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Item No. 6.3
Budget Committee
February 8, 2023

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

SUBMITTED BY: **Original Signed**

Cathie O'Toole, Chief Administrative Officer

DATE: January 23, 2023

SUBJECT: Proposed 2023/24 Property, Fleet & Environment Budget and Business Plan

ORIGIN

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on November 8, 2022, staff are required to present the draft 2023/24 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

LEGISLATIVE AUTHORITY

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

RECOMMENDATION

That the Budget Committee direct the Chief Administrative Officer to incorporate the Property, Fleet & Environment proposed 2023/24 Budget and Business Plan, as set out and discussed in the accompanying plan and supporting presentation, into the Draft 2023/24 Operating Budget.

BACKGROUND

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

As part of the design of the 2023/24 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.

This recommendation does not include the addition/removal of any proposed Budget Adjustment List options.

DISCUSSION

Staff has prepared the proposed 2023/24 Property, Fleet & Environment Budget and Business Plan consistent with the 2021- 2025 Strategic Priorities Plan approved on December 1, 2020, as well as fiscal direction provided on November 25, 2022.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2023/24 HRM Budget and Business Plan documents to be presented to Regional Council's Budget Committee, as per the process and schedule approved on November 8, 2022.

As part of the budget process, Regional Council may be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

Reductions and Over Budget Options

This report includes options for budget reductions, for BAL consideration.

FINANCIAL IMPLICATIONS

The recommendations in this report will lead to the development of a proposed 2023/24 Budget. There are no immediate financial implications from this recommendation. The broader financial implications will be discussed and debated as the budget is developed in more detail.

RISK CONSIDERATION

Although there is no immediate risk associated with this report, there may be risks associated with individual decisions during the budget debate that could favour short-term results over longer-term strategic outcomes. Individual decisions made during budget debate will, however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways: by providing Regional Council with several fiscal options to assist in the achievement of longer-term strategic outcomes, by assessing both corporate and capital project risk, and by providing the opportunity to draw Regional Council's attention to project or program related risks when reports are presented for consideration.

Enterprise risks are reviewed as part of the strategic planning process and mitigating initiatives incorporated into business planning activities to reduce or eliminate the impact and likelihood of the risk occurring.

COMMUNITY ENGAGEMENT

The 2022 Municipal Services Survey was conducted from September 12 – 29, 2022. This survey was available online and by mail to all residents, and received 4,030 responses to a variety of budget, planning, and priorities questions. The results of the 2022 Resident Survey were provided in an information report presented to Regional Council on November 22, 2022.

The 2023/24 budget process also seeks to solicit public comment by inviting members of the public to provide feedback prior to each business unit budget and business plan presentation.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

Budget Committee could choose to amend the Budget and Business Plan as proposed in the supporting presentation through specific motion and direct the Chief Administrative Officer to prepare the Budget and Business Plan for inclusion in the proposed 2023/24 HRM Budget and Business Plan documents.

Budget Committee could also choose to add an item to the BAL through the following motions:

1. That the Budget Committee include a reduction of \$100,000 for Facility Maintenance & Operations janitorial/cleaning contracts as outlined in the Briefing Note BN015 within the proposed 2023/24 Property, Fleet & Environment budget to the Budget Adjustment List as an expense under budget option for consideration.
2. That the Budget Committee include a reduction of \$50,000 for Facility Maintenance & Operations contracted services as outlined in the Briefing Note BN015 within the proposed 2023/24 Property, Fleet & Environment budget to the Budget Adjustment List as an expense under budget option for consideration.
3. That the Budget Committee include a reduction of \$200,000 for Facility Maintenance & Operations equipment replacement as outlined in the Briefing Note BN015 within the proposed 2023/24 Property, Fleet & Environment budget to the Budget Adjustment List as an expense under budget option for consideration.

ATTACHMENTS

Attachment 1 – 2023/24 Property, Fleet & Environment Proposed Budget and Business Plan

Attachment 2 – 2023/24 Property, Fleet & Environment Proposed Budget and Business Plan Presentation

Attachment 3 – Briefing Note (BN015) – Facility Maintenance & Operations Budget Reduction Recommendation

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.

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Financial Approval by: Jerry Blackwood, CFO, Executive Director of Finance & Asset Management,
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Report Approved by: Caroline Blair-Smith, Deputy Chief Administrative Officer, Corporate Services,
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PROPERTY, FLEET & ENVIRONMENT

2023/24 BUDGET AND BUSINESS PLAN

MISSION

DELIVERING SUSTAINABLE MANAGEMENT OF FLEET, BUILDINGS, LAND AND ECOSYSTEMS WHILE TAKING MEANINGFUL ACTION ON CLIMATE CHANGE TO SUPPORT A HEALTHY AND RESILIENT FUTURE FOR OUR RESIDENTS.

READING THE BUDGET AND BUSINESS PLAN

Council and Administrative Priorities are represented within the *Budget and Business Plan* using the legend below. Strategic initiatives and deliverables supporting HalifACT are denoted. Estimated Completion (EST) applies to deliverables carried over from previous business plans and is the estimated date of completion. Target (T) applies to new deliverables and is the original target completion date. For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

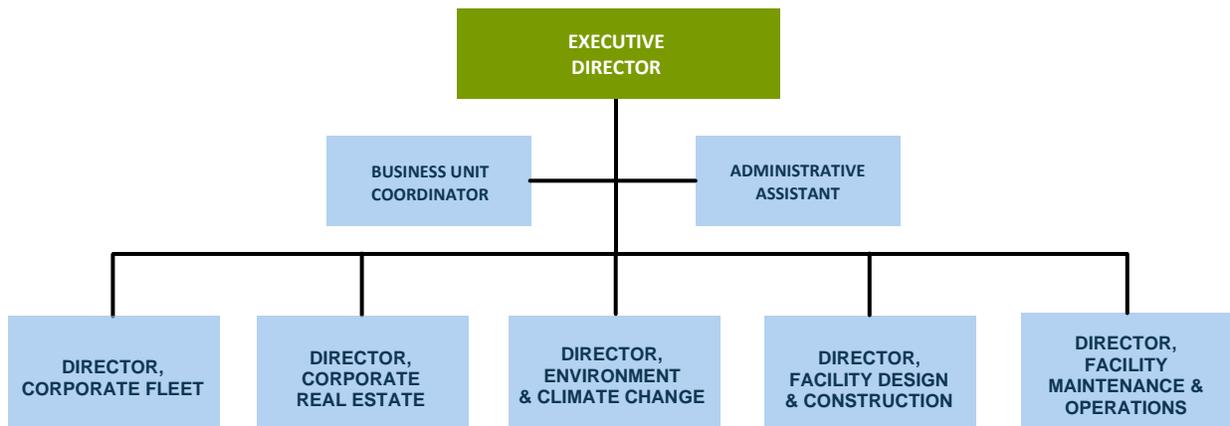
HalifACT Acting on Climate Together Strategic initiatives or deliverables supporting HalifACT

OVERVIEW

Property, Fleet & Environment (PFE) supports the Regional Council and Administrative priorities through a commitment to advance the priority outcomes. Several of the PFE multi-year strategic initiatives continue in the 2023/24 business plan. In its work, PFE is focused on the delivery of sustainable management of municipal fleet, buildings, land, and ecosystems, while taking meaningful action on climate change to support a healthy and resilient future for our residents.

Property, Fleet & Environment oversees the following Divisions: Corporate Fleet, Corporate Real Estate, Environment & Climate Change, Facility Design & Construction, and Facility Maintenance & Operations. With a focus on exemplifying Halifax Regional Municipality’s corporate values, efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality.

ORGANIZATION CHART



FULL TIME EQUIVALENT COUNTS

Includes all approved and funded full time equivalents (FTEs).

Full Time Equivalent (FTE) Change Details	
Approved 2022/23 FTEs:	204.8
Transferred Positions:	
ECC to Corp Comms - Marketing Advisor	(1.0)
ECC to Finance - Snr. Financial Consultant	(1.0)
ECC to PW - Environmental Professional (term)	(1.0)
New Positions:	
Fleet Trades Person - OCC	1.0
Senior Real Estate Officer	1.0
Accessibility Auditor Intern	1.0
Security Advisor (less 2 Facility Tech's)	(1.0)
Jnr. Environmental Professional - LakeWatchers	1.0
ECC - Environmental Professional (term)	1.0
Capital Changes:	
Real Estate Program Specialist	1.0
Total Changes	2.0
Total Budgeted 2023/24 FTEs	206.8

Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position.

STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
Climate Risk Management	The municipality will help protect people and infrastructure from climate risks by modelling and mapping these risks under current and future climate conditions. These findings will enable risk and vulnerability mapping of critical infrastructure and communities and will inform policies and standards moving forward.	 Climate Resilience 
Deep Energy Retrofits of Municipal Buildings	The municipality has completed a net-zero roadmap and has begun implementation of deep energy retrofits and fuel oil conversions for corporate buildings. Retrofits must achieve a 50 percent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.	 Net-Zero Emissions 

Initiative	Description	Priority & Outcome
PFE Performance Excellence Strategy	PFE is committed to fostering a performance excellence culture, and this is linked to initiatives such as: maintaining a Performance Excellence Champion Committee, incorporating performance excellence goals into non-union professional development plans, and regularly tracking and communicating the benefits associated with continuous improvement activities.	 Innovative Performance Excellence
Sufficient Supply of Industrial Lands Inventory	With a goal of ensuring a sufficient supply of industrial land, the municipality undertakes strategic planning and maintains industrial park inventory to be sold to the private sector for industrial and commercial development. CRE will work with Planning & Development to initiate the secondary planning process for the proposed expansion of industrial parks. Informed by background studies, this work will include establishing a public engagement program, developing detailed concept plans, and evaluating public infrastructure costs.	 Holistic Planning
Corporate Accommodations	<p>This multi-year program encompasses the renovation and revitalization of office accommodations for employees across all municipal business units. Success of the program is determined not only through the completion of the projects, but also by the long-term efficiency of each space to foster improved business unit operations and employee satisfaction. Corporate Accommodations will continue to evaluate and adjust to accommodate the shift to "FlexWork" in the workplace and incorporate changes to standards and space and program as required.</p> <p>The Corporate Accommodations Program is based on the following core objectives:</p> <ul style="list-style-type: none"> • Optimizing leased space and thereby achieving long-term cost savings • Providing inviting, open, and modern workplaces • Focusing on improving accessibility and inclusivity in the office environment • Improving ergonomics, operational efficiency, and functionality • Improving collaboration opportunities to ensure consistency and fairness in the allocation of workspace for staff 	 Healthy & Safe Workplace
Community Retrofit, Renewables and Resilience Program	In order to incentivize energy retrofits of existing buildings community-wide, the municipality will work with financial institutions, other levels of government, and other stakeholders to design and launch a Community Retrofit, Renewables and Resilience Incentive Program that includes energy retrofits, renewable energy technologies, and climate resilience measures.	 Net-Zero Emissions 

Initiative	Description	Priority & Outcome
<p>Decarbonize Transportation</p>	<p>To achieve the HalifACT targets for Decarbonized Transportation, PFE will implement the Municipal Electric Vehicle Strategy in partnership with other business units. This includes considerations for public charging infrastructure, chargers at municipal facilities, and converting municipal fleet to electric vehicles and will require key partnerships, funding, and incentives. Cross-departmental collaboration will be done to plan and build the transit and active transportation infrastructure needed to achieve the 2030 mode share targets in the Integrated Mobility Plan and the Moving Forward Together Plan.</p>	 <p>Net-Zero Emissions</p> 
<p>Increase Protection and Health of Ecosystems</p>	<p>PFE will promote the use of nature-based climate solutions and support the implementation of the Urban Forest Master Plan and the Green Network Plan to achieve their targets and outcomes. Strengthening partnerships with academic institutions, other levels of government, and non-profit organizations will support this work. PFE will continue to promote biodiversity and ecosystem health through the management of invasive species, pests, contamination, and more.</p>	 <p>Protected & Sustainable Environment</p> 
<p>Watershed Management</p>	<p>ECC will protect and enhance lakes and rivers through programs, policies, and projects. This includes water quality monitoring, blue-green algae management, bacteria testing, and public education initiatives.</p>	 <p>Protected & Sustainable Environment</p> 
<p>Protect Critical Infrastructure Against Future Climate and Extreme Weather Impacts</p>	<p>Over the next four years, the municipality will develop a framework with owners of critical infrastructure to conduct high level risk and vulnerability assessments. This will include completion of risk and vulnerability assessments of municipally owned and operated critical infrastructure, followed by prioritization of the most vulnerable infrastructure for improvements.</p>	 <p>Climate Resilience</p> 
<p>Succession Planning</p>	<p>PFE will continue with the implementation of the Human Resources Succession Planning Strategy. This is inclusive of supporting non-union employees interested in succession planning with their development plans, and identifying critical positions.</p>	 <p>Engaged & Skilled People</p>

Initiative	Description	Priority & Outcome
Diversity & Inclusion	PFE will focus on collaboration with the PFE Diversity & Inclusion Advisor on connections for opportunities to apply a diversity and inclusion lens to our work. Increase participation of all divisions by bringing our Diversity & Inclusion Advisor to management meetings for communications, knowledge sharing, and increasing awareness in PFE.	 Diverse, Inclusive & Equitable Environment
Municipal Electric Vehicle Strategy	PFE will install public charging infrastructure and work with partners to secure funding, encourage private investment, and conduct public engagement campaigns.	 Net-Zero Emissions 
Climate Hazard Mapping and Integration	ECC will complete pluvial, fluvial, and coastal flood hazard mapping for the municipality. Continue developing additional climate hazard maps and collaborating with other business units on integrating identified climate hazards into municipal planning, policies, and projects.	 Climate Resilience 
Municipal Natural Assets Inventory	ECC will continue to work with the Municipal Natural Assets Initiative on the natural asset valuation pilot project in the Nine Mile River watershed to explore opportunities to integrate the natural asset valuation approach into municipal procedures such as asset management, regional planning, and land suitability studies.	 Protected & Sustainable Environment 
Community Retrofit, Renewables and Resilience Program	ECC will complete pilot projects to support the development of the full program. The results of each along with the Solar City evaluation study and third-party financing study will be reviewed to inform next step recommendations for Council consideration.	 Net-Zero Emissions 
Increase Resiliency of Critical Infrastructure to Climate Impacts	ECC will identify municipally owned and operated critical infrastructure most at risk to climate impacts and prioritize assets for climate resilient upgrades. Initiate climate resilient upgrades for select prioritized assets.	 Climate Resilience 
Technology Roadmap	PFE will work with the IT Business Relationship Manager to develop a technology roadmap for PFE which will map out technology initiatives that support PFE business strategy.	 Well-Managed

Initiative	Description	Priority & Outcome
Health, Safety & Wellness	To ensure adherence to new first aid regulations, PFE will upgrade first aid kits at PFE work locations and employees will complete first aid training per the guidelines.	 Healthy & Safe Workplace

BUDGET

SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Executive Directors Office - PFE	760,493	424,940	424,900	428,200	3,260	0.8
Corporate Real Estate	3,712,386	5,176,884	5,088,800	5,692,500	515,616	10.0
Corporate Fleet	13,021,814	13,101,731	14,874,400	15,193,200	2,091,469	16.0
Environment & Climate Change	1,175,623	3,924,200	3,335,400	3,493,200	(431,000)	(11.0)
Facility Design & Construction	1,210,898	1,216,040	1,287,900	1,426,500	210,460	17.3
Facility Maintenance & Operations	20,620,394	20,367,705	22,207,700	21,861,800	1,494,095	7.3
Net Total	\$ 40,501,609	\$ 44,211,500	\$ 47,219,100	\$ 48,095,400	\$ 3,883,900	8.8

SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 16,541,925	\$ 17,282,626	\$ 16,893,900	\$ 17,817,500	\$ 534,874	3.1
Office	206,110	161,950	196,900	194,400	32,450	20.0
External Services	5,490,892	8,229,500	7,754,800	7,919,800	(309,700)	(3.8)
Supplies	240,007	274,300	286,200	304,100	29,800	10.9
Materials	378,201	400,200	380,400	460,400	60,200	15.0
Building Costs	8,207,736	7,678,150	8,919,400	8,309,700	631,550	8.2
Equipment & Communications	1,882,052	1,630,500	2,305,900	2,237,600	607,100	37.2
Vehicle Expense	6,669,377	6,602,500	8,435,700	8,504,000	1,901,500	28.8
Other Goods & Services	3,651,039	4,817,374	4,938,600	5,175,600	358,226	7.4
Interdepartmental	(50,457)	(35,800)	(78,400)	(30,100)	5,700	(15.9)
Debt Service	-	-	-	-	-	-
Other Fiscal	(234,189)	(615,500)	(466,200)	(446,000)	169,500	(27.5)
Total Expenditures	42,982,692	46,425,800	49,567,200	50,447,000	4,021,200	8.7

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Fee Revenues	(2,373,571)	(2,069,500)	(2,199,900)	(2,290,200)	(220,700)	10.7
Other Revenue	(107,512)	(144,800)	(148,200)	(61,400)	83,400	(57.6)
Total Revenues	(2,481,083)	(2,214,300)	(2,348,100)	(2,351,600)	(137,300)	6.2
Net Total	\$ 40,501,609	\$ 44,211,500	\$ 47,219,100	\$ 48,095,400	\$ 3,883,900	8.8

OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2022/23 Budget	\$ 44,211,500
Compensation Changes:	
Full year funding for HalifACT Positions	172,100
New Positions - Real Estate Officer, Fleet Mechanic (OCC) & HalifACT (LakeWatchers)	263,300
Project Manager transferred from Capital funding	102,800
Vacancy Management increase	(217,000)
Collective Agreement, Salary & Overtime increases	213,700
Revenue Adjustments:	
Increased Lease & Parking rental revenues offset by a decrease in misc. recoveries	(137,300)
Other Budget Adjustments:	
Fuel price increase \$2M (\$0.73 to \$1.56), less savings for proposed anti-idling initiatives.	1,800,000
Vehicle parts & petroleum-based lubricants costs have increased. Plus \$60.3k (OCC) for Vehicle Expansion	101,500
Security Guard Services – increase costs due to living wage inclusion for new contracts, Commissionaire services increase and expanded coverage for Alderney Gate.	470,000
Replacement of Security equipment (CCTV and access control) which has increased 25-35% due to inflation plus the Security App project development.	260,000
Reduction in HalifACT Resource Plan - Yr 2 Plan reduction \$200k, and delay in R3 - Deep Energy Retrofit Program - awaiting results of Pilot Program.	(600,000)
Building costs increased due to a) inflation of replacement equipment, b) new insurance requirement to complete infrared scans (\$50k), c) new responsibility for AED Maintenance costs (\$50k), d) new operating agreement for maintenance costs at Centennial Arena (\$40k) and e) the maintenance for new Splashpads (\$30K OCC).	345,000
Mackintosh Depot (OCC) - increased maintenance, utilities, snow and janitorial costs	500,000
Cost increases for Corporate Accomodation Leases, plus new leases (OCC) for Scotia Square, Parking Services, PW equipment storage during Mackintosh Depot Replacement \$273k	331,300
Gray Arena - interim maintenance budget	100,000
Miscellaneous reductions throughout the business unit	(21,500)
Other Budget Adjustments: Transfers	
Fire Boat maintenance/fuel costs transferred from HRFE	100,000
Homeless Shelter maintenance budget transferred from Fiscal	100,000
Total Proposed Changes	\$ 3,883,900
2023/24 Budget	\$ 48,095,400

SERVICE AREA PLANS

CORPORATE FLEET

The main goal of Corporate Fleet is to provide customers with safe and reliable vehicles. Corporate Fleet supports all business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of fleet and equipment assets. Corporate Fleet is the asset manager for over 1,562 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes Halifax Regional Fire & Emergency (HRFE) trucks, Halifax Regional Police (HRP) vehicles, and municipal vehicles and equipment such as plow and blade attachments. Corporate Fleet conducts research to remain current with the latest technologies

available in the fleet industry. The collaboration with business unit clients is key in order to ensure the appropriate equipment or vehicle asset is provided. Corporate Fleet assists business units with design specifications to meet their unique needs.

Services Delivered

Fleet Asset Acquisition, Maintenance and Disposal. This service is responsible for the procurement of fleet assets and equipment, maintenance, and repair, including the appropriate disposal of assets when they are no longer suitable for use by the municipality. Corporate Fleet ensures specifications are kept up to date with technological and market changes including operational changes as advised by clients. Corporate Fleet maintains close communication with customers to determine their current and future needs, and ensures assets are productive for their full lifecycle. Multi-year plans are utilized to mitigate high volume procurement annually, spreading out replacement to create balanced and predictable capital budgets from year to year.

Fleet Planning & Maximization. This service is responsible for fleet lifecycle planning, analysis, and reporting. This is an ongoing initiative to improve the asset registry and reporting capabilities. As data collection matures, the ability to both create and closely monitor key performance indicators will increase, allowing for evidence-based decision making, the ability to anticipate trends, making projections with a higher level of accuracy, and assisting with fleet rationalization and optimization.

Corporate Fleet is actively moving toward providing a sustainable green fleet as it aligns with Regional Council’s priority of decarbonizing transportation with the implementation of HalifACT and the Electric Vehicle Strategy, in addition to exploring the use of alternative fuels.

Legislative Compliance Monitoring. This service provides risk management by ensuring Corporate Fleet and clients are aware of the legislative requirements under the National Safety Code and Nova Scotia Motor Vehicle Act as necessary in the operation of garages, vehicles and equipment, operator compliance, and maintenance of the fleet assets. Leveraging the fleet data management system’s functionality allows Corporate Fleet to track vehicle compliance and upcoming deadlines for renewal.

Vehicle Repair and Maintenance. This service provides maintenance and repair to maintain Corporate Fleet vehicles (excluding Halifax Transit buses) in good working order, compliant with legislation, and fit for specific business use. Garages are equipped and staffed for maintenance, welding, fabrication, testing, motor vehicle inspections, body repairs, and small engine repairs. The diverse assets maintained by this team range from fire trucks to passenger cars, and street sweepers to ride on lawn mowers.

Service Delivery Performance Measures

Performance Measures ¹	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Number of planned maintenance work order hours	23,076	19,779	18,179	18,979
Number of demand maintenance work order hours	13,316	13,342	14,303	13,823
Average fleet age (years)	7 years	9 years	8 years	8 years

Performance Measures ¹	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Fleet assets availability rate	92%	90%	90%	90%
Service request rate: per cent of demand work order hours	37%	40%	44%	42%
Operating cost per vehicle km	\$0.87	\$0.95	\$1.04	\$1.19
Notes: 1) Measures are for Municipal Fleet (excludes Emergency Fleet)				

Performance Measures Analysis

As a result of the Preventative Maintenance program review implementations and revised processes, Corporate Fleet’s data and reporting now provide a more accurate representation of hours spent on vehicle preventative maintenance work (extend asset life) and demand work (break/fix).

Vehicle maintenance and operating costs of municipal fleet vehicles are influenced by several factors including usage, weather, cost of fuel, vehicle/equipment, age, and vocation. The 2021/22 and 2022/23 operating cost per kilometer is impacted by the volatile increase of both the cost of parts and fuel rates. Parts costs are expected to remain higher than previous years in 2023/24 and continue to be challenged with global supply chain shortages. The current challenges associated with industry shortages of skilled tradespersons in automotive and truck repair are affecting both internal and external ability to provide mechanical services within established service timelines.

Fleet recapitalization plays a key role in the reduction of downtime not only for the vehicle, but also for the user. Aging equipment costs more to maintain, requires maintaining a large parts inventory or sourcing, is less usable, and produces higher emission levels.

Corporate Fleet is actively moving towards providing a sustainable green fleet as it aligns with Regional Council’s priority of decarbonizing transportation. In 2022, Corporate Fleet procured 39 Hybrid/Electric Vehicles/Assets. This includes one electric ice resurfacer and two electric forklifts. With the current global supply chain challenges, the majority of these purchases will not be delivered until 2023.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Fleet Lifecycle Replacement	Corporate Fleet will create a 10-year Capital Replacement Plan for both Municipal Fleet and Emergency Fleet, and conduct a jurisdictional scan of criteria used.	 Well-Managed	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Electric Vehicle (EV) Strategy	Corporate Fleet will complete site design and installation of EV fleet charging stations for five locations to align with the EV Vehicle Deployment Plan. Procure EV's to replace existing eligible vehicles that currently operate from these five locations: MacKintosh, Garland Ave, Woodlawn Library, Eric Spicer, and Alderney.	 Net-Zero Emissions 	T - Q4 2023/24
Fire Apparatus Review	Corporate Fleet will review vehicle acquisition options, develop and provide HRFE access to updated vehicle operational status, and conduct an industry scan of spare fire apparatus ratio compliments.	 Well-Managed	T - Q4 2023/24
Vehicle Compliance & Vehicle Safety	Corporate Fleet will develop a recommendation for an Accident Reduction Strategy.	 Well-Managed	T - Q4 2023/24

CORPORATE REAL ESTATE

Corporate Real Estate (CRE) is committed to supporting Regional Council priorities for a prosperous economy, communities, integrated mobility, and the environment through real property acquisition and disposal services, industrial park development and sales, lease management (where the municipality is either a landlord or tenant), corporate accommodations planning, and real estate advisory services. The Corporate Real Estate team is governed by responsible administration and strives for service excellence.

Services Delivered

Acquisition and Disposal. This service is responsible for managing the municipality's acquisition and disposal of properties. It also administers the management of surplus real property as outlined in Administrative Order 50.

Industrial Park Development. This service is responsible for strategic planning, land development and program delivery of industrial park land supply, and the sale of serviced building lots to the private sector for industrial/commercial development.

Leasing and Tenant Services. This service is responsible for acquiring leased properties to meet client requirements, leasing of municipal properties for use by third parties, managing financial and landlord/tenant contract functions, and planning and delivering corporate accommodation services.

Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected ¹	2023/24 Planned
Property transactions (acquisitions and disposals)	\$52.0M	\$2.84M	\$3.0M	\$20M
Industrial park sales acres	29 acres	66 acres	56 acres	60 acres
Industrial park sales (gross revenue)	\$8.2M	\$20.5 M	\$18M	\$21M

Performance Measures Analysis

The strong market for Halifax real estate continues to put demand pressures on land supply and is increasing the land cost for capital projects. Corporate Real Estate is supporting several major projects including, but not limited to: the Corporate Accommodation Program implementation, land acquisitions for the Bayers Road Transit Priority Corridor and the Young/Robie Transit Priority Corridors, land requirements planning for Herring Cove Road and the Bedford Highway corridors, the Halifax Forum Redevelopment, the 1940 Gottingen Street disposal, Burnside Phase 13.1 Expansion, Ragged Lake Secondary Planning Background Assessments, Blue Mountain Birch Cove land requirements, Dartmouth Cove land requirements, Bedford Ferry Site Suitability, Fairview Cove land rationalizations, and the Windsor Street Exchange Project.

Property Transactions

Land transactions for 2022 were driven by the Bayers Road Transit Priority Corridor acquisitions with key acquisitions being completed or placed under agreement. Work continues to complete the acquisition of land from the remaining 10 of 29 impacted property owners along Bayers Road, in addition to the real estate scope, schedule, and cost planning for the 42 impacted properties required for the Young/Robie Street Integrated Mobility Corridor Project.

Work continues in supporting Parks & Recreation with respect to parkland acquisitions and Public Works requirements, such as right of way acquisitions.

Industrial Lands

The demand for industrial land remained strong in 2022, although municipal industrial land supply is at a record low following strong buying during COVID-19. There will continue to be a tightening of supply for the first part of 2023 until inventory is brought on line. Phase 13.1 will contribute 120 net acres of land supply with the total of Phase 13.1, 13.2 and 13.3 resulting in 320 net acres.

The industrial land program is one of the municipality's largest contributions to the regional economy and Gross Domestic Product estimated at over \$2.3 billion annually for Burnside alone. Halifax has a strong and successful history of municipal industrial land development. Halifax Regional Municipality continues to be the primary industrial land developer and provider in the municipality.

The municipality's industrial employment lands are anticipated to accommodate 36% of the total employment growth over the 2019 to 2039 forecast period, totalling approximately 17,500 jobs.

Corporate Accommodations

Leasing & Tenant Services has successfully delivered 10 Corporate Accommodation projects to date, representing a total of 150,000 square feet renovated and 750 ergonomic and accessible workspaces.

In flight and future projects:

- **2022** – five projects (35,000 sf) of varying size and scope, including two core program projects and three growth/refresh projects.
- **2023** – five projects (45,000 sf) of varying size and scope including two core program projects and three growth projects.

Sustaining the Corporate Footprint – Key Indicators:

- **28% Reduction.** Square footage per employee has declined from 271 sf in 2016 to 206 sf and will further reduce to 195 sf. The reduction in square footage was achieved through an improved understanding of factors such as: spatial relationships, staff work functions and requirements, percentage of staff time onsite versus offsite/in the field, more emphasis on collaboration spaces, FlexWork arrangements, and the utilization of modern workspace systems and technology.
- **\$3 Million Cost Avoidance.** At the rate of 271 sf pp, an additional 100,000 sf of office space would be needed at an added annual cost of \$3 Million.
- **42% increase** in the number of individual workspaces (847 to 1200).
- **+/- 2.5% nominal change** in total administrative office space between 2016 and today.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Service Level Agreement	CRE will develop a service level agreement for a key business unit.	 Exceptional Customer Service	T - Q4 2023/24
Strategic Land Acquisition Plan	CRE will complete the implementation of the Strategic Land Acquisition Planning Process within the Capital Budget Plan Framework.	 Holistic Planning	T - Q4 2023/24
Industrial Park Administrative Order	CRE will draft for approval a new Administrative Order to govern industrial park transactions.	 Holistic Planning	T - Q4 2023/24
Less than Market Value Leasing Administrative Order	CRE will draft for approval a new Administrative Order to govern less than market value leasing.	 Holistic Planning	T - Q4 2024/25

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Aerotech Zoning	CRE will prepare an application to amend zoning at Aerotech Business Park to permit a broader range of industrial uses.	 Holistic Planning	T - Q4 2024/25
Integrated Mobility Plan (IMP) Land Acquisition-Bayers Road	CRE will complete the land acquisition work to support implementation of the IMP transit corridors and initiatives for Bayers Road to support the IMP and HalifACT.	 Holistic Planning	T - Q4 2024/25
IMP Land Acquisition-Young/Robie	CRE will advance the land acquisition work to support implementation of the IMP transit corridors and initiatives for Young Street and Robie Street to support the IMP and HalifACT.	 Holistic Planning	T - Q4 2027/28
Supply of Industrial Lands – Ragged Lake Secondary Planning	CRE will undertake necessary background reports (watershed impact, infrastructure study) on Ragged Lake expansion to support secondary planning considerations.	 Holistic Planning	EST - Q4 2024/25
Supply of Industrial Lands – Burnside Phase 14	CRE will work with Planning & Development to initiate the zoning and servicing of proposed Phase 14 Burnside for Industrial use as directed by Regional Council in 2015.	 Holistic Planning	EST - Q4 2026/27

ENVIRONMENT & CLIMATE CHANGE

Environment & Climate Change (ECC) provides vision and leadership in climate action and environmental sustainability. This is accomplished by working with both internal and external key stakeholders and the public to protect and improve ecosystem health, reduce emissions, and adapt and prepare for the impacts of climate change. ECC also leads the implementation of HalifACT within the organization and broader community and develops and oversees projects, policies, and programs to progress climate action and environmental sustainability. ECC also plays a supporting and capacity building role for the organization and community as we respond and adapt to a changing climate.

Services Delivered

Climate Resilience. ECC develops, oversees, and supports projects, policies, and programs that enhance the resiliency of municipal services, infrastructure, natural systems, and communities under a changing climate. This includes identifying climate hazards, mitigating climate risk, better preparing for climate-related emergencies, protecting, restoring, and expanding natural areas and green infrastructure assets, enhancing the capacity of

neighbourhoods to prepare for and recover from climate events, providing technical expertise on climate science, impacts, and policy, and supporting the organization in improved climate resilience.

Enabling Climate Action. This service enables the shared delivery of actions under HalifACT by mainstreaming climate action throughout the organization and reporting on the municipality’s progress. This includes developing training and resources for staff and external stakeholders, providing technical expertise to projects, programs, and policies, establishing climate governance within the organization, and supporting business units in annual work planning and budgeting in alignment with HalifACT. This also includes advancing community climate awareness, convening a diverse group of HalifACT stakeholders, forming and strengthening strategic partnerships, and helping to enable climate action within the community at large.

Net-Zero Emissions. ECC oversees and supports projects, policies, and programs to target net-zero municipal operations by 2030, a 75% reduction in community-wide emissions over 2016 levels by 2030, and net-zero community-wide emissions by 2050. This includes electrifying public and corporate transportation, advocating for and supporting net-zero new construction, developing and administering community-wide retrofit programs, establishing district energy and community scale renewable initiatives, and supporting municipal business units in achieving net-zero municipal operations.

Protected & Sustainable Environment. ECC develops, oversees, and supports projects, policies, and programs that promote healthy and protected ecosystems and support biodiversity and connected habitats. This includes watershed management and monitoring, environmental risk and compliance (e.g., management of contaminated sites and regulatory expertise), environmental planning, nature-based climate solutions, and the management of pests and invasive species

Service Delivery Performance Measures

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Total number of electric vehicle charging stations in the municipality	N/A	97	104	104	147
Number of level 2 electric vehicle charging ports in the municipality	N/A	84	91	91	127
Number of direct current fast chargers in the municipality	N/A	13	13	13	20
Total corporate GHG emissions (tonnes)	69,348	60,881	58,129	55,600	53,100
Total GHG emissions associated with municipal buildings (tonnes)	53,421	45,390	42,442	40,000	37,500
Capacity of net-metered solar installed (megawatts)	4.54	8.90	15.86	20	25
Number of net-zero buildings constructed (non-municipal)	1	1	3	Unknown	Unknown

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Number of buildings (residential & non-residential) retrofitted through the municipality's deep energy retrofit program	0	0	0	2	20
Percentage of the municipality's light duty fleet that is zero emissions	0	0	1%	1%	9%
Greenhouse gas emissions (tonnes per capita) ¹	12.90	11.39	11.18	11.00	11.00
Annual per cent of days when beaches were open	84%	91%	86%	90%	90%
Notes: 1) Projected to remain static in the short term as programs and policies are implemented					

Performance Measures Analysis

Enabling Climate Action

- Tabled the second Annual Progress Report at Halifax Regional Council in November 2022.
- Received a score of A from Climate Disclosure Project for reporting 2022 greenhouse gas inventory and HalifACT actions to date, and recognized as committed to the Race To Resilience, Race To Zero and Global Covenant of Mayors for Climate and Energy (GCoM).
- Developed a shared accountability framework for municipal business units, with responsibilities for implementing and supporting actions under HalifACT.
- Developed a governance framework for HalifACT implementation, now approved for implementation.
- Convened and began meeting with a senior leader sponsorship team for implementing HalifACT across the organization, using a change management lens.
- Conducted interviews on perceptions of climate action through a broad "Listening Tour" with more than 30 climate leaders in the community in summer 2022.
- Ran the first Climate Action Challenge on decarbonization and equity with seven organizations, funding each \$5,000 and providing mentorship on collective action and prototyping.
- Convened two HalifACT stakeholder network meetings with more than 100 participants, including an in-person workshop at the St. Mary's Boat Club in October 2022.
- Partnered with Dalhousie University to deliver a public climate lecture series to increase awareness and action in our community.
- Partnered with Corporate Communications to develop a communications strategy for HalifACT and a communications toolkit for Council, partners, and the public to increase awareness and engagement on climate action.

Net-Zero Emissions

- Commissioned a third-party financing study for a deep energy retrofit program. The study provides recommendations on minimum design criteria to achieve deep energy retrofits that are equitable, universally accessible, and at scale.

- In collaboration with Corporate Fleet, ordered 39 plug-in hybrid electric vehicles, five electric pick-up trucks, five electric high-performance sedans, and three electric vans.
- Issuing Request for Proposals to install and service public charging infrastructure for electric vehicles.
- \$19 million in solar energy systems installed through the Solar City Program to-date.

Climate Resilience

- Updated extreme water levels for the municipality based on the latest climate science with final report completed in July 2022.
- Contracted detailed flood hazard mapping (coastal, pluvial, and fluvial) for the entire municipality.
- Funding secured for a two-year project to create a long-term natural infrastructure solution along a section of Shore Road in Eastern Passage that will increase public green space, create habitat, and mitigate storm impacts.
- Worked with the Emergency Management Office to prepare newcomers and other climate vulnerable populations for climate-related emergencies, inventory critical infrastructure to begin to assess its risks and vulnerabilities, coordinate the new refrigerated truck to support vulnerable communities and the Mobile Food Market, and begin to update the municipality’s Hazard, Risk & Vulnerability Assessment.

Protected & Sustainable Environment

- LakeWatchers, the municipality’s new Lake Monitoring Program, was launched in April 2022 for the seasonal monitoring of 76 lakes across the municipality in collaboration with community volunteers.
- The Integrated Pest Management Strategy was developed and approved by Regional Council, which takes a holistic, ecological decision-making approach to pest management.
- Numerous projects to support overall water health and management of municipal lakes, including weed harvesting of nuisance aquatic plants in Lake Banook and Lake Micmac, initiation of remediation process to control invasive Yellow Floating Heart in Little Albro Lake with federal Department of Fisheries and Oceans, and initiation of process to install floating wetlands at Kearney Lake.
- Completed First Lake microbial source tracking study to identify sources of pollution entering the lake system, with recommendations for next steps.
- Collaborated with Dalhousie University’s Centre for Water Resource Studies on passive sampling of cyanotoxins at municipal beaches.
- Continued coordination of the Municipal Natural Assets Inventory project to develop a pilot project to model the natural assets within the Nine Mile Watershed.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Preparing Communities for Climate Impacts	ECC will support communities in preparing for climate events through public engagement, education campaigns and programming.	 Climate Resilience 	T - Q4 - 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Water Quality Monitoring	ECC will continue LakeWatchers, the municipality's Water Quality Monitoring Program for 76 lakes. They will also continue to foster partnerships with volunteers and community groups to perform testing of select lakes. Analyze data from the first two years and begin the first State of the Lakes report.	 Protected & Sustainable Environment 	T - Q4 - 2023/24
Watershed Management	ECC will manage municipal watersheds through recreational water testing, risk management of cyanobacteria blooms at Halifax Regional Municipality supervised beaches, and expansion of the Canines for Clean water outreach program. Begin work on the development of a municipal lake management framework and continue with discrete lake health projects.	 Protected & Sustainable Environment 	T - Q4 - 2023/24
Mainstreaming Climate Action & Building Capacity	ECC will continue to promote climate change awareness and action across Business Units by operationalizing the HalifACT governance framework, supporting teams with leadership roles in HalifACT, and continuing to create opportunities for connection and collaboration with HalifACT stakeholder workshops and events.	 Net-Zero Emissions 	T - Q4 - 2023/24
Environmental Implications training for Council reports	ECC will complete development and roll-out of virtual training modules to relevant staff, and develop complementary resource page on the Halifax intranet.	 Protected & Sustainable Environment 	T - Q3 - 2023/24
Performance Measurement & Progress Reporting	ECC will report annually to the public and to Council on the implementation of HalifACT, including progress on actions, targets, and metrics. They will also continue exploring the potential of a public-facing dashboard to better communicate HalifACT progress and outcomes.	 Net-Zero Emissions 	T - Q3 - 2023/24

FACILITY MAINTENANCE & OPERATIONS

Facility Maintenance & Operations (FMO) is committed to supporting Regional Council priorities through the provision of well-maintained, clean, and safe facilities for employees and citizens. This is achieved through

preventative and lifecycle maintenance planning for assets as well as the provision of security and maintenance services to more than 240 municipally owned and leased facilities, including buildings, pools, and splash pads.

Services Delivered

Automated External Defibrillators (AEDs) Maintenance. Maintenance of all wall mounted AEDs in Halifax Regional Municipality serviced buildings transitioned to FMO last year. Responsibilities include regular inspections (to be performed monthly by FMO and every two years by the contractor) to ensure the units have the current software, and updated chargepaks and electrodes available for use in the case of an emergency.

Buildings Maintenance and Operations. This service provides maintenance and operations services and project management expertise for municipally owned and leased buildings. This includes preventative and unplanned maintenance for HVAC, plumbing, electrical systems, carpentry, and structural repair. This service also includes the provision of monthly inspections for life/safety equipment.

Contract Management and Operations. This encompasses the management of facility service contracts including but not limited to contracts for cleaning, parking lot snow and ice control, and waste and source separation, valued at \$8 million annually. Contract management includes the preparation of tendering and award documents, monitoring contract costs, and ensuring vendor compliance to contract deliverables. FMO works closely with Procurement to create service contracts that meet municipal requirements and support local contractors.

Indoor and outdoor Pools, Splash Pads, and Emera Oval Maintenance and Repair. This service provides operations services including maintenance and repair for municipal indoor and outdoor swimming pools, splash pads, and the Emera Skating Oval. This area is a significant component of FMO seasonal work. Aging infrastructure and the current labour-intensive systems that are in place at both indoor and outdoor pools add to the demands placed for the delivery of these services within the current budget.

Security and Access Management. This service is responsible for all security planning and initiatives for all municipally owned and leased facilities and properties, including Halifax Transit, Halifax Public Libraries, and HRP facilities. Corporate Security is responsible for identifying and implementing security standards, creating and implementing security processes and policies, conducting threat and risk assessments, installing and managing all security systems, investigating security incidents, providing security training to municipal staff and elected officials, and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality. Corporate Security also operates a 24/7 Security Operations Centre, manages the Corporate ID badge program, processes all requests for CCTV footage review for the municipality, and works with contracted security guard services to ensure security of municipal assets.

Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Number of planned maintenance work order requests	5,181	4,834	5,000	5,500
Number of demand maintenance work order requests	7,315	9,098	12,500	14,500

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Cost of facility maintenance per square foot ¹	\$7.45	\$6.88	\$7.34	TBD
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.71	\$2.38	2.43	TBD
Total square footage of buildings maintained by FMO	2,828,380	2,967,186	2,975,123	TBD
Notes: 1) Costs are not inclusive of program support or amortization allocations.				

Performance Measures Analysis

In addition to the services provided and expensed to the FMO budget, services are also provided that are expensed to other business units such as Halifax Transit, Library Services, and community-run facilities, where certain maintenance tasks are the responsibility of a governing board.

The volume of demand versus planned maintenance work orders is expected to continue as outlined in the table. Data collection for the Cityworks Asset Registry continues. The goal is for consistent and accurate planned maintenance data to be captured in the Cityworks Asset Registry.

Contract service costs continue to be impacted by the incorporation of a living wage as defined in the Municipal Supplier Code of Conduct, effective April 2021. This increase in service costs is reflected in contracts awarded to new janitorial and snow service contracts. Cost increases are also attributed to increases in the cost of supplies and insurance coverage.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Cityworks Process Improvement Phase 2	Measurement of Phase 1 implementation will take place in 2023/24. In addition, Phase 2 will include the development of an Accountability Framework for the collection and input of building asset data into the Asset Registry. This will involve work on process mapping, review and analysis of data collection, and the development of monitoring and reporting guidelines for the program.	 Exceptional Customer Service	T - Q4 2024/25

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Facility Maintenance Dashboard Phase 2	Continuing the path towards service excellence, FMO will complete Phase 2 of the Facility Maintenance Dashboard with Corporate Performance and Digital Services. This will include the ability to retrieve maintenance and operating costs for municipal facilities/sites and provide operational efficiency metrics such as 'Cost per Square Foot'. The delivery of this component of the dashboard will reduce administration in generating key performance indicators and will also provide valuable information for the management of assets.	 Innovative Performance Excellence	T - Q4 2024/25

FACILITY DESIGN & CONSTRUCTION

Facility Design & Construction (FDC) is committed to supporting business units by providing professional and technical services including project management, design, construction, demolition, inspection, condition assessments, and records management for municipal assets. These include facilities such as recreation centres, depots, Halifax Transit terminals and garages, administrative buildings, HRFE stations, and HRP facilities.

Services Delivered

Asset Renewal (State of Good Repair) – Buildings and Facilities. This service is the delivery of capital improvements, renovation, and replacement of municipally owned facilities and buildings.

Energy Efficiency – Buildings and Facilities. This service is responsible for the implementation of energy retrofits of municipal buildings and facilities. This will contribute to the target of net-zero municipal operations by 2030.

The municipality is accelerating energy-efficiency progress in partnership with Efficiency Nova Scotia with an On-Site Energy Manager (3-year term). Despite COVID-19 interruptions and budgetary pressures, cumulative energy cost savings are estimated to increase to over \$2 million annually, reducing corporate buildings emissions by 15% over 2018 levels.

Various energy improvement projects include the conversion of buildings from heating oil to meet the 2050 HalifACT target of zero buildings using oil as a primary heat source. Since 2014, the municipality has reduced heating oil consumption by 67%.

To reach the HalifACT target, in collaboration with the on-site Energy Manager, FDC has developed a Net-Zero Energy Roadmap. The Roadmap will focus on five key areas:

- Deep energy retrofits
- On-going building recommissioning
- Oil to gas or electric conversions
- Net-zero new construction

- Purchasing renewable natural gas and renewable electricity to offset remaining energy usage

Growth (Capital Delivery) – Buildings and Facilities. This service involves planning, design, and delivery (project management) of new construction and enhancement projects for municipally owned facilities and buildings.

Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected ¹	2023/24 Planned
Growth delivered	\$5,017,000	\$4,316,005	\$7,038,162	\$1,450,000
Asset renewal delivered	\$23,423,000	\$58,529,950	\$34,944,770	\$38,065,000
Energy efficiency (GHG reduction in tonnes)	2,565	1,800	2,500	3,000
Per cent of Capital Budget committed within the fiscal year (target: 80%)	77%	81%	83%	75%
Building condition assessments completed (updated ¹ and new ²)	Updated: 130 New: 0	Updated: 1 New: 1	Updated: 10 New: 4	Update: 30 New: 10
Notes:	1) Updated = Facilities which were assessed in prior years, being reassessed and updated 2) New = Facilities being assessed for the first time			

Performance Measures Analysis

Several major projects are underway including the Halifax Common Aquatic Project, Kiwanis Graham's Grove Park, Ragged Lake Transit Centre Expansion, and Keshen Goodman Library, as well as numerous State of Good Repair (SOGR) projects.

Growth Projects (Capital Delivery)

Major construction activities and improvement projects in 2023/2024 include:

- Halifax Common Aquatic Project: construction underway, anticipated completion July 2023:
 - The municipality is constructing a new outdoor aquatic facility on the Halifax Common to replace the previous swimming pool, splash pad, and pavilion building. The existing play structures will also be replaced with a new playground area.
 - The new facility will feature a sloped beach style entry with coastal themed spray toys, swimming lanes, and aquatic climbing walls. The new pool will be significantly larger than the previous pool with capacity for 450 bathers.
- Kiwanis Grahams Grove Park: Construction underway, anticipated completion Spring 2023:
 - Complete replacement of the existing facilities housing the Kiwanis Club, the Dartmouth Dragon Boat Association, and park washrooms.

- The new building will include universal washrooms and will be built to net-zero construction.
- Ragged Lake Transit Centre Expansion: Design phase, anticipated completion Spring 2024:
 - Expansion to the existing transit facility to house 60 battery electric buses.
- Various Accessibility Projects:
 - Accessible ramp upgrades, beach mats, and new universal washrooms
 - Preparations to meet the provincial Access by Design 2030 are underway
 - Universal Design Principles incorporated into all new construction projects
 - Progressing on the application of key learnings from the Rick Hansen Certification program to improve accessibility of the communities the municipality services.

Asset Renewal Projects (Capital Delivery)

Major capital improvement and repair/replacement projects in 2023/2024 include:

- Keshen Goodman Library: Construction underway, anticipated completion March 2024:
 - One of the municipality's busiest libraries that welcomes 425,000 visitors each year
 - Interior renovations to improve energy efficiency, and improve services and accessibility for a rapidly growing community
- State of Good Repair Projects, ongoing:
 - A significant portion of the 2023/24 capital budget will be allocated for SOGR projects for existing facilities.

Energy Efficiency

The following work will be completed by FDC for the 2023/24 fiscal year:

- **Net-Zero Ready New Buildings.** Design work for BLT CC, Sheet Harbour CC, Halifax Forum, Traffic Services, Burnside Transit Centre, and Ragged Lake Transit Centre. Construction work will be completed for Kiwanis Graham's Grove Park, Halifax Commons Pool Reconstruction, and Met Field Washrooms.
- **Major Buildings Targeted for Deep Energy Retrofits.** Design work for North Preston CC, East Preston CC, Upper Hammonds Plains CC, Chocolate Lake CC, and Sackville Sports Stadium. Construction work will be completed for Acadia Centre, Black Point FS, Bicentennial Theatre, MacPhee House, Eastern Shore Arena, Scotiabank Centre, Keshen Goodman Library, and Sackville Terminal.
- **Oil Conversions.** Design work for North Preston CC, East Preston CC, Upper Hammonds Plains CC, Chocolate Lake CC, and Sackville Sports Stadium. Construction work will be completed for Acadia Centre, Black Point FS, Bicentennial Theatre, MacPhee House, Eastern Shore Arena, and Fire Station #2.
- **Recommissioning.** Eric Spicer, Prospect Community Centre (CC), Existing Burnside Transit Centre, Zatzman Sportsplex, and City Hall.

FDC continues to improve project delivery through the development of standardized project management plans and research of alternative contracting methods to better align with industry direction.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Net-Zero Energy – New Construction	New construction projects will be designed and built to net-zero standards. Design work for BLT CC, Sheet Harbour CC, Halifax Forum, Traffic Services, Burnside Transit Centre, and Ragged Lake Transit Centre. Construction work will be completed for Graham's Grove Kiwanis Park Facility, and Halifax Commons Pool Reconstruction.	 Net-Zero Emissions 	T - Q4 - 2023/24
Net-Zero Energy – Deep Energy Retrofits	Deep energy retrofits is an ongoing program to meet the 2030 goal of net-zero municipal facilities. Design work for North Preston CC, East Preston CC, Upper Hammonds Plains CC, Chocolate Lake CC, Sackville Sports Stadium, and Scotiabank Centre. Construction work will be completed for Acadia Centre, Black Point FS, Bicentennial Theatre, MacPhee House, Eastern Shore Arena, Keshen Goodman Library, and Sackville Terminal.	 Net-Zero Emissions 	T - Q4 - 2023/24
Net-Zero Energy – Recommissioning	Recommissioning is focused on optimizing building operations to save energy. The following projects will be undertaken: Eric Spicer, Prospect CC, Existing Burnside Transit Centre, Zatzman Sportsplex, and City Hall.	 Net-Zero Emissions 	T - Q4 - 2023/24
Net-Zero Energy – Oil Conversion	The conversion of buildings using oil will include design work for North Preston CC, East Preston CC, Upper Hammonds Plains CC, Chocolate Lake CC, and Sackville Sports Stadium; Work will be completed for Acadia Centre, Black Point FS, Bicentennial Theatre, MacPhee House, Eastern Shore Arena, and Fire Station #2.	 Net-Zero Emissions 	T - Q4 - 2023/24
Electric Vehicle Charging Infrastructure	All new build and retrofits will consider Electric Vehicle Strategy principles.	 Net-Zero Emissions 	T - Q4 - 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Keshen Goodman Library	The renovation for the Keshen Goodman library is underway and construction will be completed in early 2024. The scope of work includes a new addition to the facility for library staff and delivery services, along with refurbishment of the building interior and outdoor library space.	 Inclusive Communities	T - Q4 - 2023/24

PROPERTY, FLEET & ENVIRONMENT

2023/24 Budget & Business Plan
Committee of the Whole on Budget
February 8, 2023

PROPERTY, FLEET & ENVIRONMENT



MISSION

Delivering sustainable management of fleet, buildings, land and ecosystems while taking meaningful action on climate change to support a healthy and resilient future for our residents.

SERVICE AREAS

Corporate Fleet

Responsible for the lifecycle management of vehicles and equipment including replacement. Capital projects include purchasing vehicles and equipment for a diverse fleet, including Halifax Regional Fire & Emergency (HRFE), Halifax Regional Police (HRP), and municipal vehicles and equipment.

Corporate Real Estate

Committed to supporting Regional Council priorities through real property acquisitions and disposals, industrial park development and sales, leasing and accommodations management, and real estate advisory services.

Environment & Climate Change

Provides leadership in climate action and environmental sustainability. Leads the implementation of HalifACT and develops and oversees projects, policies and programs to protect ecosystem health, reduce emissions, and adapt and prepare for the impacts of climate change.

SERVICE AREAS

Facility Design & Construction

Provides professional design, construction, demolition, inspection, condition assessments and records management for municipal facilities. These include recreation facilities, depots, Halifax Transit terminals and garages, administrative buildings, HRFE stations and HRP facilities.

Facility Maintenance & Operations

Ensures clean and safe municipal facilities for all residents, customers, and employees. Supports approximately 240 municipally owned buildings through preventative and lifecycle maintenance planning, and the provision and management of Corporate Security.

ABOUT US

PROJECTED DELIVERY OF BUILDING CONSTRUCTION PROJECTS

\$41.6M

CAPITAL PROJECTS DELIVERED

75

MUNICIPAL FACILITIES – GREENHOUSE GAS REDUCTION (2018 TO 2022)

12,500 tonnes

PROPERTY TRANSACTION VALUE

\$3.0M

BUILDINGS BUILT TO NET-ZERO TO DATE

6

LEASES UNDER MANAGEMENT

450K sq. ft.

INDUSTRIAL LOTS SOLD

56 acres

INDUSTRIAL LOTS SOLD

\$18.0M

CORPORATE EMISSIONS REDUCTION SINCE 2008

34%

ABOUT US

MUNICIPAL BUILDINGS
MAINTAINED

2.97M sq. ft.

WORK ORDERS COMPLETED
FOR MUNICIPAL FACILITIES

13.9K

COMMUNITY-WIDE EMISSIONS
REDUCTION SINCE 2016

7.4%

NUMBER OF FLEET
VEHICLES & EQUIPMENT
MAINTAINED

1,562

FLEET REPAIR &
MAINTENANCE TASKS
COMPLETED

25.5K

COMMUNITY-WIDE CAPACITY
OF RENEWABLES INSTALLED
IN 2021

6.96 MW

SUCSESSES



Burnside Phase 13.1 under construction, to supply 120 acres of new land for region



150,000 square feet of space leased/renovated by Corporate Accommodations



Completed renovations include Woodside Ferry Terminal, Dartmouth North Community Centre, Alderney Gate Lobby



Completed new building projects include Fort Needham Memorial Park washrooms and Mackintosh Depot



New HRM Vehicle Use Policy and AVL Policy implemented by Corporate Fleet



Facility Maintenance & Operations Green Belt project improved efficiency of work order process for building maintenance

SUCCESSSES



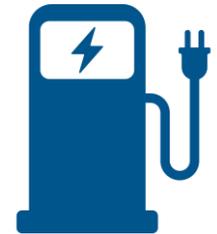
Halifax modular housing units for those experiencing homelessness completed in 2022



Corporate Fleet purchased 39 Hybrid/Electric Vehicle assets in 2022



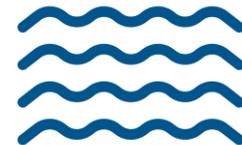
\$19M in solar installations through the Solar City program



Municipal Electric Vehicle Strategy milestone: RFP of public electric vehicle charging infrastructure for 18 sites across the region will be issued in 2023



HalifACT awarded Top Project award by Clean50 and Climate Change Leaders award from Nova Scotia Federation of Municipalities for Municipal Electric Vehicle Strategy



Launched LakeWatchers, a community-based lake water quality monitoring program

CURRENT & PLANNED INITIATIVES

GROWTH & ASSET RENEWAL PROJECTS

- Halifax Common Aquatic project
- Keshen Goodman Library renovation
- Ragged Lake Transit Centre expansion
- Fire Station 2
- Kiwanis Grahams Grove Park



CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

COMMUNITIES – INCLUSIVE COMMUNITIES

Accessibility projects:

- Diversity, inclusion, and accessibility principles incorporated into all new designs
- Accessible ramp upgrades, beach mats, and new universal washroom installations
- Preparations to meet the provincial *Access by Design 2030: Achieving an Accessible Nova Scotia* are in progress
- Five business unit employees have Rick Hansen Foundation Accessibility Certification and two are enrolled in the program



CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

PROSPEROUS ECONOMY – HOLISTIC PLANNING

- Sufficient Supply of Industrial Lands Inventory
- Burnside Industrial Park - Phase 13 and 14
- Ragged Lake Industrial Park secondary planning background studies
- Integrated Mobility Plan (IMP) land acquisition



CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

ENVIRONMENT – PROTECTED & SUSTAINABLE ENVIRONMENT

- Increase Protection and Health of Ecosystems
- Municipal Natural Assets Inventory
- Water Quality Management
- Watershed Management



CURRENT & PLANNED INITIATIVES – HALIFACT

ENVIRONMENT – NET-ZERO EMISSIONS

- Net-Zero Energy – New Construction
- Deep Energy Retrofits of Municipal Buildings
- Net-Zero Energy – Recommissioning
- Net-Zero Energy – Oil Conversion
- Community Retrofit, Renewables and Resilience Program



CURRENT & PLANNED INITIATIVES - HALIFACT

ENVIRONMENT – NET-ZERO EMISSIONS

- Decarbonize Transportation
- Municipal Electric Vehicle Strategy
- Electric Vehicle Charging Infrastructure

ENVIRONMENT – CLIMATE RESILIENCE

- Climate Risk Management
- Climate Hazard Mapping and Integration
- Increase Resiliency of Critical Infrastructure to Climate Impacts
- Preparing Communities for Climate Impacts



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

SERVICE EXCELLENCE – EXCEPTIONAL CUSTOMER SERVICE

- Cityworks Process Improvements – Phase 2
- Service Level Agreements

SERVICE EXCELLENCE – INNOVATIVE PERFORMANCE EXCELLENCE

- Property, Fleet & Environment Performance Excellence Strategy
- Facility Maintenance & Operations Dashboard – Phase 2



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

WELL-MANAGED

- Industrial Park Administrative Order
- Less than Market Value Leasing Administrative Order
- Fire Apparatus Review
- Vehicle Compliance and Vehicle Safety
- Fleet Lifecycle Replacement
- Performance measurement and progress reporting for HalifACT
- Mainstreaming Climate Action and Building Capacity
- Environmental implications training for Council reports





CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

OUR PEOPLE – HEALTHY & SAFE WORKPLACE

- Health, safety & wellness – first aid upgrades
- Corporate Accommodations Program and Policy:
 - Focusing on improving accessibility and inclusivity in the office environment
 - Improving ergonomics, operational efficiency and functionality

OUR PEOPLE – DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

- Diversity, inclusion, and accessibility principles applied to built environment
- Meaningful partnerships



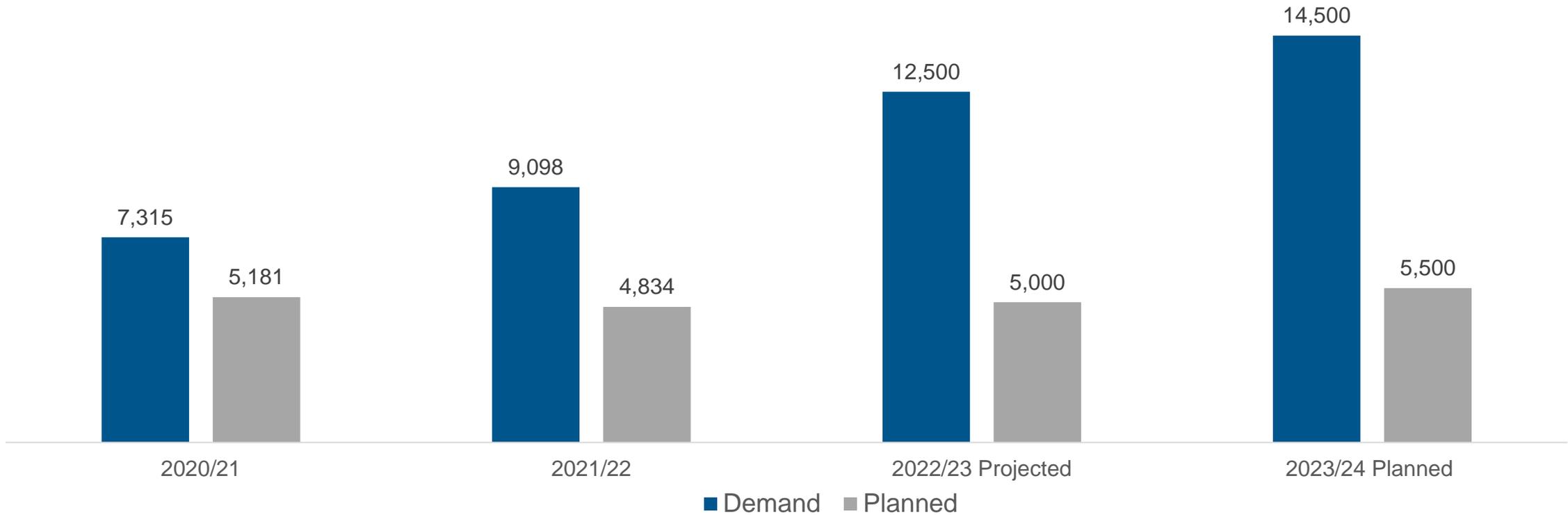
KEY PERFORMANCE INDICATORS

OPERATING COSTS PER VEHICLE KM (MUNICIPAL EQUIPMENT)



KEY PERFORMANCE INDICATORS

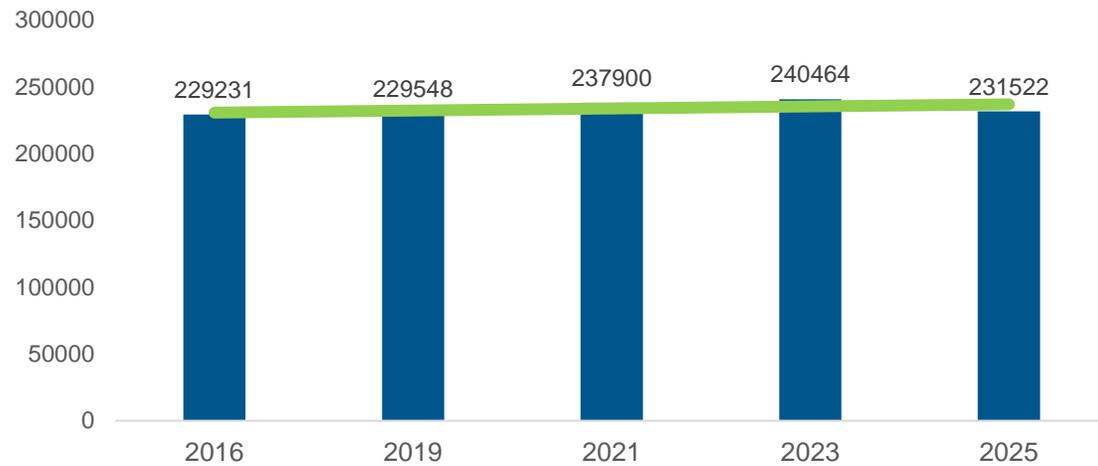
FACILITY MAINTENANCE WORK ORDERS: DEMAND VS PLANNED



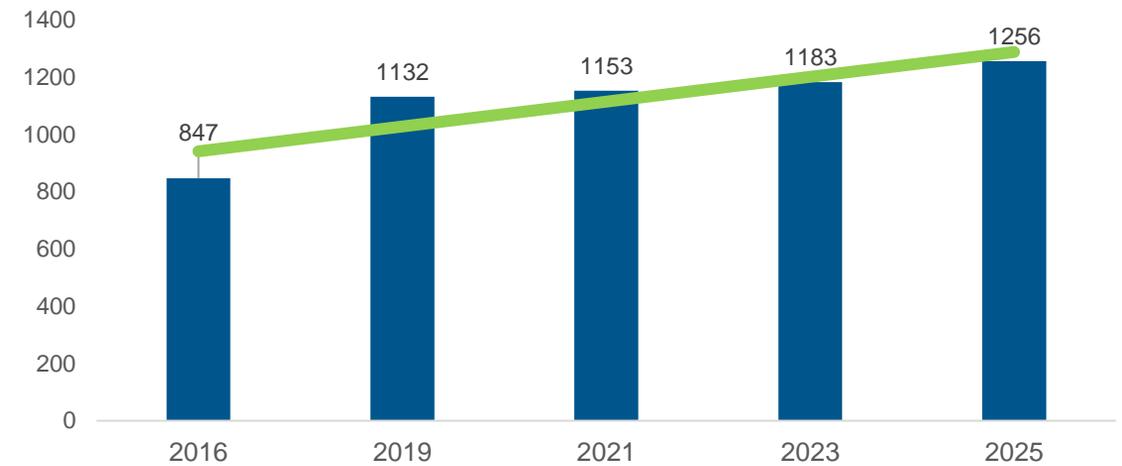
KEY PERFORMANCE INDICATORS

CORPORATE ACCOMMODATIONS PROGRAM IMPACT

Total Administrative Office Space in sq. ft.



Total Number of Workspaces

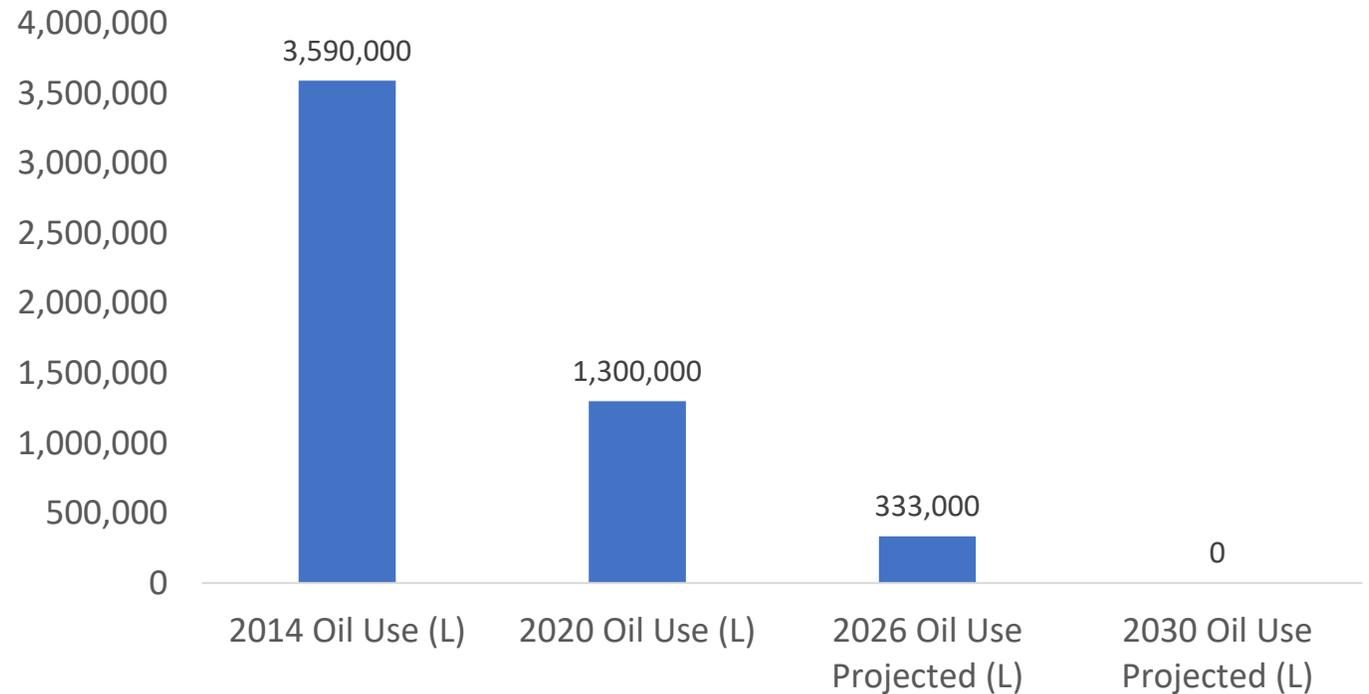


KEY PERFORMANCE INDICATORS

HALIFACT 2050

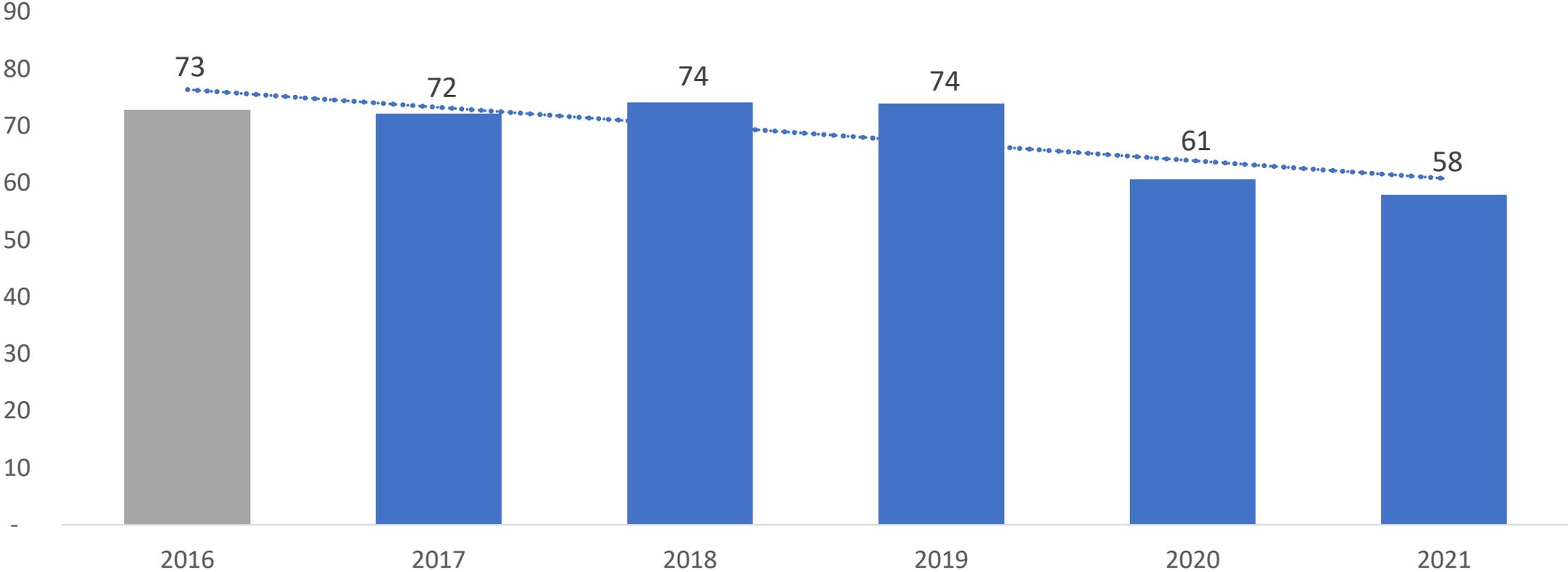
- Fuel conversions
 - Oil to natural gas/heat pumps
- Energy efficient projects
 - Building envelope improvements
 - Controls and building automation improvements
- Disposal of surplus assets

Municipal Building Oil Usage (L)



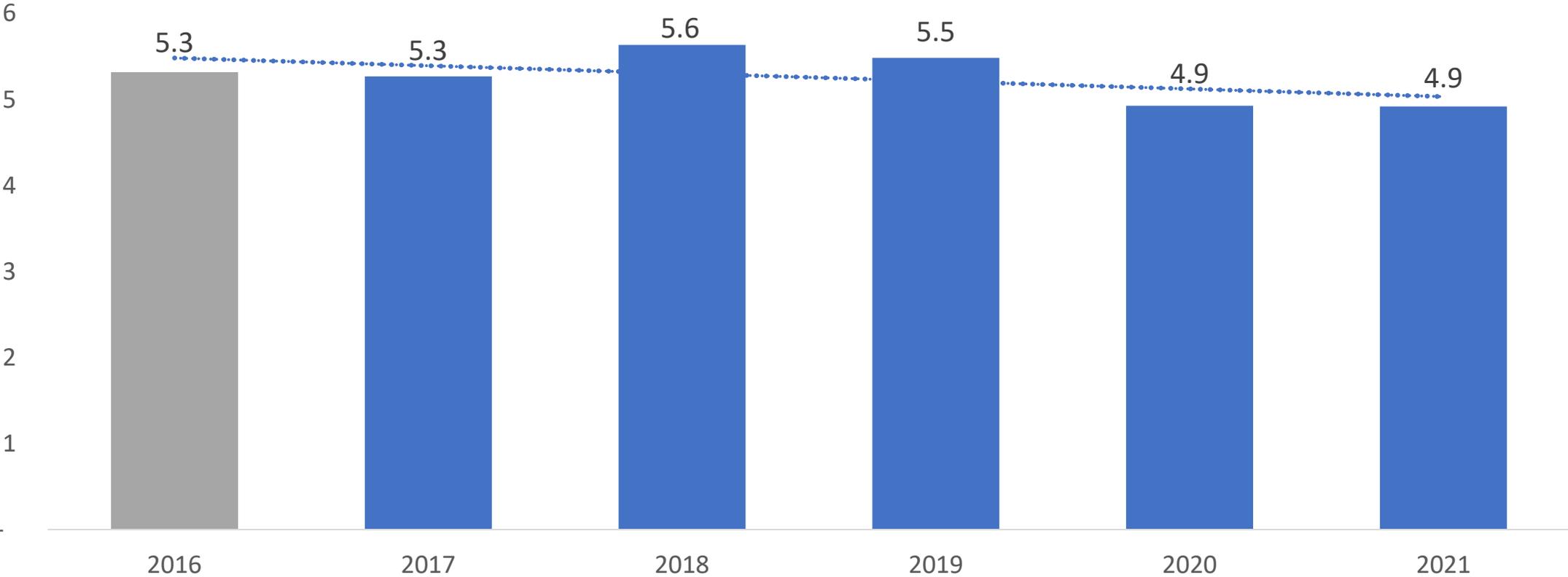
KEY PERFORMANCE INDICATORS

Corporate Emissions in Kilotonnes of CO₂ Equivalent



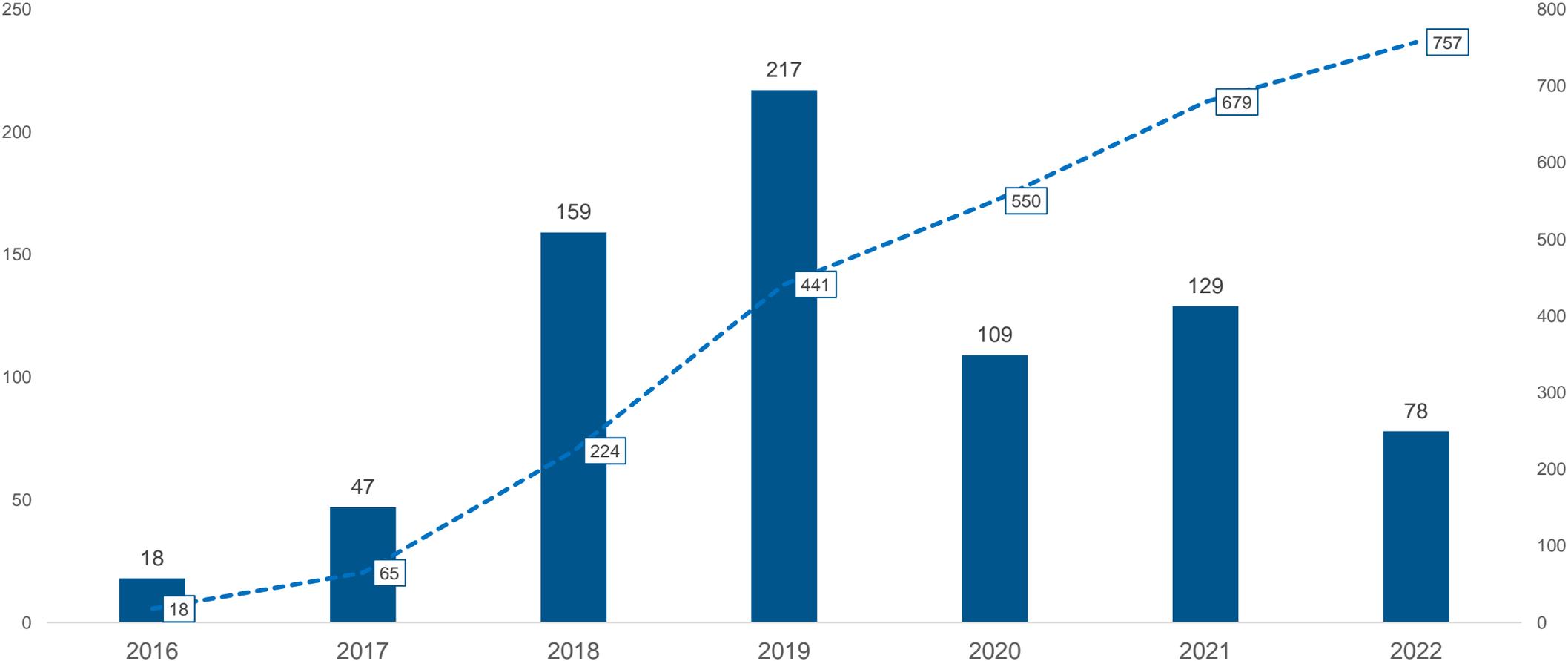
KEY PERFORMANCE INDICATORS

Community Emissions in Megatonnes of CO₂ Equivalent



KEY PERFORMANCE INDICATORS

Number of Solar Energy Systems Installed through the Solar City Program



OPERATING BUDGET

STAFF COUNTS

Full-Time Equivalent (FTE) Change Details	
Approved 2022/23 FTEs:	204.8
Transferred Positions:	
ECC to Corp Comms – Marketing Advisor	(1.0)
ECC to Finance – Senior Financial Consultant	(1.0)
ECC to PW – Environmental Professional (term)	(1.0)
New Positions:	
Fleet Trades Person – OCC	1.0
Senior Real Estate Officer	1.0
Accessibility Auditor Intern	1.0
Security Advisor (less 2 Facility Tech's)	(1.0)
Junior Environmental Professional – LakeWatchers	1.0
ECC – Environmental Professional (term)	1.0
Capital Changes:	
Real Estate Program Specialist	1.0
Total Changes	2.0
Total Budgeted 2023/24 FTEs	206.8

Includes full, part-time, and permanent positions – calculated value based on the normal working hours of each position.

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2022/23 Budget	\$ 44,211,500
Compensation Changes:	
Full year funding for HalifACT positions	172,100
New positions - Real Estate Officer, Fleet Mechanic (OCC) & HalifACT (LakeWatchers)	263,300
Project Manager transferred from Capital funding	102,800
Vacancy management increase	(217,000)
Collective Agreement, Salary & Overtime increases	213,700
Revenue Adjustments:	
Increased lease & parking rental revenues offset by a decrease in misc. recoveries	(137,300)
Other Budget Adjustments:	
Fuel price increase \$2M (\$0.73 to \$1.56), less savings for proposed anti-idling initiatives	1,800,000
Vehicle parts and petroleum-based lubricants costs have increased. Plus \$60.3k (OCC) for vehicle expansion	101,500
Security Guard Services – increase costs due to living wage inclusion for new contracts, Commissionaire services increase and expanded coverage for Alderney Gate	470,000
Replacement of security equipment (CCTV and access control) which has increased 25-35 per cent due to inflation plus the Security App project development	260,000
Reduction in HalifACT Resource Plan – Year 2 Plan reduction \$200k, and delay in R3 – Deep Energy Retrofit Program – awaiting results of Pilot Program	(600,000)
Building costs increased due to a) inflation of replacement equipment, b) new insurance requirement to complete infrared scans (\$50k), c) new responsibility for AED maintenance costs (\$50k), d) new operating agreement for maintenance costs at Centennial Arena (\$40k) and e) the maintenance for new splashpads (\$30K OCC).	345,000
Mackintosh Depot (OCC) – increased maintenance, utilities, snow and janitorial costs	500,000
Cost increases for Corporate Accommodation leases, plus new leases (OCC) for Scotia Square, Parking Services, Public Works equipment storage during Mackintosh Depot Replacement \$273k	331,300
Gray Memorial Arena – interim maintenance budget	100,000
Miscellaneous reductions throughout the business unit	(21,500)
Other Budget Adjustments: Transfers	
Fire boat maintenance/fuel costs transferred from HRFE	100,000
Homeless shelter maintenance budget transferred from Fiscal	100,000
Total Proposed Changes	\$ 3,883,900
2023/24 Budget	\$ 48,095,400

OPERATING BUDGET

OPTIONS UNDER BUDGET

Reduction Description/Service Impact	Revenue / Expense	One-time / Sustainable	2023/24 Amount	2024/25 Amount
<p>Reduce Janitorial/Cleaning Contracts for:</p> <ul style="list-style-type: none"> 1) Day cleaning service at the Mackintosh Depot 2) Extra service for events at St. Mary's Boat Club and Gray Arena 3) Reduce the hours of cleaning in the outdoor washrooms 4) Limit the day cleaning service at City Hall to only Regional Council and Committee days 	Expense	Sustainable	(100,000)	(100,000)
<p>Reduce Contracted Services in contracted labour for:</p> <ul style="list-style-type: none"> 1) The Emera Oval and LeBrun Recreation Centre - resulting in the possible delay in the opening of these facilities 2) Facility generator inspections will also be reduced 	Expense	Sustainable	(50,000)	(50,000)
<p>Reduce the Facility Equipment Replacement Budget</p> <p>This would delay or prevent equipment like pumps, motors, fan units and compressors being replaced, when they break. This would result in reduced service levels and impacts on program delivery.</p>	Expense	Sustainable	(200,000)	(200,000)
Total Reductions			\$ (350,000)	\$ (350,000)



Budget Adjustment List Briefing Note

Facility Maintenance & Operations Budget Reduction Recommendation

COW Date: February 8, 2023

Business Unit: Property, Fleet & Environment

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN015	Operating	(\$350,000)	(\$350,000)
Four Year Impact	(\$350,000) annually		
Adjustment Description	In response to Budget Committee request, this Briefing Note outlines the cost and impact associated with the Facility Maintenance & Operations budget.		
Priority Alignment	Service Delivery		

Facility Maintenance & Operations:

1. Expenditure: \$100,000 Janitorial/Cleaning Contracts

Delivery of contracted cleaning services to various Halifax Regional Municipality facilities. Reducing this budget will reduce scheduled cleaning in the following areas:

- day cleaning service at the Mackintosh depot
- extra service for events at St Mary's Boat club and the Gray arena
- reduce the hours of cleaning in the outdoor washrooms
- limit the day cleaning service at City Hall to only Council & Committee days.

2. Expenditure: \$50,000 Contracted Services

Delivery of contracted labour to operate the Emera Oval, LeBrun Recreation Centre, and to complete inspections of Generators. Reducing this budget would result in a possible delay in the opening of the Oval and Lebrun. Facility Generator inspections will also be reduced.

3. Expenditure: \$200,000 Facility Equipment Replacement.

Reducing this budget would result in equipment such as pumps, motors, fans units, and compressors, not being replaced in various facilities. This would result in reduced service levels and impacts on program delivery.