province. For reference the current garbage commercial tip fee to access the Otter Lake Transfer Station is $115 per tonne (excluding tax).

Generally, tip fees are paid by the waste hauler contracted to provide commercial collection services, who then pass this cost down to their customers (i.e., businesses). Ideally a minimum of 45 to 60 days would be given to allow haulers time to advise customers of any changes. The tip fees are set through Administrative Order (AO) 16, Respecting Fees for the Use of Solid Waste Management Facilities, which would require an amendment should changes be made. Given the notification requirements to amend the AO, it is unlikely changes could be implemented before July 1, 2022.

An estimate of the potential increase in revenue is outlined in Table 2.

Table 2: Estimated Potential Revenue Increase 2022/2023

	Proposed Tip Fee Increase	Total Estimated revenue with no change	Potential Increase in Revenue If Implemented by:	
			April 1	July 1
Recyclables	$30 to $45 per tonne	$190,000	$95,000	$71,000
Organics	$75 to $90 per tonne	$1,120,000	$220,000	$175,000
	Total Change	**N/A**	**$315,000**	**$246,000**
	Total Revenue	**$1,310,000**	**$1,625,000**	**$1,556,000**

Since November 1, 2021 Solid Waste Resources have been investigating complaints of illegal dumping coinciding with the implementation of new enforcement measures and launch of an illegal dumping/litter awareness campaign. While it is too early to draw conclusions as to root causes of illegal dumping, the types of material illegally dumped have been observed. Typical materials are unsorted household waste (i.e., black bags) or construction debris. To date, commercial recyclables have generally not been discovered in any reported illegal dump sites. A change in tip fees would not impact un-authorized dumping of tree stumps or grubbing, as they are not accepted at either municipal composting facility.

Further to this, when recycling tip fees were increased from $0 to $30 per tonne in 2017, there was no reported increase in the occurrence of commercial recyclables being illegally dumped.

<u>Recommendation</u>

It is recommended that Budget Committee approve the increase to commercial tip fees as outlined in this Briefing Note. It is further recommended that a motion be made at Budget Committee directing the CAO to draft the necessary amendments to Administrative Order 16 with an effective date of July 1, 2022.

Briefing Approved by: Original Signed

Brad Anguish, Executive Director of Transportation and Public Works, 902.490.4855

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN015 - Expense Reduction Associated with Elimination of Heads Up Halifax

COW Date Added: February 11, 2022

Business Unit: Human Resources & Corporate Communications

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN015	Operating	$100,000	$0.32
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the costs associated with the elimination of the Heads Up Halifax Road Safety Campaign.		
Priority Alignment	Integrated Mobility – Safe & Accessible Integrated Mobility Network		

A. Purpose

Heads Up Halifax is an awareness campaign designed to support the Council-approved Strategic Road Safety Framework and the Towards Zero approach which moves the municipality closer towards zero fatalities and injuries for people using any mode of transportation. This initiative is aligned with the Council Priority of Integrated Mobility and associated priority outcome of Safe & Accessible Integrated Mobility Network.

Specifically, the $100,000 currently budgeted for the *Heads Up Halifax* campaign directly supports the Strategic Road Safety Framework's education countermeasure to support safer road and behaviours. Together, the framework's three countermeasures – engineering, enforcement, and education – complement each other by addressing road safety from multiple perspectives and expertise.

Execution of the *Heads Up Halifax* campaign, led by Corporate Communications, is a significant contributor to the road safety education countermeasure. Other partners play a critical role in education, including Halifax Regional Police (HRP), the RCMP, Halifax Transit, Transportation & Public Works (TPW) and Planning & Development. For example, the Integrated Mobility Plan has supported road safety education through the *Get There By Bike* summer 2021 campaign. External partners that participate in educational efforts include the Halifax Regional Centre for Education and the Province of Nova Scotia.

Key areas of focus

The awareness campaign aims to increase residents' awareness and understanding of road safety by focusing on four key areas of road safety:

1. Crosswalk rules
2. Safe practices on the road
3. How to use new infrastructure (e.g., two-stage bicycle turn boxes)
4. Municipal efforts to improve road safety across the region

See **Appendix C for monthly schedule of campaign efforts and alignment with key areas of focus.*

Awareness campaign characteristics

There are strengths and limitations to an awareness campaign. An awareness campaign helps present information to targeted audiences and is an effective approach to increasing understanding of a topic. Given that education is a key pillar of the Strategic Road Safety Framework, an awareness campaign also helps to direct audiences to trusted sources of information. The success of an awareness campaign can be measured in various ways, including growing the audience reach, generating engagement, increasing understanding and recall of key messages, changing self-reported attitudes and perceptions, and achieving a response to calls-to-action (e.g., clicking a link in a social media post, visiting a website, watching an online video, attending an event, completing a survey, etc.)

One of the key limitations, however, is that it is often not possible to establish a direct cause and effect relationship between the successful execution of an awareness campaign and a specific outcome – such as a reduction in fatalities and/or injuries. While an awareness campaign can, for example, heighten a driver’s awareness of road safety measures, it cannot claim to ensure drivers will safely handle a vehicle since there are many other factors at play (e.g., weather, infrastructure, driver’s state of mind, etc.).

Generally, substantive behaviour changes require a long-term approach, with awareness and education being one of many factors that contribute to a shift in behaviour. Awareness campaigns can, however, influence shifts in behaviour and over time, the information and exposure gained through these interactions can contribute to greater success in shifting behaviour.

B. Background

Corporate Communications leads the annual *Heads Up Halifax* campaign development in support of its business unit client Transportation and Public Works (TPW).

Together, Corporate Communications and TPW determine the direction of the campaign based on road safety data, communications best practice, previous advertising metrics, and campaign objectives.

Each year, the campaign is first approved by TPW and then shared with the Road Safety Steering Committee for its endorsement. The committee is comprised of representatives from HRP, RCMP, Halifax Regional Centre for Education, and the Province of Nova Scotia.

From its launch in 2014, until 2019, the *Heads Up Halifax* campaign ran for approximately three months each year. Since 2020, the campaign was extended to a year-round initiative focussed not only on increasing the promotion of crosswalk safety but also encompassing the broader scope of road safety — and the importance of everyone being responsible for their actions on our streets, whether you're walking, cycling, rolling, or driving.

The broadened scope of the *Heads Up Halifax* campaign better aligns with the Strategic Road Safety Framework and the Towards Zero approach which moves the municipality closer towards zero fatalities and injuries for people using any mode of transportation. In particular, the evolved campaign supports the Council-approved goal of a 20 per cent reduction in fatal and injury collisions by 2023.

C. Campaign objectives

There are three primary objectives of the current *Heads Up Halifax* campaign:

1. Increase awareness by promoting the municipality’s work to improve road safety
2. Influence behaviour by directing residents to the website to learn more about road safety
3. Celebrate community by planning an event that involves community members and Regional Councillors

D. Communications strategy

The communications strategy for the *Heads Up Halifax* campaign is informed by best practice, research, metrics from the campaign's communications efforts, the latest data from the Road Safety Dashboard and monthly themes set by the Province of Nova Scotia.

Research suggests that road safety campaigns that use positive messaging that include easy and realistic coping strategies can be more appropriate for higher-risk populations. While fear-based campaigns that rely on graphic, sensational and/ or 'shock-value' messaging often receive more initial attention, they are not equally effective for all audiences and the awareness is often short-lived. Youth and male audiences, in particular, do not respond well to graphic or sensational messaging and are more likely to reject or ignore the calls-to-action. Campaigns using a fear-based approach need to be thoughtfully designed to mitigate risks of alienating the audience or generating a divisive response. The ultimate goal of any campaign is to create compelling content that resonates with target audiences – creating increased awareness and recall of key messaging.

Research also indicates that road safety campaigns in various jurisdictions – including those focused on drinking and driving, distraction, seat belt use, speeding and other topics – have shown to be effective at raising awareness and changing self-reported attitudes and perceptions. However, there are also many factors that influence their effectiveness, including the receptiveness of the target audience, selected campaign strategies, social norms within the community, and increased enforcement efforts.

While incorporating best practice, it's also important to acknowledge that what works in other jurisdictions may not work in the Halifax Regional Municipality. In developing the *Heads Up Halifax* road safety campaign, Corporate Communications analyzes jurisdictional best practice examples through a regional lens to ensure their application is adapted to better resonate with our municipal residents and communities.

The campaign for this year (2021/22) includes five key strategic considerations:

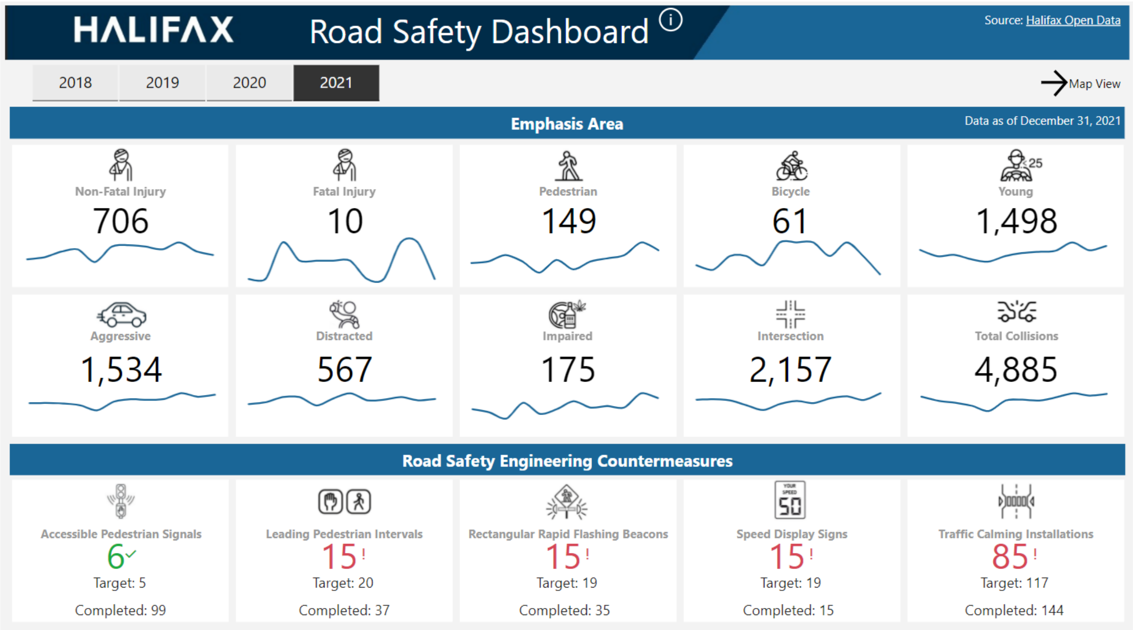
- **Use a diverse communications mix:** The campaign uses a mix of digital, social, print, radio, out-of-home advertising, and community events to reach our target audience and achieve our objectives. Ongoing assessment of metrics and audience feedback from digital and social platforms have been used to inform adjustments within the fiscal period as well as future iterations of the campaign.

- **Target audiences and areas most at-risk**: The campaign strategically targets audience demographics and geographic areas within the municipality that are most at-risk of road safety violations, based on the data in the Strategic Road Safety Framework. This includes males in the 18-30 age range, with a focus on urban, high-volume traffic areas in Halifax and Dartmouth. In addition, the campaign focuses on promoting safe commuting behaviours for all modes of travel, including walking, cycling, rolling, and driving.

- **Use direct, yet friendly calls-to-action:** The campaign's creative assets use positive, clear coping strategies and calls-to-action to increase awareness and influence behaviour. Previous municipal campaigns as well as communications best practice indicates that using a fear-based campaign approach that relies on graphic, sensational and/ or 'shock-value' messaging can be ineffective in resonating with the target audience.

- **Leverage strategic opportunities to amplify road safety**: In addition to ongoing communications throughout the year, the campaign focuses on key times when road safety is top-of-mind for residents. At these times, residents are more motivated to learn about road safety and to visit the website for additional resources. This includes the back-to-school period, Halloween night, and the days leading up to, and following, daylight saving time with a focus on the importance of visibility.

- **Profile new data from the [Road Safety Dashboard](): ** The campaign shares ongoing updates to residents when new road safety data is available. This helps encourage revisitation of the website to access relevant content, increasing awareness of the most up-to-date road safety data.



See **Appendix A for a summary of the campaign efforts, outlining tactical approaches, costs, and impacts.*
See **Appendix B for examples of tactical efforts.*

E. Evaluation

Objective 1: Direct residents to the website to learn more about road safety.

This objective was achieved. Since May 2021, the halifax.ca/roadsafety webpage has seen a 68% increase in traffic compared to the previous year. This reflects an additional 6,323 users who visited the webpage to learn more about road safety. In addition, the number of new visitors to the webpage is increasing which shows that the campaign is reaching new audiences.

As noted above, the campaign's strategy also includes amplifying road safety messaging and driving users to the website at key times during the year. Metrics indicate this strategic approach was successful, with an increase in website traffic during these times (see **Appendix D**).

For example:

- **Back-to-school safety campaign:** Achieved an 11% increase in website traffic. There were 964 views from September 1-13 from individuals who visited the website to learn more about safe back-to-school road safety practices.

- **Halloween safety campaign:** Achieved 364 views from October 25-31. In addition, the mix of organic and paid social promotion also reached over 9,500 users within the municipality, helping them to have the information they need to practice road safety precautions during a busy, high-traffic night.

- **Daylight saving time change campaign:** Achieved 1,445 page views during the month of November. In addition, the two-week TV campaign reached over 1 million homes, helping to share important information about the increase in road collisions after daylight saving time changes.

Objective 2: Promote the work being done by the municipality to improve road safety.

This objective was achieved. Since May 2021, the *Heads Up Halifax* paid social media promotion has reached over 114,950 social media users with important road safety messages and updates on how the municipality is improving road safety.

To date, the campaign has shared information on the municipality's implementation of traffic calming measures, traffic controls, installation of automatic walk signals at select intersections, new cycling signage and infrastructure, and winter operations safety.

For example:

- **Accessible Pedestrian Signals and Pedestrian Push Buttons infrastructure:** Campaign videos were produced and shared on social media to profile these municipal road safety improvements and increase residents' awareness about them. The videos were delivered to over 4,850 users within the municipality.

- **Neighbourhood speed limit reductions:** Paid social media posts focused on neighbourhood speed limit reductions were delivered to 21,138 users within the municipality, helping increase residents' awareness of the acceptable and adjusted speed limit within certain areas.

Objective 3: Plan for an event that involves members of the communities and Councillors.

This objective was achieved. Despite the challenges of delivering new event-based tactics during the COVID-19 pandemic, six (6) road safety pop-up events were successfully held in November 2021.

The events, targeted at youth and community members, helped to increase the campaign's visibility, and share road safety messaging by enabling the municipality to connect with residents in-person – a highly effective way to raise awareness and reinforce key messaging.

Shopping malls were strategically chosen as high-traffic locations, in three different geographical areas, to maximize our reach, impact and interaction with a diverse mix of residents in a short period of time. Five high schools were offered opportunities to participate, and pop-ups were held at the two that expressed interest. There were plans to deliver pop-up events early in the new year, with a particular focus on rural areas; however, this was paused due to the resurgence of COVID-19 through the Omicron variant. With the recent reduction in public health restrictions, pop-ups are being planned for rural communities as part of the 2022/23 campaign.

The pop-up events reached the following residents:

- **Citadel High School**: Students aged 14 to 18 in the Halifax peninsula

- **Halifax Shopping Centre:** Individuals and families living in the Halifax West End and Clayton Park areas

- **Prince Andrew High School:** Students aged 14 to 18 in Woodlawn/Westphal area.

- **Mic Mac Mall:** Individuals and families living in the Dartmouth area

- **Scotia Square:** Halifax downtown core business community members; many homeless community members and those residing in downtown hotels

- **Sunnyside Mall:** Individuals and families living in the Bedford area. This included many families with young children and joggers

The events also provided a new avenue to share the campaign's promotional items, helping to increase the campaign's visibility through road safety ambassadors wearing the road safety gear (e.g. reflective hats, lights, and armbands). Road safety research[+] indicates that the use of reflective gear helps to increase road safety by making walkers, cyclists, and others more visible to drivers at night. Close to 4,000 promotional items have been distributed to residents through the pop-up events, Councillors' networks and by request.

Evaluation next steps

Ongoing research is helping to define the overall benefits of education and communications outreach programs. As part of the campaign's evaluation, there are current efforts underway to develop and share a public survey with residents to validate the campaign metrics. This includes measuring how the campaign has achieved its objectives, the overall campaign effectiveness, and any feedback to help inform the campaign's future communications strategy and tactics. The survey is anticipated to launch in spring 2022.

F. 2022/23 campaign direction

Communications is constantly evolving, which requires our communications approaches to remain agile in response. Using metrics from the 2021/22 campaign, ongoing assessments of best practice, and the survey evaluation noted above, the 2022/23 campaign direction will include the following multi-pronged approach:

- **Expand reach and impact through collaboration and commitment:** Further align efforts and leverage networks and communications channels of partner organizations (e.g. HRP, RCMP, HRCE, Province of Nova Scotia).

- **Enhance impact of messaging:** Based on research and data, develop high-impact and compelling content as part of the campaign to increase awareness and recall of key messages.

- **Focus on rural and urban:** Ensure communications efforts reflect an understanding of the different experiences in rural and urban environments, including an enhanced focus on print and in-person communications in rural areas rather than a reliance on digital communications. This includes the strategic placement of out-of-home advertising (e.g. bus ads, bus shelters, etc.) and the use of the Daily Herald, weeklies, and community papers where appropriate. Tactical considerations will also draw upon insights from the Rural Communications Strategy, which is currently being developed by Corporate Communications.

- **Connect with residents through community engagement**: Reach residents where they are through pop-up events. There is also an opportunity to coordinate with our partners at HRP, RCMP, and HRCE.

- **Continue to leverage PSAs, broadcast, and digital communications:** Continue to highlight road safety improvements through PSAs, social media, radio, TV, website, and other digital platforms. This includes a focus on traffic calming, traffic control, engineering improvements and neighbourhood speed limit reduction programs.

- **Develop high-impact video content on digital platforms:** Undertake research and execute video content that has high impact and effectiveness on TV, social media, and other digital platforms.

- **Create innovative communications solutions:** Investigate using new innovative application of reflective material on out-of-home advertising as well as increase use on swag.

[+] Canada Safety Council (2015). Dress Brightly and Be Seen Campaign.
[+] Cycling UK (2018). Hi-viz for cyclists, and other 'conspicuity' measures.

- **Increase campaign promotional items (e.g. swag):** Expand suite of promotional items based on high impact and high-use products.

G. Service implications and/or impact on priority

The *Heads Up Halifax* campaign is the primary means of supporting the education countermeasure outlined in the Strategic Road Safety Framework. An elimination of funding will directly impact capacity to deliver on commitments to the Framework's education countermeasure as well as the broader Council Priority (Integrated Mobility – Safe & Accessible Integrated Mobility Network).

An eliminated or reduced budget would create significant challenges in reaching residents and raising their awareness of the campaign's key areas of focus.

There are several potential scenarios related to the status of the *Heads Up Halifax* campaign, including but not limited to:

Scenario 1: Maintain $100,000 budget and continue building on proposed campaign approach

A continuation of the campaign and budget would include proceeding with the survey evaluation and the 2022/23 campaign direction (which is still in development and yet to be approved) as noted in this document. Ongoing adaptation of the campaign would be made based on evolving metrics, survey feedback and/or any new road safety and/or communications research.

Scenario 2: Maintain $100,000 budget but make a significant shift in campaign objectives and strategic approach

New communications objectives and/or approaches may yield new results. If an evidence-based decision was made to shift the campaign objectives and approach, Corporate Communications and TPW would pause the campaign and re-develop a new strategic approach based on research, best practice, metrics, etc. During this time, the campaign would remain on-hold with limited *Heads Up Halifax* presence on municipal channels.

Scenario 3: Eliminate $100,000 budget and continue with a significantly reduced campaign

With an elimination of budget, the *Heads Up Halifax* presence and reach would be restricted to media relations efforts (e.g. PSAs) and the communications channels owned by the municipality (e.g. halifax.ca, social media accounts, municipal digital screen network, etc.). This would eliminate all paid social media efforts, out-of-home advertising, radio, digital and TV advertising, promotional items, and more. While there would remain the opportunity to leverage our community partners' networks, the *Heads Up Halifax* campaign reach, presence and impact would be significantly reduced.

Scenario 4: Eliminate $100,000 budget and any associated road safety campaign

The elimination of the *Heads Up Halifax* budget and campaign would leave a communications and education gap for the municipality by removing the Outreach Program commitment outlined in the Strategic Road Safety Framework. This significant change in commitment to the education countermeasure may require a reassessment of the Strategic Road Safety Framework.

This will also create significant challenges in reaching residents, raising their awareness of road safety, and influencing behaviour that can contribute to the Council-approved goal of a 20 per cent reduction in fatal and injury collisions by 2023.

Original Signed

Briefing Approved by: ____

Laura Nolan, Acting Executive Director of Human Resources & Corporate Communications, 902.490.3934

Original Signed

Briefing and Financial Approval by: ____

Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

APPENDIX A:

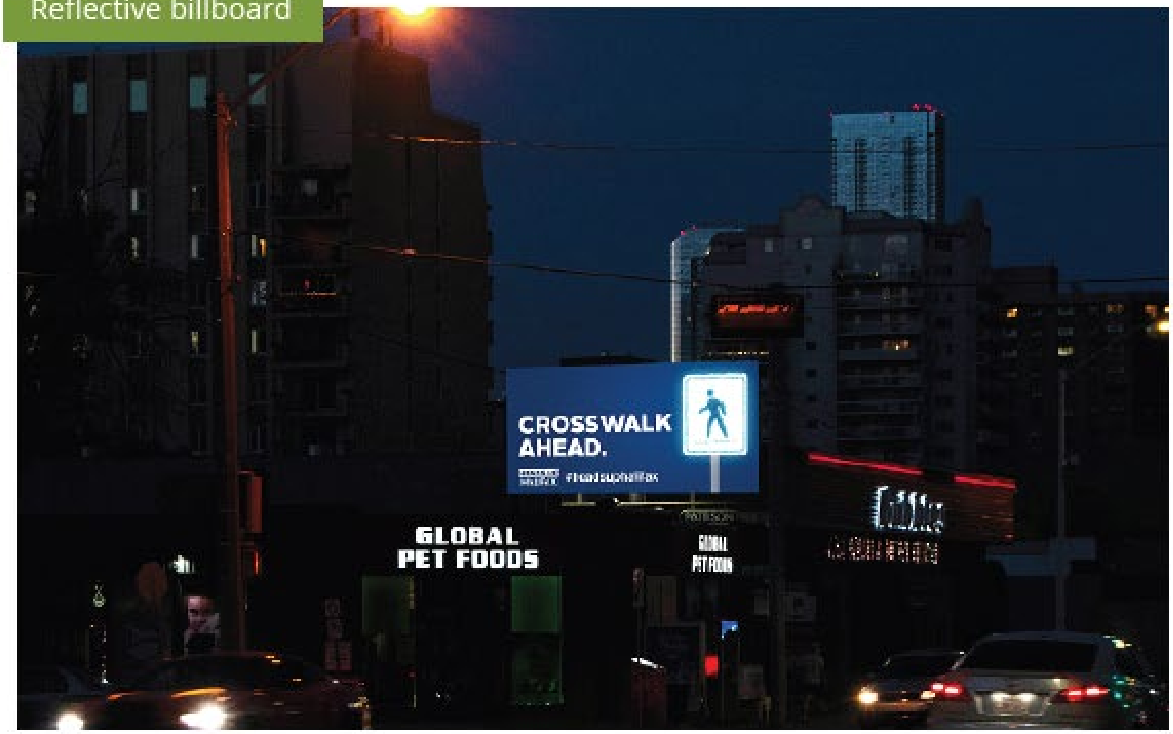
CAMPAIGN SUMMARY | TACTICAL APPROACH, DETAILS, COST AND IMPACT

Tactical approach	Details	Cost	Impact
Billboards	Six billboards in strategic locations across municipality, including Bedford, Halifax, and Dartmouth	$10,000	Billboards will receive an anticipated **4.5 million views** (based on metrics from 2020 campaign).
Promotional merchandise	4,000 branded, reflective items, including: hats/toques, armbands, lights and pet collars	$20,000	Items distributed to select schools, malls, through Councillor networks and by request.
Online advertisements	Geo-targeted ads on the Google network, social media platforms and other audience-specific online platforms	$27,000	**114,967** users saw the ads and **over 4,500** users clicked on the ads, driving them to website.
Print communications	Ads in community papers, weeklies, The Chronicle Herald and The Coast	$10,000	Diverse mix of rural, regional and specialty print newspapers to reach rural and urban residents.
Radio advertisements	206 ads over a two-week period	$10,000	Diverse mix of five local radio stations to specifically target road users in the municipality.
Third-party pop-up events	Six events at local schools and shopping malls	$20,000	Direct engagement with students and community members in Bedford, Dartmouth and Halifax.
TV advertisements	26 ads over a two-week period.	$3,000	Content delivered to **over 1.1 million homes** in region.
TOTAL BUDGET		**$100,000**	

HEADS UP HALIFAX

APPENDIX B:
EXAMPLES OF CAMPAIGN TACTICAL EFFORTS

Reflective billboard



Promotional items

Online ad

HEADS UP HALIFAX

Halloween creative

Print material

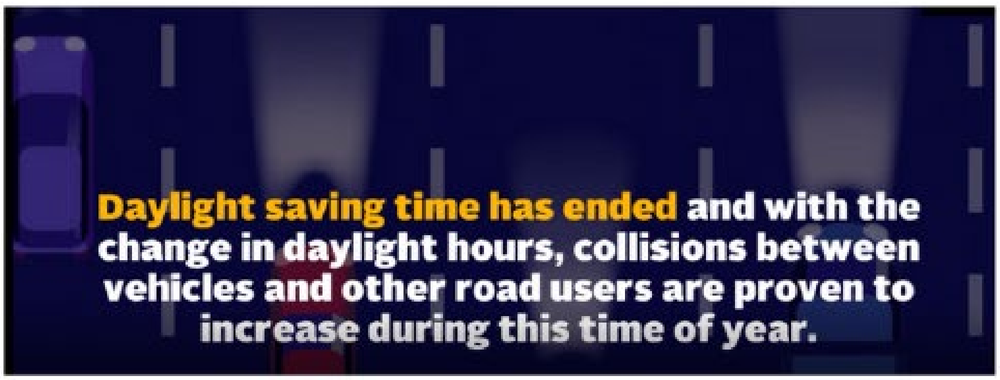
Pop-up event

HEADS UP HALIFAX

Television Ad

ROAD SAFETY TV ADVERTISMENT

CTV ATLANTIC: NOV. 15 - 28



1,112,40 MILLION IMPRESSIONS

HEADS UP HALIFAX

APPENDIX C:
CAMPAIGN SCHEDULE AND ALIGNMENT WITH KEY AREAS OF FOCUS

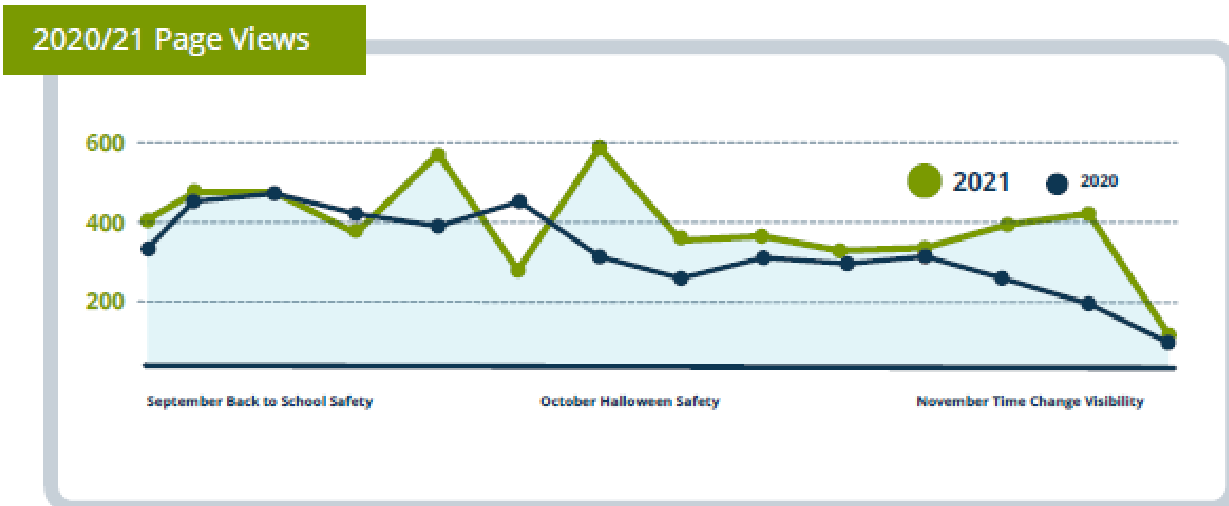
Month	Strategic approach	Key areas of focus	Summary
May 2021	Organic and paid social on Facebook, Twitter, and Instagram	• Municipal efforts to improve road safety across the region • How to use new infrastructure	Emphasis on: • Implementation of traffic calming measures. This includes reduced speed limits on Main St. and speed tables/curb bump-outs on Portland Hills in Dartmouth • Partner messaging around motorcycle safety • Cycling safety messaging to align with the launch of the *Get There By Bike* campaign
June 2021	Print ads in community papers, weeklies, and the Chronicle Herald	• Safe practices on the road	Communicate traffic control and calming measures
	Online advertising	• Safe practices on the road	Address speeding and intersection safety, with a focus on high-volume traffic areas in Halifax and Dartmouth
	Mix of organic and paid social media promotion	• Safe practices on the road	Highlight general road safety practices
July 2021	Online advertising	• Crosswalk rules	Promote summer safety tips, with particular emphasis on crosswalks and intersections
	Mix of organic and paid social media promotion	• Safe practices on the road	Profile the construction season and the need to slow down in construction zones and obey speed limits
	Animated video series	• Municipal efforts to improve road safety across the region • How to use new infrastructure	Share videos produced in-house to highlight the installation of automatic walk signals at select intersections

August 2021	Online advertising	• Municipal efforts to improve road safety across the region • How to use new infrastructure	Promote cycling safety in intersections, referencing signage and new infrastructure
	Mix of organic and paid social media promotion	• Safe practices on the road	Profile all road safety messaging
	Instagram Q&A	• Municipal efforts to improve road safety across the region	Profile the AAA cycling network
Sept. 2021	Online advertising	• Safe practices on the road	Promote back-to school safety messaging, including the importance of caution when dropping off and picking up students in parking areas around schools
	Print ads in community papers, weeklies, The Coast's Back to School issue and the Saturday Chronicle Herald	• Safe practices on the road	Profile all back to school safety messaging
	Mix of organic and paid social media promotion	• Safe practices on the road	Profile all back-to-school safety messaging
Oct. 2021	Online advertising	• Safe practices on the road	Promote all messaging aligned with intersection safety
	Mix of organic and paid social media promotion	• Safe practices on the road	Promote Halloween safety messaging in the lead up to Oct. 31 and day/night of
Nov. 2021	Two-week radio campaign on five different stations Two-week TV campaign on CTV	• Safe practices on the road	Share reminders on the importance of visibility and driver caution during daylight saving time change
		• Safe practices on the road	Share reminders on the importance of visibility and driver caution during daylight saving time change

Nov. 2021	Six pop-up events at select schools and malls	• Safe practices on the road	Engage youth and the community, distribute branded safety promotional items, and share safety messages
Dec. 2021	Mix of organic and paid social media promotion	• Safe practices on the road	Promote winter road safety practices and promote winter operations safety videos
Jan. 2022	Online advertising	• Safe practices on the road	Profile intersection safety for all road users
	Mix of organic and paid social media promotion	• Safe practices on the road	Promote winter road safety practices and promote winter operations safety videos
Feb. 2022	Six-week strategic placement of reflective billboard campaign	• Safe road practices • Crosswalk rules	Share six high-traffic areas where there are crosswalks to alert road users that there is a crosswalk ahead
	Online advertising	• Safe practices on the road	Promote winter road safety practices and promote winter operations safety videos
March 2022	Continuation of six-week strategic placement of reflective billboard campaign	• Safe road practices • Crosswalk rules	Share six high-traffic areas where there are crosswalks to alert road users that there is a crosswalk ahead
	Online advertising (video and audio)	• Safe road practices • Crosswalk rules	Target young males and enhance their awareness of interaction and crosswalk safety through online advertising as well as leverage Bell's digital network to provide additional reach and profile to all winter road safety practices
April 2022	Online advertising (video and audio)	• Safe road practices • Crosswalk rules	Target young males and enhance their awareness of interaction and crosswalk safety through online advertising as well as leverage Bell's digital network to provide additional reach and profile to all winter road safety practices

APPENDIX D:
WEBSITE TRAFFIC

Website traffic to halifax.ca/roadsafety in 2021 compared to 2020. Note that there are traffic spikes during escalated communications efforts, such as the back-to-school (September), Halloween (October) and road safety (November).



HEADS UP HALIFAX

Budget Adjustment List Briefing

BN016 - Transit Initiatives to Support COVID-19 Business Recovery

COW Date Added: February 16, 2022 **Business Unit:** Halifax Transit

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN0016 (BAL008)	Operating	\$100,000 - \$750,000 (One-time)	\$0.32 - \$2.38
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the options for transit initiatives to support COVID-19 business recovery for consideration as an operating over on the budget adjustment list. Briefing note should include costs for each option.		
Priority Alignment	Prosperous Economy – Economic Growth		

Service Implications and/or impact on Priority

Service implications depend on the options selected and can result in a range of decreased revenue as well as opportunity for increased transit usage. Hosting events or initiatives that support local business can contribute to their operational success.

Background/Discussion

To support COVID-19 Business Recovery, options are presented below related to the provision of free transit service to encourage and promote transit use and travel within the municipality over the summer months. Transit fares are established in By-law U-100 Respecting User Charges, which allows Council to waive fares where in the opinion of Council it would be beneficial to the municipality.

In this instance, waiving of fares could potentially have the benefit of assisting with COVID-19 recovery, should promotion of the free fares encourage residents or visitors to visit local businesses or access dining and entertainment in the downtown areas. In addition, transit ridership is expected to take some time to fully rebound, offering free transit service could help to encourage former or new riders to take transit for a variety of trip purposes.

Although it is possible that offering free transit service may result in trips to businesses that would not have otherwise occurred, there is no evidence to suggest that fares are currently a barrier, or a decision-making factor, specifically for those considering travelling downtown for dining and entertainment purposes. However, waiving fares can be a good marketing tool that can be used to promote and encourage the use of public transportation. It is anticipated that the greatest benefit may be in offering the free fares system wide to attract a wide variety of travel and familiarize residents with the transit service available in their communities.

The anticipated costs associated with multiple options are included in the table below for consideration. All costs in the table below reflect the provision of free service in both July and August of 2022, on either

Fridays or Saturdays (nine days[7]), with options for full or partial days on Fridays, and for both ferry and bus service. The costs are estimates, as they reflect the projected ridership on those dates, and the resultant revenue that would be lost by providing the service for free. These estimates may be less accurate for partial days, as they cannot account for any shifts in travel time to take advantage of the promotion.

	Estimated Revenue Loss for Summer Period			
	Friday (full day)	**Friday (noon to end of day)**	**Friday (3:00 pm to end of day)**	**Saturday (all day)**
Ferry Only	$70,000	$55,000	$40,000	$75,000
Bus Only	$680,000	$445,000	$315,000	$415,000
Both Bus and Ferry	$750,000	$500,000	$455,000	$490,000

To clarify, the costs of providing free service (both bus and ferry) for the full day on Fridays in the summer would be approximately $750,000. If fares were required until noon, with free service from noon until the end of the night, the cost would be approximately $500,000. If fares were required until 3:00 pm, with free service from 3:00 pm until the end of the night, the cost would be approximately $455,000. If fares were alternatively waived on Saturdays, the cost for the full day on Saturdays would be approximately $490,000.

It is not recommended that fares be reinstated at any point in the evening, as it may act counter to the goal of encouraging residents to enjoy dining and entertainment opportunities (including concerts and festivals), it would be more challenging to operationalize and communicate, and because regular ridership (and costs) drop off significantly in the late evening. For example, reinstating fares at 9:00 pm on Fridays would only be estimated to save approximately $55,000.

All of the options in the table above have the potential to encourage transit use and are supported, however, waiving fares for the full day on Fridays provides the greatest opportunity to attract former and new passengers, commuters, casual riders, and those travelling for social purposes, assisting with COVID-19 recovery.

Original Signed

Briefing Approved by: ____
Dave Reage, Executive Director, Halifax Transit, 902.490.5138

Original Signed

Briefing and Financial Approval by: ____
Jerry Blackwood, CFO, Executive Director, Finance & Asset Management, 902.490.6308

[7] In 2022, Canada Day falls on a Friday. Free ferry service is normally offered on Canada Day, so costs on Fridays include 9 days of lost revenue on buses, and only 8 days of lost revenue on ferries.

Budget Adjustment List Briefing

BN017 - Additional Funding for Discover Halifax

COW Date Added: February 16, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN0017 (BAL009)	Operating	$250,000 (Ongoing)	$0.79
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including the additional $250,000 for on-going funding costs for Discover Halifax (DH) within the proposed 2022/23 Parks and Recreation budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Prosperous Economy – Economic Growth		

Service Implications and/or impact on Priority

Implications of not approving this funding include a continued lack of investment for DH to compete with comparable cities in strategic destination marketing and management; and a weakened position with events rights holders in a competitive market whereby financial resources are a leading consideration in choosing a destination to host prestigious events. As well, there is risk to HANS support for levy increase if the funding framework is not approved.

Background/Discussion

On March 1, 2022 Regional Council approved the following motion:

It is recommended that Halifax Regional Council:

1. authorize the Chief Administrative Officer to execute a non-binding Memorandum of Understanding with the Hotel Association of Nova Scotia ("HANS"), a society formed under the Societies Act (Nova Scotia) substantially in the form provided in Attachment 1;
2. include funding for Discover Halifax (DH) to support the delivery of enhanced destination marketing and management programs as part of the Municipality's 2022-2023 budget planning process for consideration during the Budget Adjustment List (BAL) debate in March 2022 with a cumulative contribution to be phased over three years as follows:
    a. $250,000 in fiscal 2022/2023 budget;
    b. $250,000 in fiscal 2023/2024 budget; and
    c. $250,000 in fiscal 2024/2025 budget;
3. subject to amendments by the Province of Nova Scotia to the Halifax Regional Municipality Marketing Levy Act (HRMMLA) respecting the cap on the marketing levy and the extension of the marketing levy to operations of less than 20 rooms or rental units, direct the Chief Administrative Officer to initiate the process to amend By-law H-400 to implement the amendments to the HRMMLA as necessary; and,

4. authorize the Chief Administrative Officer, or his designate, to negotiate and execute a Service Level Agreement on behalf of the Municipality with Discover Halifax, including the terms and conditions set out in Table 2 of the discussion section of this report, and otherwise acceptable to the Chief Administrative Officer.

In 2017 Hotel Association of Nova Scotia's (HANS) requested a commitment by HRM to increase funding to Discover Halifax (DH) after which HANS would support an increase to hotel levy. HANS' support was predicated on the municipality providing increased operating funds at comparable levels to the increase in the levy (e.g., $1.5m increase to the levy matched with $1.5m from general revenue from the municipality). With the devastating impact of COVID-19 on the hotel industry and on DH with the reduction in marketing levy funds, approval of this funding plan is critical to tourism recovery in the region and is a mechanism to enable municipal support to this valued industry. The funding will also support key initiatives in the Halifax Regional Integrated Tourism Master Plan endorsed by Council in 2021.

The proposed framework to match funds to the increase in the levy is identified as a cumulative approach with the provision of an increase to the supplementary grant to DH through:

1. an increase to the supplementary grant of $250,000 per year from general revenues for a period of four years (2021/22-2024/25) and,
2. Funds collected under the marketing levy from non-hotel sources less any administrative costs, subject to Halifax Regional Municipality Marketing Levy Acct (HRMMLA) amendments and amendments to By-Law H-400.The proposed framework to match funds to the increase in the levy is identified as a cumulative approach with the provision of an increase to the supplementary grant to DH.

HANS, in consultation with Discover Halifax, has identified four key investment areas for new and increased programing. Through a phased approach, and dependent on available funding, the funding is proposed to be disbursed to core programs some of which are currently operational i.e., destination sales and marketing (to which the largest investment will be expended), while other core programs are new and will be developed in addition to the current sales and attraction activities, i.e., establishing an events office, coordinating an updated events strategy and the development of a conference incentive program.

Through the introduction of the Regional Integrated Tourism Master Plan, an increase to the annual supplementary grant to DH of $250,000 was approved in the 2021/2022 municipal budget. These funds were meant as a starting point to increase annual support to DH and to begin to bring funding to levels of similar organizations in other cities, to support an emerging role for DH in destination management, as well as to support recovery from the impacts of COVID-19.

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Original Signed

Briefing Approved by: ____
Maggie MacDonald, Acting Executive Director of Parks & Recreation
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Briefing and Financial Approval by: ____
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management,
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Budget Adjustment List Briefing

BN018 - Off-Leash Dog Park – Governor's Brook

COW Date Added: February 16, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN0018 (BAL010)	Operating	$40,000	$0.13
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $40,000 for the Governor's Brook Off-leash Dog Park within the proposed 2022/23 Parks and Recreation budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities – Involved Communities		

The service impact would be an enhanced off-leash off leash area for local dog owners. A dedicated, fenced off leash area could expect to attract more users and provided an enhanced service over the underused ball diamond.

Background/Discussion

On September 28, 2021, Regional Council approved the following motion:

1. Approve the area identified in Attachment A of the staff report dated July 14, 2021 within Roaches Pond Ball Diamond Park, 610 Herring Cove Road, Spryfield for designation as a year-round dedicated off-leash dog area pursuant to Administrative Order 2017-013-OP with requirements for hours of operation and other regulations pursuant to the Parks Bylaw (P-600); and

2. Direct the Chief Administrative Officer (CAO) to undertake the actions outlined in the staff report dated July 14, 2021 to establish a dog off-leash area in Roaches Pond Ball Diamond Park.

Following community consultation to identify additional off-leash areas in Spryfield (among other locations), Roaches Pond Ball Diamond was recommended by staff as a year-round shared off-leash dog area as it assessed favourably against the criteria set out in Admistrative Order 20. The ball diamond is partially fenced and borders much of Roaches Pond and a section of the McIntosh Run Multi-use Pathway Community Trail and parking lot. Council amended the staff recommendation in order to proceed with a dedicated rather than shared off-leash dog area. The financial implications associated with both the staff and amended recommendation would be the same for weekly maintenance which is able to be absorbed in the Parks & Recreation Operating Budget.

The site will also require approximately $40,000 in site preparation such as completing the field fencing along with widening and regrading the trail from the parking lot to the off-leash site. Amenities to be added to the site include:

- Park ID and Dog Park rules sign
- Additional litter cans
- Dog waste baggie dispenser
- Benches (councillor funds)
- Picnic tables (councillor funds)

Briefing Approved by: Original Signed

Maggie MacDonald, Acting Executive Director of Parks & Recreation 902.490.6252

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN019 - Multi-Service Youth Centre Phase 2 - Spryfield

COW Date Added: February 18, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN0019 (BAL011)	Operating	$110,500 (2022/23) $85,000 (on-going)	$0.35 ($0.27 ongoing)
Four Year Impact	$366,500		
Adjustment Description	Budget Committee requested a briefing note detailing the measures and implications for including $110,500 in on-going funding for costs associated with the Multi Service Youth Centre Phase 2 – Spryfield within the proposed 2022/23 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 Halifax Regional Municipality (HRM).

In 2018, Regional Council approved a one-year pilot project to establish a collaborative multi-agency, Multi-Service Youth Centre (MSYC) at Acadia School in Lower Sackville.

In June 2021 the MSYC Evaluation Report was presented to Regional Council. Based on the evaluation of the pilot it was determined that the MSYC met the goals outlined for the pilot and that it aligns with the Council Priority Outcome: Communities – Involved Communities. The evaluation report detailed the findings and challenges that the MSYC experienced during the pilot project as well as provided critical feedback to ensure the success of future locations. The decision to select Spryfield/Herring Cove was based on the level of deprivation and demand analysis, jurisdictional scan of current gaps in youth services, and youth population data. Based on that assessment, Regional Council approved the following recommendation, subject to budgetary funding.

1. The continuation of the collaborative multi-agency, Multi-Service Youth Centre (The Den) at Acadia School in Lower Sackville.

2. Direct the CAO to continue to seek opportunities to establish multi-service youth centres in other areas of the municipality, based on the approach outlined in the discussion section of this report.

3. Direct the CAO to adopt the multi-service youth centre model as outlined in this report as the preferred model in the delivery of programs and services to youth in the municipality; and

4. Subject to approval of funds in the 2022/23 budget, the confirmation of a suitable location and the commitment of the stakeholders, approve the creation of a multi-service youth centre in the Spryfield/Herring Cove area.

In order to support expansion of the MYSC to the recommended community of Spryfield/Herring Cove, additional funding of approximately $110,500 would be required. Specifically, the funding of $110,500 would include: $85,000 ($75,000 to fund five casual positions for the drop-in programs and for building monitor responsibilities in Spryfield plus $10,000 to fund custodial services) and $25,500 for site/space renovations.

Should Regional Council decide not to approve the funding, funding would not be available in the Parks & Recreation 2022/23 operating budget to operate the MSYC in Spryfield/Herring Cove. Therefore, the MSYC expansion to Spryfield/Herring Cove would not be able to open and would need to be considered in future years. This would have a negative impact to the youth of Spryfield/Herring Cove as the MSYC provides many services that would benefit the well being of the youth in the community.

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Briefing Approved by: ____
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Briefing and Financial Approval by: ____
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Budget Adjustment List Briefing

BN020 - Community Rink Insurance Grant

COW Date Added: February 18, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN0020 (BAL012)	Operating	$35,000 (On-going)	$0.11
Four Year Impact	$140,000		
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $35,000 in on-going costs related to community rink insurance grants within the proposed 2022/23 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

The Community Rink program aligns with the Council Priority Outcome – Communities – Involved Communities, as it encourages residents to be actively involved in their communities and to enjoy participating and volunteering in this leisure, social and, recreational opportunity. Due to the significant increased costs in general liability insurance, the funding is required for continued support of the program.

Background/Discussion

In November 2021, the Municipal Insurance or Operating Grants for Community Outdoor Rinks report was presented to Regional Council, where the following was approved:

THAT Halifax Regional Council direct the Chief Administrative Officer (CAO) to:

1. Return to Regional Council with an Administrative Order for its consideration to establish a grant program to assist groups in covering insurance costs associated with the operation of outdoor community rinks on HRM-owned property; and
2. Include funding in the 2022/23 budget for implementation of the Administrative Order.

The municipality has supported groups to build and operate seasonal community rinks on municipal property from 1996 to 2011. Since 2011 the emphasis has been put on the provision of free public skating through the opening of the Emera Oval and free public skating at Halifax Regional Municipality (HRM) arenas. Municipal staff also continue to check the ice thickness at 74 lakes throughout the region.

Although HRM has continued to permit access to public land for community groups wishing to establish an outdoor rink (subject to provision of necessary labour, insurance, equipment, source of water, and adherence to Crime Prevention Through Environmental Design principles (CPTED)), community groups have experienced challenges due to the increasing cost of general liability insurance to operate the seasonal outdoor rinks.

The insurance market has experienced significant price increases within the last five years, which has extended to general liability insurance coverage for outdoor rinks. Over the past 6-12 months the insurance industry has experienced further price increases across liability and property markets. The insurer has advised that pricing may fluctuate depending on the risk characteristics of each individual rink and that insurance premiums may rise again in future years.

Should Regional Council decide not to approve the funding, funding would not be available in the Parks & Recreation 2022/23 operating budget to support the Community Rink Insurance Grant and the community outdoor rinks would not be able to open as community groups will not have the necessary funds to pay for the general liability insurance, which is a requirement to operate an outdoor rink.

Next Steps

As per the approved motion of Regional Council, staff are preparing an administrative order and license template and will be returning to Council for approval in order to prepare for the 2022/23 winter season.

Original Signed

Briefing Approved by: ______________________________
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Briefing and Financial Approval by: ______________________________
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN022 - P&R COVID-19 Recovery Activities and Event Grants

COW Date Added: February 18, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN0022 (BAL014)	Operating	$200,000	$0.64
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $200,000 to support COVID-19 Recovery Activities and Events Grants within the proposed 2022/23 Parks and Recreation budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Prosperous Economy – Economic Growth		

Service Implications and/or impact on Priority

While the state of the economy remains strong, certain industries, particularly accommodations and hospitality, food and beverage establishments continue to see significant negative impacts from COVID-19. The service impacts would vary and depend on the various ways that the municipality could help this community rebound from the challenging years with some creative opportunities to attract vibrancy back to the municipality.

Background/Discussion

The proposed funding would be applied to attraction programs/small physical improvements, staffing, and a COVID-19 Events Recovery Grant program.

Attraction programs/small improvements
This includes various small interventions to encourage residents and visitors to take in various experiences and sites.

This may include:

- Additional lighting shows/activations
- Additional seating/gathering
- Picnic program

Staffing support
Additional staff support is required to support the enhanced offering at the Grand Parade and Dartmouth waterfront, as well as the proposed attraction programs, particularly in the context of a return to a high level of activity and increasing demands on staff related to the Special Events Task Force (SETF), and organization for fall and winter events. The level of staff required to deliver these enhanced offerings exceeds the capacity of the existing 4 FTEs.

A portion of the funding would be spent on the hiring of experienced site managers so that HRM staff could rotate with reasonable breaks during the festivals and deliver on their other responsibilities.

COVID-19 Events Recovery Grant Program

In 2022, 13 events applied to the COVID-19 Events Recovery Grant Program for non-profit organizations, and all the requests were funded for a total of $80,000. While restrictions on gatherings will be lifted, consumer confidence may be slower to return and event organizers have stated that for the coming months there is a practical need to provide COVID-19 compliant services and products at event sites. Originally proposed at $150,000, reflecting potential increased take up for a number of reasons including an earlier start to the program, increased awareness of the program, and potential for some restrictions continuing in 2022-23; with restrictions lifting sooner than originally expected, with an overall lower level of funding to COVID-19 recovery activities staff recommend focusing funding more on the attraction programs/small improvements and staffing support.

Staff recommend some flexibility in each of the three above areas so that if underspent in one area, the funds could be applied to one of the other areas as needed.

At the originally proposed funding level of $300,000 in the Parks & Recreation budget, the breakdown of spending would be as follows:

- $50,00 - $60,000 for small improvements, attraction programs, etc.
- $90,000 - $100,000 for staffing support for enhanced Grand Parade/Dartmouth event series and other promotions
- $150,000 for COVID-19 Events Recovery Grant program

At a funding level of $200,000, staff propose reducing the overall amount of the COVID-19 Events Recovery Grant funding with smaller reductions to the other two items, resulting in the following breakdown of spending:

- $40,000 for small improvements, attraction programs, etc.
- $90,000 staffing support for enhanced Grand Parade/Dartmouth event series and other promotions
- $70,000 COVID-19 Events Recovery Grant Program

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Briefing Approved by: ____

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Briefing and Financial Approval by: ____

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management,
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Budget Adjustment List Briefing

BN023 - Multi-District Facility (MDF) Subsidy Request

COW Date Added: February 18, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN023 (BAL015)	Operating	$160,000	$0.51
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $160,000 for the Multi-District Facility subsidy within the proposed 2022/23 Parks and Recreation budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Responsible Administration – Well Managed Communities – Involved Communities		

Service Implications and/or impact on Priority

The Multi-District Facilities (MDFs) are a significant 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. The boards are governed by consistent management agreements with the first full year of implementation in 2019/20. The management agreements have provisions in place to ensure effective stewardship of publicly owned assets in support of the municipality's recreation outcomes. These agreements contain a requirement for the volunteer community boards to submit annual budget and business plans, which may include an operating subsidy request. The management agreement includes 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 investment. Additionally, should there be a year-end operating deficit, this is to be incorporated into municipal debt policies and processes.

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-19 restrictions have impacted all facilities, necessitating adjustments to program delivery, staffing reductions, increased operating costs, and declining revenues. The ordered closures of facilities, with a gradual restoration of services in 2021/22, followed by additional restrictions being imposed, had a significant effect on their projected budgets. It is anticipated that all MDFs will continue to alter program offerings and experience some expense increases and revenue decreases into 2022/23.
The municipality provided the MDFs with budget assumptions to enable them to formulate their individual business plans and respective budgets. These are conservatively optimistic and presupposed operations at 100% capacity for 2022/23 with lingering COVID impacts on participation rates. The degree of impact is challenging to determine with many variables that are outside of their control, 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.

2022/23 Financial Summary

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
Alderney Landing	$1,577,800	$996,050	($581,750)	$581,750*	$479,750*	$102,000
Canada Games Centre	5,351,329	5,013,492	(337,837)	337,837	146,970	190,867
Centennial Pool	778,000	488,800	(289,200)	289,200	180,000	109,200
Cole Harbour Place	3,818,880	3,204,074	(614,806)	614,806	631,372	(16,566)
Halifax Forum	4,547,000	4,547,000	0	0	386,566	(386,566)
St. Margaret's Centre	1,927,235	1,478,350	(448,885)	448,885	561,227	(112,342)
Zatzman Sportsplex	4,580,890	3,431,377	(1,149,513)	1,149,513	876,465	273,048
TOTALS	$22,581,134	$19,159,143	($3,421,991)	$3,421,991	$3,262,350	$159,641

* *Includes both direct subsidy and Geothermal subsidy*

All MDF's have requested subsidy funding except the Halifax Forum. The subsidies require a total contribution request of $3,421,991 which represents a $159,641 increase over the currently approved subsidy of $3,262,350 from 2021/22. The subsidies are typically provided to the MDF facilities in installments, so if revenue recovery exceeds expectations, some of the subsidy may not be required. 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.

COVID has had a significant impact on the MDFs. All have adjusted services and related expenses to mitigate negative budgetary consequences, however these actions are unable to offset all COVID-19 related impacts to recreation programs and offerings. Without the requested 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.

Below is a summary of some key factors provided by the MDFs requesting a subsidy:

1. **Alderney Landing:**
   - Subsidy request for 2022/23: $581,750; increase of $102,000 over 2021/22
   - Increased requirement to budget for security services to address liability and risk management issues resulting from transit traffic that accesses their area of operation and provide the required level of building envelope security.
   - Loss of Federal wage subsidy and the increase in minimum wage.

2. **Canada Games Centre:**
   - Subsidy request for 2022/23: $337,836; increase of $190,866 over 2021/22
   - Key reason for increased ask due to the significant loss of membership as well as programming and rental revenue resulting from the ongoing impacts of the pandemic.
   - Budgeting for a slow return of membership revenues which are down almost 50% from pre-pandemic level of approximately 10,000 members to just over 5,000.

3. **Centennial Pool:**
   - Subsidy request for 2022/23: $289,200; increase of $109,200 over 2021/22
   - Increased ask due primarily to the budgeted loss of parking revenues resulting from HRM's plan to locate modular shelters in approximately 50% of the facilities parking lot area.
   - Budgeting for higher operational costs, including utility expense and wages due to loss of Federal wage subsidy.

4. **Cole Harbour Place:**
   - Subsidy request for 2022/23: $614,806; reduction of $16,566 over 2021/22
   - Key reasons for subsidy request are membership and programing revenue will require time to re-establish resulting from Public Health directed restrictions
   - Increased maintenance costs with aging facility, increase in minimum wage and ongoing contract negotiations which will result in significant wage pressures, loss of ice revenue due to reducing fees to match HRM's new fee by law rates.

5. **St Margaret's Centre:**
   - Subsidy request for 2022/23 $448,885; reduction of $112,342 over 2021/22
   - Key reasons for subsidy ask are increasing utility costs (power, propane, furnace oil), increased maintenance and plant costs due to aging building, and decrease in program revenues due to ongoing impacts of the pandemic.

6. **Zatzman Sportsplex:**
   - Subsidy request for 2022/23: $1,149,513; increase of $273K over 2021/22
   - Key reasons for increased ask are higher wages resulting from increase in minimum wage in 2022, loss of membership sales (down 50% from pre-pandemic level), increased maintenance costs and significant increase in utility costs (25% increase in natural gas costs and 50% increase in snow removal costs.

     Ice to be removed this summer for required maintenance (every 2-3 years) resulting in revenue loss of approximately $100k.

If Budget Committee makes the determination not to approve the additional subsidy request, staff will proportionally reduce the subsidy request of the following four facilities to achieve the $160,000 reduction in subsidy funding: Alderney Landing, Canada Games Centre, Centennial Pool, and Zatzman Sportsplex. These are the four sites that have requested an increased subsidy over 2021/22. This option is preferred, as it has the least impact on the overall recreation service delivery model in the longer term and will be less likely to negatively impact any one facility.

The 2021/22 Budget included $1,757,350 to fund MDF deficits on a one-time basis. This funding was added to the budget as part of the Budget Adjustment List and was to be funded from reserves. However, the MDF deficits were instead funded from the 2021/22 surplus. In 2022/23, Covid factors are again driving MDF deficits of approximately $1.8M. The previously unused reserve withdrawal of $1.8M is being used to offset these costs to the same level of last year's budget (i.e. $1,757,350) with the increase over last year ($160k) funded from operations subject to Council approval in the BAL debate. When the budget is developed for 2023/24, MDF funding will need to be reviewed for long-term structural issues and to determine a sustainable funding source.

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Briefing Approved by: ____

Maggie MacDonald, Acting Executive Director of Parks & Recreation
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Briefing and Financial Approval by: ____

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management,
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Budget Adjustment List Briefing

BN024 - Mill Cove Planning and Infrastructure Design

COW Date Added: February 18, 2022

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN024 (BAL016)	Operating	$200,000	$0.64
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing additional funding costs associated with Mill Cove Planning and Infrastructure Design.		
Priority Alignment	Integrated Mobility – Connected & Healthy Long-Range Mobility Planning		

Service Implications and/or impact on Priority

The Rapid Transit Strategy proposes three new ferry routes, each connecting a new terminal to downtown Halifax. Of these, Mill Cove and Shannon Park offer development opportunities in proximity to the proposed terminal sites. While the Centre Plan has created policies to guide the development of the Shannon Park site, policy still needs to be developed for the Mill Cove site. This would normally be recommended for completion through the Suburban Plan planning process, however funding from other levels of government have allowed for advancement of the ferry terminal site design in recent months. Doing this in advance of a supporting land use planning framework is not ideal, and it is recommended that work begin on the land use as soon as possible, to better plan for the design of this important area of Bedford and the Transit Network.

Infill of residential and mixed-use development around transit terminals would increase the potential ridership by providing homes and businesses nearby. Therefore, staff recommend advancing a land use and infrastructure master plan for the bike-shed and walk-shed around the Mill Cove Ferry site to determine how the surrounding sites might redevelop to support a potential ferry site. It is expected the redevelopment should be organized with a focus on strong public realm, open space, and transit-oriented development.

Some of the questions the study work would be expected to answer include:

- How should public access to the waterfront area be strengthened?
- Where are the best sites for parkland, and what should be the relationship between parks, buildings, the terminal, shoreline and existing parks or trails?
- What is the cultural heritage of the area, and which elements are most important for commemorating cultures and history?
- What are the siting opportunities for a district civic facility?
- How should Transit Oriented Development be phased, and how would this relate to the amount of land available for park-and-ride?
- What types, sizes and orientations of buildings are appropriate in which locations?

- Where should retail be encouraged, and how should it relate to existing retail at Mill Cove?
- What are the population, density, and engineering thresholds for cost-effective district energy?
- What utility connections are available for the Mill Cove waterfront, and what are the most cost-effective options for servicing the waterfront lands?
- How should sea-level rise, storm surge, erosion risk and marine habitat be accommodated at Mill Cove?
- What insights can be gained from local residents, community groups and businesses, and what are their priorities for the area?
- What are the interests and priorities of stakeholder agencies and lot owners?

Briefing Approved by: Original Signed
Kelly Denty, Executive Director of Planning & Development, 902.490.4800

Briefing and Financial Approval by: Original Signed
Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN025 - Plan & By-law Simplification

COW Date Added: February 18, 2022 **Business Unit:** Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN025 (BAL017)	Operating	$1,000,000 (one-time)	$3.18
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing additional funding costs associated with Plan and By-law Simplification.		
Priority Alignment	Prosperous Economy – Holistic Planning		

Service Implications and/or impact on Priority

Increased population and growth and changing market conditions in HRM have resulted in continued pressure on HRM's housing system. Further infill and redevelopment of Suburban and Rural communities will be needed to accommodate HRM's growing population.

Just as the 2014 version of the Regional Plan established vision and objectives for the Regional Centre Plan, the current Regional Plan Review will guide the development of the suburban and rural plans. It will set policy at a regional scale by showing where intensification or redevelopment can occur in a way that makes the best use of municipal services and amenities and strengthens our residents' quality of life.

Additional work will be needed to refine the strategic direction established in the Regional Plan so that it responds to local conditions and the needs of HRM's diverse communities. This will be done through the Plan and By-law Simplification process, which will result in Suburban and Rural planning policies and land use regulations. Community input and participation in this process will be critical, providing a primary source of guiding knowledge for the plans, and help to set detailed built form and design principles.

Given staff resource limitations, staff recommend that the funds be added to the operating budget to support hiring consultants to assist with some of the engagement and background work in preparation for these planning processes. It is anticipated additional staff resources may be required to help lead these studies or other initiatives re-prioritized.

Suburban Plan Background Work	**$500,000**
Once appropriate areas for intensification are identified through the Regional Plan, the Suburban Plan will create policies and regulations to achieve the desired form and scale of development. In suburban communities, most growth should occur where it's easier to take transit, walk, wheel, or cycle from home to work, school, shopping, and community facilities. Redeveloping existing built-up areas also provides an opportunity to enhance open space connections and re-naturalization. Some key guiding principles of the Suburban Plan include, encouraging transit-oriented development, protecting natural areas, and introducing gentle infill development.	

As we envision how our suburban communities can transform to accommodate redevelopment and intensification, engagement must occur across the many communities that encompass the Suburban Areas. The funds identified will enable staff to work with consultant teams to develop and implement a comprehensive communications and community engagement plan that invites participation from diverse stakeholders and a wide cross section of the population to help shape the Suburban Plan. In addition to comprehensive engagement, ideally this work will culminate in a suburban structure plan which will be fundamental to setting the regulatory framework.

Rural Plan Background Work	**$500,000**
Residents value the balance between urban and rural lifestyles in HRM that few other large Canadian cities can offer. HRM's rural lands are not viewed as locations for future urbanization, but recognized for their ecological, economic, social, and cultural values. Maintaining the integrity of rural land and communities is important to rural residents and a fundamental aspect of the Regional Plan. HRM's rural communities are diverse in terms of their geography, population density, and proximity to the urban core of the municipality. As HRM grows, pressures on rural communities at the edge of the urban area are changing the traditional rural character of these areas. Some communities are interested in growing their communities, while others are interested in maintaining a consistent development form. Further work is needed to identify service centres that will be positioned for further growth, and other areas that will retain more traditional rural form. The funds identified will enable staff to work with a consultant team to study how to encourage healthy, affordable rural community intensification and development. This study will form a starting point for considering if there are potential locations where innovative rural sewage and water technologies might be applied. It will also identify a range of rural mobility options are needed to serve the different types of rural communities. The study will look at rural settlement patterns and nodes and identify opportunities for both protection and redevelopment based on these findings.	

Further information is available as referenced below:

Plan and By-law Simplification:
https://www.shapeyourcityhalifax.ca/12651/widgets/91889/documents/57508

Suburban Plan Principles: https://www.shapeyourcityhalifax.ca/12651/widgets/91889/documents/74281

Rural Plan Principles:
https://www.shapeyourcityhalifax.ca/12651/widgets/91889/documents/74280

Briefing Approved by: Original Signed

Kelly Denty, Executive Director of Planning & Development, 902.490.4800

Original Signed

Briefing and Financial Approval by:

Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN026 - Permit Application & Approval Additional Staffing

COW Date Added: February 18, 2022 **Business Unit:** Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN026 (BAL018)	Operating	$924,700	$2.94
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing ongoing funding associated permit application and approval (additional staffing).		
Priority Alignment	Prosperous Economy – Holistic Planning		

Service Implications and/or impact on Priority

Increased population and growth in HRM has resulted in continued increases to the complexity and volume of permit applications. In 2021, permit volumes were very high with almost 5,600 building and construction permits processed with a construction value of $1.6B. Before this recent spike in growth, HRM would typically see around 4,500 permits issued each year. This is likely the "new normal" as current growth rates stabilize. This has placed a strain on Planning & Development resources resulting in slower turnaround times for permit approvals. The processing times for major projects has been steadily increasing from about 11 days in 2015 to 21 days in 2020, with a tremendous spike in 2021 to 47 days. Permit wait times for minor projects while moderately fluctuating, sit at 11 days, with 2021 averaging 17 days.

Staff have undertaken improvements to business processes and re-organized staff to help offset pressures associated with the increase in volume, however, with the increased volumes and complexities additional staff will be needed to realize reduced wait times.

Eleven (11) new positions are requested to alleviate the pressure, support succession planning, and ultimately improve permit approval processing times.

1. (4) 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 standards to the development process. The capacity of this division has reached its maximum output due to 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 help to offset the impacts of volume and complexity increases and allow for improvements in processing times.
2. (1) Planner II position will be assigned to Subdivision and Development approvals in the Current Planning division to support review and approval of permit applications with higher complexities.

3. (1) Development Officer / Principal Planner position will be assigned to Subdivision and Development approvals in the Current Planning division to provide additional oversight and support for the new staff team described in items 1 and 2, and the overall permit process.
4. (5) Residential Building Official positions will fill the gap between the Assistant Building Official and Building Official I positions. This position will be able to complete residential inspections for one and two unit residential buildings, their accessory buildings and decks with less training than is required of the Building Official I positions. This will provide relief to the Building Official I and II staff currently carrying out this work and will allow them to focus on more complex projects.

Briefing Approved by: Original Signed

Kelly Denty, Executive Director of Planning & Development, 902.490.4800

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN027 - Future Serviced Communities (Master Planning)

COW Date Added: February 18, 2022

Business Unit: Planning & Development

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN027 (BAL019)	Operating	$1,500,000	$4.76
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing additional funding costs associated with Future Serviced Communities (Master Planning) baseline infrastructure study and environmental assessments (Sandy Lake, Dartmouth East, Highway 102, Akoma, Burnside Sub Area 14, Ragged Lake).		
Priority Alignment	Prosperous Economy – Holistic Planning		

Service Implications and/or impact on Priority

In 2006, the Regional Plan identified six areas in the Urban Settlement designation to be considered as potential future serviced communities within the 25-year horizon of the Plan. Before any development can take place, Regional Plan policy calls for the municipality to undertake a comprehensive neighbourhood planning process, often referred to as "secondary planning" or "master planning". The Regional Plan Review is assessing the need for additional serviced lands to provide housing and services to accommodate population growth. Before detailed master planning can begin, Regional Plan policy requires a series of background studies to be undertaken, including a watershed study, land suitability analysis and baseline infrastructure studies (addressing water and wastewater services and transportation infrastructure).

There are three remaining areas identified as potential future serviced communities, where secondary planning has not yet begun:

- Lands to the west of Sandy Lake in Bedford.
- Highway 102 West Corridor lands in Halifax; and
- Lands southeast of Morris Lake in Dartmouth & Cole Harbour.

The property owners of the above lands have requested to begin the secondary planning process, so that serviced development can be achieved within the life of the Regional Plan as envisioned.[8]

In addition to the above requests, staff advise that the lands of Akoma Holdings at the site of the former Nova Scotia Home for Colored Children in Westphal requires special consideration. Under the existing Regional Plan, Akoma's lands are included in the Urban Reserve designation, where serviced development is not expected to be required until after the 25-year horizon (2031) of the Plan. However, the African Nova Scotian Road to Economic Prosperity Action Plan, endorsed by Regional Council in September 2020[9], calls for Regional Council to "Support the Akoma-led master plan for the restoration of the historic Nova Scotia

[8] See Attachment D of the February 25, 2020 Regional Council report: https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200225rc1511.pdf

[9] https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/200922rc11124.pdf

Home for Coloured Children". Akoma's immediate development goals, including reuse of the former Home, seniors' housing, and other uses within a portion of the site along Highway 7 and adjacent to Giberson Drive, are being addressed through a site-specific MPS amendment application (Case 21875).[10] Given Regional Council's commitment to implementing the African Road to Economic Prosperity Plan, additional study is recommended on this site.

In order to support the region's current and expected population growth, study to support future serviced communities should begin immediately. The table below outlines the recommended background studies to be undertaken.

Geographic Location of Future Serviced Community	Watershed Study	Land Suitability Assessment	Transportation Infrastructure	Water and Wastewater Infrastructure	NOTES	Total Funds Req'd
Dartmouth East (Morris Lake Expansion)	Full Study Required	Full Study Required	Study Costs covered under HRM work programming	Full Study Required Developer(s) to fund study	Special issues around Floodplain Management Portland Street Functional Plan to inform process	**300K**
Highway 102	Partial Study Required	Partial Study Required	Full Study Required	Full Study Required Developer(s) to fund study	Highway 102 Capacity Study to inform, Blue Mountain Birch Cove to inform work Prior work has been completed on watershed and land suitability analysis that will need to be updated/made current	**250K**
Sandy Lake	Partial Study Required	Partial Study Required (some already underway)	Regional Study Required	Partial Study Required Developer(s) to fund study	Prior work has been completed on watershed and land suitability analysis and baseline infrastructure that will need to be updated/made current	**350K**
Akoma	Full Study Required	Full Study Required	Full Study Required	Full Study Required	Some initial work has been completed but more comprehensive and regional analysis is needed to consider this request. Because of nature of issues recommending all studies be led by HRM/consultants.	**500K**
Contingency (approx. 7%)						**100K**
Total Ask						**$1.5M**

Should the one-time funding be added to the 2022/23 Planning & Development operating budget to accommodate this work, further work planning will identify how to progress the work as quickly as possible based on site opportunities and constraints. Regional Council is also advised that there may be opportunity to recoup study costs through Capital Cost Charges applied once the development is approved to proceed.

[10] https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/210406rc1131.pdf

Original Signed

Briefing Approved by: ____
Kelly Denty, Executive Director of Planning & Development, 902.490.4800

Original Signed

Briefing and Financial Approval by: ____
Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN028 - Defer 20-Year Community Vision to 2023-24

COW Date Added: February 4, 2022

Business Unit: Finance & Asset Management

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN028 (BAL002)	Operating	($275,000)	($0.87)

Four Year Impact	The 20-Yr Community Vision is a one-year undertaking cash flowed over two years $275K is required in 2002/23 and $50K is required in 2023/24 to complete the initiative.
Adjustment Description	Budget Committee voted to add the 20-Year Community Vision (defer to 2023-24), for consideration in the Budget Adjustment List as an operating under budget option.
Priority Alignment	Responsible Administration – Community Focused

Service Implications and/or impact on Priority

There is no impact in delaying this process for one year, however in order to have the Visioning process complete to inform the municipality's 2025-2029 Strategic Priorities Plan the process must commence in 2023.

A 20-yr Community Vision:

- Reflects the core values, principles, and aspirations of residents.
- Reflects our highest aspirations and speak to us on an emotional level.
- Gives residents, business owners, local institutions, and other stakeholders the opportunity to express ideas about the future of their community.
- Describes how the community should look and feel in years to come.
- Provides a strategic planning and budget framework for each successive 4-yr mandate of Regional Council so the long-term vison of our communities can be achieved.

What are the Benefits:

- Reflects the voice of diverse communities and stakeholders in plans.
- Identifies direction and concepts to help make the municipality more resilient and prepare it for the future.
- Provides the foundation for all other community plans, including the Regional Plan.
- Helps to align the municipality, community partners, and resident.
- Assists in being more agile and able to adapt to change in world we live in
- Improves alignment of long-term strategic initiatives, budgets, and long-term indicators of success.
- Provides key direction, actions, and success measures to help guide strategy and investment.

The 20-Yr Community Vision is an intensive public engagement exercise engaging multiple stakeholder groups and communities, with the goal of arriving at a collective aspirational vision for the future. It is not a regional planning or strategic planning exercise but rather the development of a framework to help ensure the long-term success of our communities. The information gleaned from the process will inform all other plans.

Outreach methods include:

- Stakeholder interviews
- Community Town Halls
- Focus Groups
- On-Line Survey
- Crowd-sourcing web site

A report to Regional Council detailing the approach was to have been provided in August 2022, this will be rescheduled until April 2023 should Budget Committee choose to defer this item.

A list of the 20 to 25-year visons established in other municipal jurisdictions is provided for context:

- Imagine Kelowna (Short Report)
- Windsor 20-year Strategic Vision
- Saskatoon Speaks Community Vision
- Hamilton Community Vision Final Report 2017

Original Signed

Briefing Approved by: ______________________________

Wendy Lines, Director, Corporate Planning & Performance, Finance and Asset Management, 902.210.9992

Original Signed

Briefing and Financial Approval by: ______________________________

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN029 - Parks & Recreation Additional Capital Projects

COW Date Added: January 28, 2022 **Business Unit:** Parks & Recreation

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN029 (BAL001)	Capital	$2,500,000	N/A
Four Year Impact	FTE and OCC impacts will extend beyond 2022/23 and identified herein.		
Adjustment Description	Budget Committee has requested a briefing note detailing P&R additional capital including, but not limited to, Project CP200001 (Park Recapitalization)		
Priority Alignment	Communities – Involved Communities Responsible Administration – Well Managed		

The service impact will be improved condition of parks & recreation assets as well as new assets. The increase in funding allows capacity to add new assets, while still keeping some focus on asset renewals.

Background/Discussion

This adjustment provides for an increase in the overall Parks & Recreation Capital budget. The project recommendations strive to follow the approved fiscal framework of 70-80% of resources spent on asset renewal and 20-30% on new growth projects. Therefore, additional funding was proposed for Parks & Recreation capital projects.

Notwithstanding the risk of delivery, detailed in the in next section, the following lists provide rationale for the proposed projects.

State of Good Repair priority projects are based on:

- An analysis for what staff could realistically initiate in 2022/23
- A prioritization of projects that could be initiated with relative ease, including streamlined procurement (standing offers, bundling of projects)
- Shovel-ready projects; and
- Projects related to safety and functionality of the asset use.

Added projects are anticipated to be 50% tendered and 50% constructed by end of fiscal 2022/23. By comparison, projects already identified in the proposed 2022/23 Outdoor Recreation capital budget are expected to meet a higher target for tender/completion. It is expected that 90% of those projects will be tendered, and 80% of them completed by the end of the fiscal year.

New growth priority projects are based on:

- Growth areas;
- Council priorities; and
- Integration opportunities.

An increase to the Parks Capital budget, with the intention of increasing the number of projects per year, will result in a financial implication on staffing. One additional FTE to the Parks Capital team is included, as well as funds for Operating Cost to Capital (OCC) related to staffing and resources for the Parks Administration Division to maintain new assets.

Unknowns/Risks

This increase of $2,500,000 would be adjustment to the Parks & Recreation Capital Budget. Proposed expenditures would result in on-going capital and operational staffing expenses. In addition to staffing related to capital project delivery, there would be impacts to maintenance staff, materials, and equipment required with a higher number of assets. These costs are identified as OCC, and without approved OCC, assets are at risk for not being maintained in the future. Supplementary sheets, typically included in the capital budget submission, would include OCC. Since supplementary sheets are not included in this Budget Adjustment List Briefing process, OCC costs are included in the recommended Project List costs (see Attachment A – Project List).

Parks capital projects generally require twelve months lead time to undertake scoping and project preparation. This preparation includes (if/where required): site analysis, topographical survey, archeological assessments, geotechnical investigation, cost estimates, and final recommendations. As a result, any one-time increase to 2022/23 projects would be considered in fiscal 2022/23 but there is likely insufficient time to complete all of the projects. It is more effective to consider an on-going budget increase to enable more projects in the multi-year budget along with proper planning and therefore successful completion.

Attachment: 2022-23 Budget Adjustment Briefing Item BN029 – Attachment A - Project List

Briefing Approved by: Original Signed

Maggie MacDonald, Acting Executive Director, Parks & Recreation
902.490.6252

Original Signed

Briefing and Financial Approval by:

Jerry Blackwood, CFO, Executive Director of Finance & Asset Management,
902.490.6308

Attachment A - Project List	
Asset Renewal Projects	-
Park Recapitalization CP200001	
-	
Playground Replacement	**$ 100,000.00**
Portuguese Cove Park	
Playing Field Rehabilitation	**$ 580,000.00**
Peace Park	
Dale Bennett Memorial Park	
Maybank Park Design	
Ira Settle Park	
Eisenhauer Park	
Court Rehabilitation	
Harrietsfield Elementary School Park	$ 170,000.00
Walkway Rehabilitation	
Russell Lake Park	$ 80,000.00
Others	
Dirt Pump Track Rehabilitation – miscellaneous locations (District N/A)	$ 100,000.00
Cole Harbour Common (Auburn Drive entrance) - upgrade parking lot	$ 80,000.00
Shubie Park (off-leash dog park and Picnic Landing off Garshan Road) - parking lot paving	$ 260,000.00
Roaches Pond Ball Diamond Park - parking lot/trail paving	$ 160,000.00
Total Asset Renewal Projects	**$ 1,530,000.00**
Growth Projects	
Park Development – New CP210013	$ 300,000.00
Unnamed Park 27 (Broad Street, Bedford) – new tennis courts	
Middle Musquodoboit Park Design	
Recreational Trails CP190002	
McIntosh Run Trail Head Amenities (Hartlen Park - new parking lot)	$ 200,000.00
Regional/Wilderness Park Development CP000014	
Blue Mountain-Birch Cove Lakes Regional Park - Hobsons Lake Connecting Trail	$ 200,000.00
Total Growth Projects	**$ 700,000.00**
Total OCC	**$ 270,000.00**
TOTAL	**$ 2,500,000.00**

Budget Adjustment List Briefing

BN030 - Additional Clerk's Office Staff – Board and Committee Recruiting

COW Date Added: February 4, 2022

Business Unit: Legal & Legislative Services

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN030 (BAL002)	Operating	$50,000 (on-going)	$0.16
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 for including $50,000 in ongoing funding for costs associated with converting one part-time position within the Clerk's Office to a full-time position to support Board and Committee recruitment, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Council Priorities - Communities Responsible Administration – Service Excellence		

Service Implications and/or impact on Priority

The Municipal Clerk's Office requires a dedicated full-time resource to manage Board and Committee recruitment and training. There are currently 29 different committees to manage where recruitment has become more time consuming and complex due to the requirement for subject matter experts as well as targeted recruitments. Process improvements and updates to board member training are also required to approach recruitment in a proactive and strategic way which is not possible with current staffing levels.

This proposed solution came after the final budget target was provided, and not initially presented to Finance as a pressure in the early budget discussions, hence the requirement for it to come to Council.

Managing Board and Committee Recruitment in a proactive and strategic way will better position the municipality to ensure appropriate candidates represent their communities on the proper Boards & Committees.

Recommendation

That Budget Committee direct the Chief Administrative Officer prepare the 2022/2023 budget with the ongoing addition of $50,000 for Board and Committee Recruitment for Legal and Legislative Services.

Briefing Approved by: Original Signed

John Traves, Municipal Solicitor, Executive Director of Legal & Legislative Services, 902.490.4219

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance & Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN031 - Assistant Emergency Management Coordinator

COW Date Added: March 2, 2022

Business Unit: Halifax Regional Fire & Emergency

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN031 (BAL021)	Operating	$75,000 One-time	0.24
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $75,000 for costs associated with a one-year term (1.0 FTE) Assistant Emergency Management Coordinator within the proposed 2022/23 Halifax Regional Fire & Emergency budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities - Safe Communities		

Service Implications and/or impact on Priority

This term position will provide support to Emergency Management for a twelve-month period. Emergency Management has numerous large priorities this year such as: Hazard Identification Risk Assessment (HIRA), Hazard Risk and Vulnerability Assessment (HRVA, Evacuation Plans and the larger municipal plans. The Emergency Management division has very little depth and this position will provide assistance into all ongoing projects for emergency management and community risk reduction as a whole.

Emergency Management has a legislative requirement to update its municipal plans and risk assessments which are now overdue and therefore more than normal staff work will be required to complete these tasks.

The secondary purpose of this role is to provide support to the homelessness file from an operational perspective. Emergency Management provides support to emergency shelters when opened and does not have sufficient depth in staffing to meet this need while also addressing the priorities listed above. The Emergency Management Division will continue to support emergency shelters, as requested from the Province of Nova Scotia or during crisis events and continue to assist with planning for the winter period of 2022/23.

Briefing Approved by: Original Signed

Ken Stuebing, Fire Chief, Halifax Regional Fire & Emergency, 902.490.4239

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN032 - JEM Teams Education and Programming Funding

COW Date Added: March 2, 2022

Business Unit: Halifax Regional Fire & Emergency

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN032 (BAL022)	Operating	$55,000	$0.17
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $55,000 in additional funding costs for the Joint Emergency Management (JEM) Team's education and programming within the proposed 2022/23 Halifax Regional Fire & Emergency budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities - Safe Communities		

Service Implications and/or impact on Priority

The Joint Emergency Management (JEM) Teams in HRM are a vital point for emergency response in crisis events as well as providing ongoing public education in communities throughout HRM. The JEM teams operate all municipal comfort centres when opened as well as respond with assistance to our communities when needed.

The JEM teams also provide information from their communities on risk assessments and areas that need to be evaluated such as climate change and its impacts on coastal areas and many other areas of concern. This information can be shared with HRFE to be captured in HRM's Hazard Risk and Vulnerability assessment as well as identifying key infrastructure in each community for the Critical Infrastructure Assessment.

The JEM team membership numbers have declined during COVID-19 and all teams need to be reinvigorated with training, education, and materials to ensure that they remain effective and relevant. In addition, work can be done to expand JEM teams into additional HRM communities. All training and education for JEM teams will also be extended to the Community Mobilization Teams (Public Safety).

This funding will allow for new equipment, training, educational materials, and promotional materials.

Briefing Approved by: Original Signed

Ken Stuebing, Fire Chief, Halifax Regional Fire & Emergency, 902.490.4239

Briefing and Financial Approval by: Original Signed

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN033 - Add 10 FTEs to February 2023 Firefighter Recruit Training

COW Date Added: March 2, 2022

Business Unit: Halifax Regional Fire & Emergency

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN033 (BAL023)	Operating	N/A	N/A
Four Year Impact	Four year estimated cost: $2,711,007.		
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for adding 10 FTE firefighters beginning in February 2023 recruit training, to be funded by reducing the existing overtime budget in 2022/23 and an offsetting reduction in the Overtime Budget in the 2023/24 budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities - Safe Communities		

Service Implications and/or impact on Priority

Halifax Regional Fire & Emergency (HRFE) is currently not keeping up with growth, or our Council-approved response time targets. For this reason, we are requesting to increase our staff count by 10 Full time equivalents (FTE). This would provide an additional two (2) fire fighters 24/7 which could be added to the stations that support emergency response to the Bedford and Sackville areas.

Halifax is one of the fastest growing cities in Canada and as a result there will be increasing pressure on response times. COVID-19 hiring freezes have created a backlog of recruit vacancies which HRFE is still working to fill. Overuse of overtime to fill increasing staffing shortages and vacancies has reached a breaking point where it is increasingly more difficult to staff overtime shifts.

There is a significant need to add FTEs to the Firefighter count. There will not be capacity to train new recruits until the February 2023 class, and HRFE would like to add 10 FTEs at that time. The pressure will be minimal on the 2022/23 budget due to the late start time and will be managed within the proposed 2022/23 budget.

Incremental Cost of Adding 10 New FTE's					
YEAR	2022/23	2023/24	2024/25	2025/26	Total 4-year Estimated Cost
10 New Recruits	83,950	623,400	869,110	1,048,930	2,625,390
Clothing/Equipment (Capital)	71,667	4,650	4,650	4,650	85,617
Incremental cost	$ 155,617	$ 628,050	$ 873,760	$ 1,053,580	$ 2,711,007

Employees start as Firefighter 4 at 50% of the First-Class Fire Fighter rate and increase at 12-month steps to 70%, 85%, and finally 100%. Due to vacancies and FTE shortages, additional funding was allocated to HRFE's overtime budget to staff stations and compensate for vacancies that have accumulated since the hiring freeze. Overtime is normally at the 100% First-Class Firefighter rate. When all vacancies are filled, HRFE is predicting a drop in overtime and recommends transferring the budget from overtime to offset these positions.

Training costs of $83,950 will be managed within the existing operating budget by an increase to compensation with a corresponding reduction in overtime budget. The new employees will be added to the wage model and overtime for 2023/24 can be reduced to offset the wage model increase.

Clothing, uniform, and bunker gear expenses are estimated to be $7,167 per new trainee and the total initial estimated expense of $71,667 can be accommodated within the proposed Capital Budget through capital account CE200004 - Fire Services Equipment Replacement. Clothing and equipment are replaced as needed after the initial issuance.

The 10 new recruits will not require a new training class to be scheduled. The new recruits can be added to the already planned February class requiring minimal increases to the existing training class budget. Any incremental increases in training costs added to the February 2023 class due to the 10 new recruits can be accommodated in the existing 2022/23 training budget.

There will be no financial impact to vacancy management with the addition of these 10 new Firefighter FTEs, any Firefighter vacancies are covered by use of overtime as minimum shift staffing levels must be maintained. The addition of these 10 new Firefighters will reduce strain on overtime but will not impact vacancy management.

The 10 new FTEs will be initially used to reduce existing pressure on overtime and as overtime is reduced, will be equivalent to two employees staffed 24-hours. There are no additional Fleet requirements to accommodate the replacement of overtime and the addition of 2 employee's staffed 24-hours can be accommodated using the existing fleet at this time. An additional pumper unit may be required in the future when a new station is opened on Science Drive, but that will be vetted through the capital planning process when needed.

The new firefighters can be staffed within an existing fire station. The current anticipated need is either Station 8 or 9 and no additional corporate accommodations will be required with the addition of these new FTEs.

Original Signed

Briefing Approved by: ______________________________
Ken Stuebing, Fire Chief, Halifax Regional Fire & Emergency, 902.490.4239

Original Signed

Briefing and Financial Approval by: ______________________________
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN034 - Electronic Resources

COW Date Added: March 4, 2022 **Business Unit:** Halifax Public Libraries

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN034 (BAL024)	Operating	$300,000 (Ongoing)	$0.95
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $300,000 in ongoing costs for electronic library resources within the proposed 2022/23 Halifax Public Libraries budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities – Involved Communities		

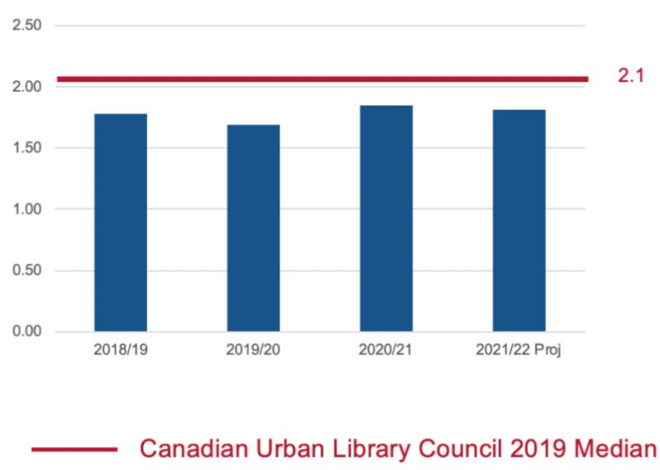
Service Implications and/or impact on Priority

The number of holdings per capita measures the number of library materials compared to the population within the service area - in our case HRM. Holdings include books, e-books, DVDs, CDs, and audiobooks. Halifax Public Libraries' current holdings per capita is 1.8; the most recent Canadian median reported (from 2019) is 2.1.

The limited size, composition, and breadth of the library materials available to residents served by Halifax Public Libraries has been a concern for several years. The demand for e-books and e-audiobook loans has increased 95% over the past 5 years, and we foresee this demand growing. E-books and audiobooks currently comprise 40% of all items loaned from the Library, up from 20% in 2019. This is a compounded challenge, as it is substantially more expensive to procure e-resources than traditional books. To illustrate, a recent title chosen as Reese's Book Club Pick (Reese Witherspoon) *The Island of Missing Trees* by Elif Shafak, costs $21.46 in print, $80.46 as an e-book, and $183.03 as an audiobook. In addition, there is usually a limit on how many times the Library may loan the e-book; usually either 52 times or for a 2 year period – whichever happens first.

Halifax residents use their public library significantly more than residents of other comparable cities in Canada. This high level of use coupled with increased cost and reduced number of items, means the Library has not kept up with customer demand and is not meeting the national standard for a diverse and robust public Library collection. Furthermore, the population has grown in HRM, placing the Library further behind, despite increased investment over the past several years. This has resulted in extensive wait times for popular titles. The current average wait time on e-books is 75 days, and the wait time is significantly longer for very popular titles. By comparison, the average wait time on e-books in other cities in Canada is 45 days.

HOLDINGS PER CAPITA



In order to meet the national median of titles per resident, **Halifax Public Libraries would require an additional 128,000 new items to the collection**. This amount would be comprised of both physical and digital materials. The cost to reach the national average would be approximately **$6,650,000.**

The request before Council this year for an additional $300,000 is an attempt to stem the decline in the breadth and size of the Library's collection. This does not take into account the impact of inflation on the Library's buying power, nor the growth in population.

Recommendation

That Halifax Regional Council provide an additional $300,000 ongoing to fund the Library's collection of e-resources.

Original Signed

Briefing Approved by: Åsa Kachan, Chief Executive Officer, Halifax Public Libraries, 902.490.5868

Original Signed

Briefing and Financial Approval by: Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN035 - Reaching Rural Communities

COW Date Added: March 4, 2022

Business Unit: Halifax Public Libraries

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN035 (BAL025)	Operating	$300,000 (One-Time: $130,000 Ongoing: $170,000)	$0.95
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $300,000 in ongoing and one-time costs, comprised of: • $68,000 in Ongoing Costs for expanding Borrow by Mail support for people who live in rural communities including staffing and postage • $130,000 in One-time costs for lending kiosks and rural WiFi hotspots in two additional locations • $102,000 in Ongoing Costs for expanding rural branch service hours by 20% within the proposed 2022/23 Halifax Public Libraries budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities – Involved Communities Communities – Inclusive Communities		

Service Implications and/or impact on Priority

$68,000 in ongoing Costs for expanding Borrow by Mail support for people who live in rural communities including staffing and postage.

Currently the Library provides specialized services to residents within HRM who are homebound and unable to visit branches. In urban and suburban areas volunteers deliver items; in rural areas, items are mailed out at a reduced “library mailing rate”, which has been negotiated with Canada Post. Library staff work with clients individually to select items based on their interests and information needs. This is a service that is tremendously meaningful to clients and provides an important connection to municipal services. Currently 600 residents are served. However, there is considerable unmet need, particularly among individuals who live in rural areas, and those who are a distance from branches and have barriers to travel. This investment would cover the cost of one additional staff member for selection and the accompanying postage costs, expanding service to an additional 350-400 clients.

$130,000 in One-time costs for lending kiosks and rural Wi-Fi hotspots in two additional locations.

Access to technology and Wi-Fi access is essential to participate fully in today’s society. In addition, the Library leverages technology to reach customers who may not live near branches or have ready access to technology. Installing lending kiosks and the associated infrastructure to provide 24-hour access to WiFi from non-library public locations is one approach to better reach customers. Lending kiosks have been installed in the Horizon Recreation Centre in Eastern Passage and the St. Andrew's Recreation Centre. A kiosk will soon be installed in the Gordon R. Snow Recreation Centre in Fall River.

Providing access to print library materials as well as free library Wi-Fi helps to bridge the gap rural residents experience due to their distance from library branches. There are a number of excellent potential sites for lending kiosks and Wi-Fi installations. If Council approves this funding the Library will work with rural Councillors, staff responsible for potential service locations, and communities to identify the next two sites for lending kiosks and Wi-Fi expansion.

This represents the one-time cost for hardware and installation. Ongoing operating costs will be absorbed into the Library's operating budget.

$102,000 in Ongoing Costs for expanding rural branch service hours by 20%

The Library currently has three heavily used branches in rural areas: the J.D. Shatford Branch in Hubbards, (open 31 hours per week); the Musquodoboit Harbour branch (open 48 hours per week); and the Sheet Harbour branch (open 26 hours per week). These branches serve as important hubs in their communities for seniors, children, newcomers, and tourists; providing information, entertainment, and important public space to gather and connect. Making an ongoing additional investment of $102,000 would allow the Library to hire an additional part-time staff member for each rural location and expand service hours by 20%.

Recommendation

That Halifax Regional Council approve $300,000 in increased spending ($130,000 one-time and $170,000 ongoing) to improve library service to rural residents.

Briefing Approved by: Original Signed
____
Åsa Kachan, Chief Executive Officer, Halifax Public Libraries, 902.490.5868

Briefing and Financial Approval by: Original Signed
____
Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN036 - Library COVID-19 Recovery

COW Date Added: March 4, 2022

Business Unit: Halifax Public Libraries

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN036 (BAL026)	Operating	$250,000	$0.79
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $250,000 in one-time costs, comprised of: • $130,000 for additional programming focusing on early literacy and social development of young children • $120,000 for programming focused on drawing our community together to rebuild community connections and our capacity to overcome differences within the proposed 2022/23 Halifax Public Libraries budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Communities – Involved Communities Communities – Inclusive Communities		

<u>Service Implications and/or impact on Priority</u>

Early Literacy and Social Development

Healthy development in early childhood sets the course for a child's future. Early literacy and communication skills lead to school readiness and prepare children for lifelong learning and success. Public library service plays an essential role in this development. Children who visit the library regularly show improved language, reading, and social skills through engaging programs, access to collections, education for parents, and facilitated play.

Restrictive public health measures in place over the past two years have resulted in significant learning loss - especially in young and school aged children. "Recent COVID-19 literature highlights concern regarding increased absenteeism, poor literacy and math outcomes, and the potential for long-term educational disengagement, drop-out, and lifelong reductions to educational and vocational attainment for students living and learning in vulnerable circumstances."[11]

Children who were already experiencing challenges have been disproportionately affected by the impact of the pandemic. "Those children that are coming from lower income households, parents with less education, from more racialized backgrounds, from backgrounds that are marginalized in other ways, will experience

[11] Whitley, Beauchamp & Brown "The impact of COVID-19 on the learning and achievement of vulnerable Canadian children and youth" FACETS Oct 14, 2021

relative to their peers, even more learning loss."[12] Families living in poverty are less likely to have books and educational toys at home, and rely on the public library. It is urgent that we help address the gaps of the past two years through additional investment to broaden the Library's reach to children this year. This funding will increase and intensify library programs that focus on building literacy and numeracy while at the same time helping children in their emotional development and socialization skills.

Low literacy in adults affects all facets of life, negatively impacting employability, educational achievement, income, health outcomes, psychosocial wellbeing, and increases the likelihood of criminal behaviour. **Early intervention targeting children in their early years is the best way to impact literacy.**

These additional funds will increase the number of programs and the number of locations these programs are offered this year. These specifically designed programs will re-enforce reading and math fundamentals and target social-emotional learning. Education will occur using games, play, STEM, and art to make learning fun and provide real world application.

Additional funds will also support the creation of spaces and provide staffing to facilitate early learning and play. Investing in additional creative, interactive toys and the staff support on the Library floor will help to create an environment where both children and parents feel comfortable, safe, supported, and engaged. In these spaces children and caregivers discover early literacy practices that foster and develop learning skills such as talking, singing, reading, writing, and play. The inclusion of parent participation increases the likelihood that these skills will continue to be reinforced at home.

Rebuilding Community Connections

The Public Health measures that have been in place over the past two years have been essential to reducing the spread of COVID-19 in our province. However, the "reduction in the physical availability of social connections is concerning, as over a century of research has proven how crucial social connection is for well-being"[13]. Community members have all – to a greater or lesser degree - become more isolated, which can result in long-lasting negative psychological effects.

Less in-person interaction and smaller social circles, coupled with online search algorithms that echo people's existing perspectives and opinions, means that we as a society risk becoming less tolerant and understanding of each other. When individuals see those beyond their closest relationships as "other", we create less social cohesion and more social unrest within our community and our democracy.

The Library is uniquely positioned to play a key role is fostering our community recovery. This additional funding would allow the Library to enhance programming to provide opportunities for residents to learn from the lived experiences and knowledge of their fellow community members. Bringing diverse groups of people together to discuss difficult topics in a space that belongs to all builds our individual and collective capacity to engage in the civil discourse that is essential to our democracy. "People forge ties in places that have healthy social infrastructures – not necessarily because they set out to build community, but because when people engage in sustained, recurrent interaction, particularly while doing things they enjoy, relationships – even across ethnic or political lines – inevitably grow."[14]

The public library has long been a space for childhood connections and learning coupled with intergenerational learning and bringing diverse groups together. Additional funds will be used to provide

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[12] Reed, Antonia "Pandemic learning loss is real and kids need help" CBC News Oct 18, 2021.

[13] Okabe-Miyamoto, Lybomirsky "Social Connection and Well-Being during COVID-19" WHR 2021 Report, March 20, 2021

[14] Eric Klinenberg, Worry Less About Crumbling Roads, More About Crumbling Libraries, The Atlantic, September 2018

more informal and formal opportunities for gathering and specific speakers and programs that focus on bringing community together, and building skills to support social recovery.

Recommendation

That Halifax Regional Council provide $250,000 to Halifax Public Libraries to support enhanced programming for children and adults to address the social and educational impacts of Covid-19.

Briefing Approved by:	Original Signed Åsa Kachan, Chief Executive Officer, Halifax Public Libraries, 902.490.5868
Briefing and Financial Approval by:	Original Signed Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

Budget Adjustment List Briefing

BN037 - FTE to Support Board of Police Commissioners

COW Date Added: March 11, 2022

Business Unit: Chief Administrative Office

Tracking Id	Operating or Capital	2022/23 Amount (negative is savings/revenue)	2022/23 Avg Bill Impact (negative is reduction)
BN037 (BAL020)	Operating	$100,000 Ongoing	$0.32
Four Year Impact			
Adjustment Description	Budget Committee has requested a briefing note detailing the measures and implications for including $100,000 in ongoing costs for adding one FTE to the CAO Office to support the Board of Police Commissioners within the proposed 2022/23 Chief Administrative Office's budget, to be considered in the parking lot as an operating over budget option.		
Priority Alignment	Responsible Administration – Well Managed		

<u>Service Implications and/or impact on Priority</u>

At the January 31, 2022 Special Board of Police Commissioners meeting the following motion was passed:

"THAT the Board of Police Commissioners recommend to Halifax Regional Council that the Board of Police Commissioners budget be increased by $100,000, and that this request for a budget increase be added to the Budget Adjustment List for staffing for the Board of Police Commissioners."

The Board has requested funding for staffing services to the Board. This includes policy development, report writing, research, and administrative functions the Board requires beyond what is normally provided to HRM boards and committees by the Office of the Municipal Clerk.

The proposed staffing funding was not apparent when the final budget target was provided for the CAO's Business Unit and Halifax Regional Police (HRP), and not initially presented to Finance as a pressure in the early budget discussions, hence the requirement for it to come to Council. Upon review, to fill this position appropriately the annual budgeted dollar figure should initially be $130,000 to cover wages, benefits, and operational costs. Given the position will not likely be filled until Q2 of 22/23, budgeting $100,000 for 22/23 is appropriate. The Board currently has an annual budget for its expenses of approximately $25,000.

The Halifax Regional Municipality Board of Police Commissioners has seen an increase in the number of meetings, subcommittees, correspondence, requests for information, and report requirements over the past two years. This has resulted in ongoing pressures for Board members and staff to meet these increased reporting requirements. The Board currently has no internal support staff assigned to it and neither HRP, the CAO's Office or the Municipal Clerk's Office has capacity to provide more support at this time. This position will provide dedicated staffing that will address report and policy work, board correspondence and other support as required by the Board via the CAO.

Recommendation

That Budget Committee direct the Chief Administrative Officer prepare the 2022/2023 budget with the addition of $100,000 to the CAO business unit budget to support the Board of Police Commissioners in its work.

Briefing Approved by: Original Signed

Jacques Dubé, Chief Administrative Officer, 902.490.4015

Original Signed

Briefing and Financial Approval by:

Jerry Blackwood, CFO, Executive Director of Finance and Asset Management, 902.490.6308

HALIFAX

PO Box 1749
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MEMORANDUM

TO: Chair Russell and Budget Committee members
CC: Jacques Dubé, Chief Administrative Officer
FROM: Jerry Blackwood, Executive Director, Finance & Asset Management
DATE: March 9, 2022
SUBJECT: VR002 – Full Time Equivalent (FTE) Transfers

VR002 – Full Time Equivalent (FTE) Transfers

During the February 18, 2022 Budget Committee meeting, staff were asked to provide a consolidated listing of FTE transfers for all business units. Transfers are the movement of positions between business units and have not resulted in an increase of the total FTE count or resulted in an increase in the total budget dollars. Changes to FTE counts other than transfers are also captured in these tables.

Operating FTE's

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE
CAO	48.3	1.0	9.7	59.0
CCS	229.0	(37.1)	11.9	203.8
FAM	326.3	(100.7)	4.0	229.6
Fire	550.0	-	14.6	564.6
HR&CC	65.0	30.0	3.6	98.6
IT	-	122.1	9.0	131.1
Legal	75.4	-	1.8	77.2
LIBY	336.0	-	(8.0)	328.0
P&D	236.8	(13.3)	6.0	229.5
P&R	478.9	(2.0)	9.2	486.1
Police	806.4	-	(1.8)	804.6
TPW	352.3	-	26.1	378.4
Transit	1,066.6	-	(9.1)	1,057.5
Total	**4,571.0**	**-**	**77.0**	**4,648.0**

Note: there was a correction made to the change in the number of Transfers and Changes in FTE's shown for FAM and TPW, as some of the changes were incorrectly classified in the original presentations. The total budgeted FTE's and Budget change for each BU remains the same as previously presented.

Capital FTEs are as follows:

Capital FTE's

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE
CAO	-	-	-	-
CCS	1.0	-	-	1.0
FAM	32.0	(32.0)	-	-
Fire	-	-	-	-
HR&CC	-	-	-	-
IT	-	32.0	(2.0)	30.0
Legal	-	-	-	-
LIBY	-	-	1.0	1.0
P&D	1.0	-	1.0	2.0
P&R				
Police				
TPW	19.0		3.0	22.0
Transit	-	-	-	-
Total	**53.0**	**-**	**3.0**	**56.0**

HALIFAX

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MEMORANDUM

TO:	Chair Russell and Budget Committee members
CC:	Jacques Dubé, Chief Administrative Officer
FROM:	John W. MacPherson, Executive Director, Corporate & Customer Services
DATE:	March 9, 2022
SUBJECT:	**VR003 – Halifax Forum Project History**

VR003 – Halifax Forum Project History

ORIGIN

In response to the verbal request from Regional Council at the Budget Committee meeting of January 28,2022, for information on the Halifax Forum project.

BACKGROUND

The Halifax Forum complex is in the north end of the Halifax Peninsula along Windsor Street, between Almon and Young Streets. The Halifax Forum has been an indoor arena since 1927, having previously been the site of the Nova Scotia Exhibition Grounds. Over its history, several facilities evolved into the current configuration of the Halifax Forum complex, that include:

- the Halifax Forum, a single ice surface built in 1927, which is a registered heritage building.
- the Civic, a single ice surface constructed in 1994.
- the 1,672 square metre (18,000 square foot) Multi-purpose Centre, which is used for events such as large meetings, retail warehouse sales, and concerts, constructed in 1988.
- the 418 square metre (4,500 square foot) Maritime Hall, a general space used for meetings and events, and the 18,000 square foot Bingo Gaming Centre that is primarily used for bingo, with some events including regular weekend flea markets and farmers markets; and
- parking lots on the north and south with a total of approximately 500 spaces.

In considering the overall provision of arenas in the municipality, the Halifax Forum complex has been the subject of several proposals and Regional Council deliberations.

To date, there have been eight (8) reports to Regional Council since 2003 for the Halifax Forum regarding Heritage status and redevelopment. The directions, actions and outcomes of each report is summarized below in the Appendix below and affirm the need for the facility redevelopment and interest in partnerships. The following section summarizes key points from 2003 onwards related to Regional Council's direction on these matters.

Heritage Designation

In September 2003, the Halifax Forum was registered as a heritage property. This designation, while honoring the heritage elements of the site and building, also provides important considerations for future site planning and design. The configuration of the site, circulation and site plans are impacted by the designation. The proposed redevelopment, as identified throughout the historic review, has taken the designation into consideration.

Long Term Arena Strategy

The Long-Term Arena Strategy (LTAS) was approved by Regional Council in 2012. Among other findings, it found that no new ice inventory was needed to support HRM recreation needs and recommended consolidation of aging arenas. The LTAS also, identified the high-risks associated with the building, and prioritized peninsula arena consolidation followed by the construction of a 4-pad in Dartmouth. In 2014, as part of the LTAS, staff recommended the Forum and Civic arenas be declared surplus to recreation needs and recommended the construction of a 4-pad arena at Windsor Park in partnership with the Department of National Defense. Council instead directed staff to work with the Halifax Forum Community Association (HFCA) to commence planning for the renovation of the Forum based on the submission by the HFCA. Thus provision of arenas was identified as a priority and supported by Council.

Partnership with Dalhousie University

In 2017, a potential partnership with Dalhousie University was identified while analysis related to the building assessment was occurring. During the building assessment, significant challenges were identified related to redeveloping the Forum building as proposed by the HFCA, based on the condition of the Forum. Dalhousie intend to replace their on-campus arena to support varsity, intramural and community usage. However, timing for developing an on-campus arena was unknown. In 2021, Dalhousie announced plans to develop an arena and community recreation facility. This information was released during the time of the last report to Regional Council and was considered by staff during the August 2021 staff report to Regional Council.

Redevelopment Plans

In August 2018, staff returned to Regional Council to recommend consideration of an approach to development as well as preliminary plans, based on a Heritage Impact Statement, for the renovation of the Halifax Forum complex. These plans were intended to provide a level of detail to support an application for a substantial alteration to a heritage property along with refined cost estimates. As part of the outcome of this 2018 meeting, a parking structure was requested to be considered for the north side of the property at Windsor and Young.

In November 2019, Regional Council approved a redevelopment approach based on the two ice pads, multipurpose centre, parking, and parkland as well as to preserve the Forum in accordance with the Heritage Act. At this meeting, Regional Council also requested that staff investigate potential private partnerships for the redevelopment and to confirm the size of the future multipurpose centre with the Forum Association. Findings from the review included a request to increase the multipurpose centre, based on the analysis from the Forum Association and their desire to continue to offer a range of programming in multipurpose space. Market sounding analysis was conducted to determine viability/interest in identifying a development partner on Forum site and following this exercise staff returned to Regional Council in 2021.

Numerous reports to Regional Council as referenced above supported the need for ice surfaces and identified anticipated construction costs for a redevelopment program. Regional Council has confirmed direction to reinvest in the Halifax Forum complex and continue providing community recreation services at this site.

Most recently, in August 2021, Regional Council approved the updated building program for the Halifax Forum. This approval included proposed land disposal at the northwestern corner (subject to Council approval) to offset redevelopment costs for the Forum complex as well as an increase to the multipurpose program space to accommodate the program delivery needs of the Halifax Forum Community Association. At this meeting Regional Council also directed staff to engage with the public on the parking and parkland proposals; staff are ready to begin community engagement. Findings of the community engagement will be included with recommendations on a final design and redevelopment approach for the Halifax Forum, including surplus land declaration intended for the sale of the northwestern portion of the site for freehold development.

Building Condition

The Halifax Forum has building condition risks that have been mitigated to date through means such as extensive wall reinforcements. There is an ongoing frost heave issue beneath the ice sheet in the Civic arena that jeopardizes the ability to make and maintain the ice sheet. General building conditions in the Forum complex continue to deteriorate. This facility is approaching end of life and will reach a point where HRM cannot offer services in this facility. The condition of the building was formally articulated in the LTAS, which identified the Forum as a high-risk facility because of recapitalization requirements, significant repairs needed and lack of accessibility. Previous and the current proposed capital budgets represent intended multi-year spending on this facility for the purpose of limiting risk and supporting redevelopment initiatives, as supported by Council.

RESPONSE

If the Budget Committee desires a change in Regional Council approved direction on the Halifax Forum, then reconsideration of the August 2021 direction by Regional Council would be required.

APPENDIX – Council Report History for Halifax Forum since 2003

Date	Direction	Action	Outcome
September 23, 2003[15]	Register Halifax Forum as Heritage Property	Property registered in accordance with Heritage Property Act	Halifax Forum registered as a heritage property
January 26, 2010	Approve Terms of Reference (TOR) to establish Steering Committee to develop Long Term Arena Strategy (LTAS)	Steering Committee established	Long Term Arena Strategy developed
August 14, 2012	Long Term Arena Strategy approved in principle	Staff directed to explore for partnership opportunities in consolidating the Dartmouth and Peninsula arenas, then return to RC with implementation plan.	Peninsula arena redevelopments to be undertaken in the short-term
July 29, 2014	Commence planning for the renovation of the Forum based on the HFCA submission (motion to explore partnership with DND was defeated)	Business case review of the HFCA submission	Business case for a 3-pad arena on the Forum site was considered, and it was determined only a 2-pad arena was needed on the Forum site.
June 20, 2017	Continue analysis related to building assessment and potential partnership with Dalhousie	Building condition assessment and discussions with Dalhousie	Significant challenges related to redeveloping the Forum building as proposed by the HFCA, based on the condition of the Forum. Dalhousie intend to replace their on-campus arena to support varsity, intramural and community usage. Timing for developing an on-campus arena was not scheduled.
August 14, 2018	Consider 2-pad building program with plant capacity for potential	Heritage Impact Assessment and conceptual design approach for 2-pads,	In addition, a parking structure was considered for the north side of the property at Windsor and Young.

[15] *Council Reports can be accessed by clicking the date for the link.*

Date	Direction	Action	Outcome
	third pad, multipurpose space, and Heritage Impact Assessment.	multipurpose centre, site plan.	
November 26, 2019	Approved redevelopment approach based on the two ice pads, multipurpose centre, parking, and parkland. Preserve Forum in accordance with Heritage Act. Investigate potential private partnerships for the redevelopment. Confirm the size of the multipurpose centre with Forum Association.	Increase size of the multipurpose centre, based on the analysis of Forum Association and their desire to continue to offer range of programming in multipurpose space. Market sounding analysis conducted to determine viability/interest in development partner on Forum site.	Following the market sounding exercise, consideration was given to replacing the two-story parking structure at Windsor and Young with a freehold development site.
August 31, 2021	Approved freehold development site and increase to multipurpose centre up to 14,500 sq ft. Directed to undertake consultation related to the parking and parkland proposals, then report with result of engagement and recommendations on final design and redevelopment approach.	Undertake consultation in partnership with HFCA and finalize final site plan and redevelopment approach.	Consultation pending Additional analysis required related to the on-site parking usage.

HALIFAX

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MEMORANDUM

TO:	Chair Russell and Budget Committee members
CC:	Jacques Dubé, Chief Administrative Officer
FROM:	Maggie MacDonald, Acting Executive Director, Parks & Recreation
DATE:	March 9, 2022
SUBJECT:	**VR004 – Process for Managing Uncollected Bodies**

VR004 – Process for Managing Uncollected Bodies

In response to the verbal request from Regional Council at the Budget Committee meeting of February 16, 2022, for information on the process for managing uncollected bodies, and whether the municipality receives compensation from the Province of Nova Scotia.

Under the *Anatomy Act*, municipalities are responsible for the cost of unclaimed bodies. Section 14 of the act states:

> *"Any unclaimed human body found dead within the limits of any city, town or municipality, shall be buried or cremated at the expense of the city, town or municipality, but the expense may be recovered from the estate of the deceased."*

HRM does receive compensation from the Province of Nova Scotia for unclaimed bodies but it is limited to $1100 for opening and closing of the grave, and grave lot. This amount does not fully cover the HRM cemetery fees as per Administrative Order 20, Respecting Fees for Cemetery Services. The cost for a casket burial and a cremation in an HRM operated cemetery is $3500 and $2000 plus HST respectively. In 2021/22 the total number of HRM burials was 180 and 21 of these (12%) were unclaimed bodies.

The amount that can be received from the Province is regulated at a set amount. The Crown is not bound by HRM's by-laws; therefore the full amount is not attainable for unclaimed bodies. From time to time, the Province will be made aware of funds in the estate of the diseased that can cover the remaining cemetery fees, and in this case, the full amount is paid.

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MEMORANDUM

TO: Chair Russell and Budget Committee members
CC: Jacques Dubé, Chief Administrative Officer
FROM: Åsa Kachan, Chief Executive Officer, Halifax Public Libraries
DATE: March 11, 2022
SUBJECT: VR005 – Halifax Public Libraries - Amount of Grants Received

VR005 – Halifax Public Libraries - Amount of Grants Received

In response to the verbal request from Regional Council at the Budget Committee meeting of March 4, 2020, so far in 2021/22, Halifax Public Libraries has received one-time grants totalling $279,566 from a number of sources in the following categories:

- Wage subsidies to support internships for youth facing barriers to employment, and immigrant support services: $ 174,373
- Technology infrastructure and hardware including lendable technology: $9,568
- Programming support including food programming: $20,625
- African Heritage Month programming support: $75,000

Total one-time grants received in previous years:

2020/2021 $784,933

- Wage subsidies to support internships for youth facing barriers to employment, and immigrant support services: $200,693
- Technology infrastructure and hardware including lendable technology: $377,000
- Programming, including food programming and improving kitchen space at a branch: $132,239
- African Heritage Month programming support: $75,000

In all cases, funding was provided on a one-time basis. In several instances this funding was specifically noted as helping the library meet urgent need related to the COVID-19 pandemic.

2019/2020 $125,506
2018/2019 $ 75,500

HALIFAX

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MEMORANDUM

TO:	Chair Russell and Budget Committee members
CC:	Jacques Dubé, Chief Administrative Officer
FROM:	John MacPherson, Executive Director, Corporate & Customer Services
DATE:	March 17, 2022
SUBJECT:	**VR007 - Climate Action Tax Project Detail**

VR007 - Climate Action Tax Project Detail

The Climate Action Tax represents a 3 percent increase in the average tax bill. This equates to 2.3 cents on the residential tax bill and 8.9 cents on the commercial tax bill. Subject to the wishes of Council, the Climate Action Tax is expected to appear separately on the property tax bill and will last for 10 years. Funds raised by the Climate Action Tax are deposited into the Strategic Initiatives Reserve - Capital (Q666). The individual projects covered by the Climate Action Tax will be funded through the issuance of debentures. The cost of those debentures (including the interest) will be paid through a withdrawal from the Strategic Initiatives Reserve - Capital (Q666).

Staff have estimated the cost for the following five Strategic Initiatives covered by the Climate Action Tax, that are necessary for the success of the plan, at $153.7 million over the next four years. The scale of investment required is substantial, however, necessary to help the municipality avoid much larger and reactive costs in future years from the unavoidable impacts of climate change, and to ensure that the municipality meets the decarbonization objectives set out by HalifACT.

EV Buses Phase 1 ($34.1M)

This will support the transition of our public transit to zero emission.

Service Outcomes: Climate change mitigation, environmental health

Work over the next four years will include the purchase of 60 electric buses and the expansion of the Ragged Lake Transit Centre. The expansion will include charging infrastructure, 500 kW of rooftop solar, air-to water heat pumps, variable frequency drives for heat recovery ventilators, and demand-controlled ventilation.

Total project cost $112M; HRM cost sharing with other levels of government

Electric Vehicle Strategy ($21.5M)

This will support the successful implementation of the Electric Vehicle Strategy to position Halifax as an EV-ready municipality.

Service Outcomes: Climate change mitigation, environmental health

Work over the next four years will include supporting the deployment of public charging infrastructure to achieve Phase 1 of the HRM Public Charging Infrastructure plan. This includes the design and installation of 16 fast charging ports and 340 level two ports across our municipality. While it is anticipated that Nova Scotia Power and private investors will support public charging deployment as the adoption of EVs increase across the province, the Municipality has the responsibility to lead in the short term. Work also includes adding charging at our fleet depots and the purchase of just over 200 electric vehicles.

Federal and Provincial Incentives will be leveraged where possible

Critical Infrastructure ($30.6M)

This will support the protection and strengthening of critical infrastructure to withstand more extreme and frequent storm events; protecting lives and property; and decreasing disruptions of essential services.

Service Outcomes: Climate adaptation, public safety, community resilience

Work over the next four years will include spatial identification of our municipally owned and operated critical infrastructure. With this information, a risk, vulnerability, and prioritization analysis will be performed to determine required resiliency and future proofing upgrades to withstand various climate impacts. Implementation of identified upgrades will begin in year 2 and continue until all critical infrastructure is climate proofed.

$3M applied for through Federal Infrastructure Fund

Deep Energy Retrofits ($59.5M)

This will support the successful implementation of the Net-Zero Corporate Building Roadmap (being finalized). Deep energy retrofits on all existing Municipal buildings are required to achieve net-zero municipal operations by 2030.

Service Outcomes: Climate mitigation & adaptation, environmental health

Work over the next four years will include the design and completion of deep energy retrofits for approximately 1.6 million ft^2 of corporate floorspace. This will include fuel switching, heat recovery systems, enhanced building controls, envelope upgrades, LED lighting, demand-controlled ventilation and close to 5.5 MW of rooftop solar.

Cost sharing through ICIP (amount TBD) and Efficiency Nova Scotia through their rebate programs

Small Initiatives Bundle ($8.0M)

This will support general climate action across the Municipality. Last year this account funded the Prince Albert road rain garden project, the cost difference for an electric ice resurfacer, electric bikes for parking enforcement, tree planting, various municipal solar installations, and a refrigerated truck to increase food security in climate-vulnerable communities during power outages.

Service Outcomes: Climate mitigation & adaptation, resilient communities