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Item No. 6.1
Committee of the Whole on Budget
March 29, 2023

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

Original Signed

SUBMITTED BY:

Cathie O'Toole, Chief Administrative Officer

DATE: March 22, 2023

SUBJECT: **2023/24 Budget Adjustment List for Consideration**

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.

On November 25, 2022 it was moved THAT the Budget Committee:

1. Direct the Chief Administrative Officer to develop the 2023/24 Budget according to Council's approved priorities, and preliminary fiscal direction, including setting the average property tax bill for residential and commercial properties at a 4 per cent increase by preparing proposals for reductions to the operating budget and only use onetime expense to offset costs in the current fiscal year if matched with an operating budget reduction in subsequent years.
2. Recommend that Regional Council rescind the direction from the 2022-23 fiscal budget to include \$7 million in the 2023/24 budget to fund a sidewalk program from capital from operating; and
3. Further recommend that Halifax Regional Council:
 - Reallocate \$20 million included in the Strategic Initiative Operating Reserve (Q667) in 2019 as a potential capital contribution for the construction of a Community Stadium, to the following reserves:
 - Transfer \$5 million to the Options Reserve (Q421) for the Solid Waste Facility capital project;
 - Transfer \$15 million to the Capital Fund Reserve (Q521) to fund over-commitments within the capital fund reserve; and

Approve revised debt policy of \$1,500 per dwellings and amend capital-from-operating to be \$64.922 million, by reducing \$8 million from street recapitalization, for the 2023/24 budget.

On January 20, 2023 it was moved THAT the Budget Committee:

1. Approve the Base Capital Budget for 2023/24, and approve in-principle the Schedule of 2024/25, 2025/26, 2026/27 Base Capital Plan set out in Attachment 1 of the staff report dated January 11, 2023;
2. Approve the Strategic Initiatives Capital Budget for 2023/24, and approve in-principle the Schedule of 2024/25, 2025/26, 26/27 Strategic Initiatives Capital Plan as per Attachment 2 of the staff report dated January 11, 2023;
3. Approve the schedule of 2023/24 Capital Reserves Withdrawals as per Attachment 4 of the staff report dated January 11, 2023;
4. Approve the schedule of 2023/24 Multi-year Capital Projects as per Attachment 5 of the staff report dated January 11, 2023;
5. Direct the Chief Administrative Office to prepare a staff report with options, funding sources and strategies for the 2024/25 and 2025/26 Capital Budgets for the Bedford Library within Mill Cove and a Fire Station in the Larry Uteck West Bedford Area;
6. Request a briefing note with options to fund library Capital budget projects at their 2022/23 approved allocations for 2023/24 budget approvals within the proposed 2023/24 Multi-Year Capital Plan to the Budget Adjustment List;
7. Direct the Chief Administrative Officer to prepare a briefing note to provide options to fund the West Bedford Fire Station on Science Park Drive within the proposed 2023/24 MultiYear Capital Plan and refer the matter for discussion as part of the Budget Adjustment List;
8. Include a reduction of \$755,000 for one-time reduction to CR21001: Urban Forestry Plan Implementation as outlined in the Briefing Note BN002 within the proposed 2023/24 Capital budget as amended;
9. Include an increase of \$3,000,000 for new sidewalks, Active Transportation CR 200001, within the proposed 2023/24 Capital budget, including funding options, to the Budget Adjustment List as a capital over budget option for consideration, beginning in 2024/25;
10. Request a Briefing Note with an update on the 2014/15 approved project, "MacDonald Park Ball Field Lighting" (deferred due to land tenure) including:
 - a. Confirmation of the continuation of project planning in 2023/24;
 - b. Information on tenure arrangements, leasing, timing related to land tenure, design & construction, and operating implications; and
 - c. A recommendation for inclusion in the capital budget for design and construction to the Budget Adjustment List.
11. Direct the Chief Administrative Officer prepare a briefing note to provide options to advance the funding of the Capital Projects for the Eastern Shore Lifestyle Centre (Sheet Harbour Fire Station - CB210018 & Sheet Harbour Recreation Centre - CB000080) to commence over 2024/25 & 2025/26 fiscal years instead of the current timeline in the Capital Budget Book

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:

1. Direct the Chief Administrative Officer to finalize a Proposed Operating Budget for Regional Council that includes items 1 through 31 from the Budget Adjustment List schedule in Attachment A to be added/removed to/from the 2023/24 Proposed Operating Budget;
2. Direct the Chief Administrative Officer to finalize the Capital Budget for Regional Council that includes items 36 and 39 from Budget Adjustment List from schedule in Attachment A to be added to the 2023/24 approved Capital Budget;
3. Notwithstanding the February 17, 2023 direction to proceed with a revenue increase of 1,450,000, direct the Chief Administrative Officer to include a revenue increase of \$1,200,000 through a Building Permit Fee increase to Planning and Developments 2023/24 proposed budget as outlined in the Briefing Note BN031 and recommend that Regional Council rescind the motion from February 17, 2023;

If all three of these recommendations are approved, the average tax bill increase will be 5.6%.

BACKGROUND

On November 25, 2022, staff presented the Budget Direction to Budget Committee, outlining the fiscal direction for 2023/24. The first iteration of the Budget Direction recommended an 8.0 per cent average tax bill increase. The increase in average tax bill is to fund inflationary cost pressures impacting the municipality. The Budget Committee's direction at the meeting was for staff to provide proposals for reductions for the operating budget in order to achieve a 4.0 per cent average tax bill increase. To help achieve the lower tax increase, Budget Committee also gave direction to reduce the street recapitalization budget by \$8 million.

Staff returned on January 25, 2023 to Budget Committee with an update on Budget Direction and provided a draft list of reductions. Part of the list of reductions contained \$2.8M of savings that could be applied to the 2023/24 budget without any operational impact. These savings were included in the budget that was to be presented to Budget Committee. The remaining list of reductions was a starting point, and the individual reductions would be presented during each business unit's Business Plan and Budget presentation. The value of all the reductions exceeded the 4.0 per cent target.

DISCUSSION

Throughout the Budget Committee sessions (January 27 to March 8, 2023), 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 Budget Committee might consider as add-ons ("Overs") or subtractions ("Unders") from the budget.

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 Budget 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.

Items Built Directly into the Budget

Budget Committee gave direction for four budget changes to be directly built into the 2023/24 budget. Staff also built in two adjustments to the 2023/24 budget. The first staff adjustment was a reduction of \$2.8 million that was identified as savings in the Budget Direction update. The second adjustment is savings from lower required debt servicing costs in 2023/24 and the debt issuance not occurring until the fall of 2023/24. These changes to the budget are listed in table 1. These changes are not part the BAL; if the committee would like to change them, a motion to rescind will be required.

Table 1 – Built in Budget Adjustments

Budget Change Description	23/24 Amount	Sustainability	Capital / Operating	Date Added
Reduction to Paving Budget	(\$8,000,000)	No	Capital	11/25/2022
Reduce number of trees planted in final year of current Urban Forest Master Plan CR210011	(\$755,000)	No	Capital	1/18/2023
Increase Building Permit Fees 25%	(\$1,450,000)	Yes	Operating	2/17/2023
Increase staffing by 15 firefighters to convert Middle Musquodoboit (Station 38) to a 24/7 Career Composite Station.	\$137,100	NA	Operating	3/8/2023
Revenue increase from new assessments	(\$1,800,000)	Yes	Operating	1/25/2023
Staff Savings "Teir 1 Adjustments"	(\$2,839,900)	Yes	Operating	11/25/2022
Debt Revision (Fall debenture issuance)	(\$800,000)	No	Operating	3/10/2023
Total "Built-In" Budget Changes	(\$15,507,800)			

With these changes applied to the budget, the overall required increase to the average tax bill is 5.5 per cent before any changes from the BAL are included.

Budget Adjustment List

Based on the total of all the items on the BAL, meeting the goal of a 4.0 per cent average tax bill increase is not attainable. The lowest achievable increase is 4.8 per cent. To reach the lowest increase, Budget Committee would need to approve all the unders on the BAL and no further increases to the budget could be considered.

Halifax Regional Police Budget & Adjustments

The BAL contains 5 options that would be a change to the Halifax Regional Police (HRP) Budget. Staff are suggesting that these changes not be approved during the BAL. The organization has recently announced a reorganization, which contains a new business unit being created for Community Safety. Staff intend to return later in 2023 with the full implications of setting up the new business unit.

The only exception to the 5 HRP adjustments is item 19 on the BAL for the Psychologist and an Occupational Health and Safety Nurse positions. If this adjustment is approved, these positions would be added to the budget for Human Resources.

Sample Scenarios

In total 42 items worth \$762 thousand were placed on the BAL for additional consideration. The items can be classified into three main groups. The four groups include items that are:

- Operating Budget Changes;
- HRP Budget Changes; and,
- Capital Budget Changes

While Council is not obligated to approve all these items, if they were all approved and funded through property taxes, they would add \$3.01 to the average tax bill or an increase of 0.1 per cent. Some other

sample scenarios that could be considered are:

- If all the unders are approved and no overs, the required increase would be 4.8 per cent
- If all of the proposed adjustments are disregarded on the BAL, the result is 5.5 per cent
- Entire BAL with no capital items are approved results in 5.6 per cent
- Entire BAL without capital and Saturday parking rejected results in 5.8 per cent
- Entire BAL without capital and all parking increases rejected results in 5.9 per cent

Capital Budget Implications

Of the 42 BAL items, there are seven with capital budget implications. In some cases, staff have explained that the desired escalation in project scheduling is not feasible due to overall portfolio capacity or required timing for adequate planning and preparation. For two projects (the Mill Cove Ferry Terminal Library and Halifax North Memorial Library), the municipality will be required to wait for answers to provincial/federal funding program applications before any work can proceed.

For the projects which are able to proceed, if approved during the BAL deliberation, there are two main funding sources which are available. Capital-from-operating funding will tax residents at the same amount of the project costs as the work occurs. Debt funding will instead delay taxing residents, beginning in the fiscal year after the entire capital project is complete, and lasting a repayment term of 10 –15 years. Any projects debt funded, although realizing a short-term benefit of delaying the tax impacts, there is an additional cost premium of potentially 4.0 per cent added to the total project cost.

The estimated tax implications of each capital project are described individually in the Briefing Notes attached to this report. The consolidated potential tax implication if all capital BAL items are approved, is estimated as follows:

Table 2 – Capital Budget Changes

Capital Project	BN Ref #	Change in Budget Schedule	Change in Budget				TOTAL 4Yr Impact	Total Annual Operating Increase	New FTE's Required
			2023/24	2024/25	2025/26	2026/27			
New Sidewalks Program On-Going Expansion (CR200001) *	BN030	Net New	-	3,000,000	3,000,000	3,000,000	\$ 9,000,000	\$ -	-
Mill Cove Library (New) **	Info Report	Net New	500,000	7,000,000	650,000	-	\$ 8,150,000	\$ 723,000	12
Halifax North Memorial Library (CB190005) **	BN071	+ 3 years	-	3,000,000	2,000,000	500,000	\$ 5,500,000	\$ 875,000	12
Bedford West Fire Station & HQ Campus (CB210014)	BN072	+ 3 years	16,000,000	24,000,000	-	-	\$ 40,000,000	\$ 404,000	-
Fire Fleet Expansion (CV220015)	BN072	+ 3 years	-	-	1,125,000	-	\$ 1,125,000	\$ 160,000	1
Sheet Harbour Community Centre (CB000080)	BN073	+ 1 year	-	7,000,000	8,000,000	-	\$ 15,000,000	\$ 140,000	1
Sheet Harbour Fire Station (CB210018)	BN073	+ 1 year	-	6,000,000	4,000,000	-	\$ 10,000,000	\$ -	-
MacDonald Park Ball Field Lighting (CP210013)	BN075	+ 3 years	-	-	1,000,000	-	\$ 1,000,000	\$ 12,000	-
Four-Year Capital Budget Additions if All BAL Approved			\$ 16,500,000	\$ 50,000,000	\$ 19,775,000	\$ 3,500,000	\$ 89,775,000	\$ 2,314,000	26
* Budget for new FTE to support program expansion added in 2022/23									
** Projects dependent on award of cost sharing application in-progress									
Annual Capital-from-Operating Funding Increase Option			\$ 16,500,000	\$ 50,000,000	\$ 19,775,000	\$ 3,500,000	\$ 89,775,000	\$ 2,314,000	
Total Avg Tax Bill Increase by Fiscal Year			2.8%	8.3%	3.3%	0.6%	15.0%	0.4%	
Annual Debt Funding Increase Option			\$ -	\$ -	\$ 1,080,000	\$ 7,953,000	\$ 9,033,000	\$ 2,314,000	
Total Avg Tax Bill Increase by Fiscal Year			0.0%	0.0%	0.2%	1.3%	1.5%	0.4%	
Additional Debt Repayment 2027/28 - 2035/36			\$ 91,458,000						

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 2023/24 Budget.

Future Budget Implications

During the presentation of the Fiscal Services Budget, staff highlighted that based on existing trends and contracts the municipality could be facing a tax increase for 2024/25 above 9.0 per cent. This is based on increasing capital from operating to fund the capital plan, contractual increases and inflation remaining higher than normal. Additionally, some of the built in reductions were one time in nature and will need to be added back in the 2024/25 budget:

- the reduction in the paving budget of \$8.0 million,
- \$1 million of the staff identified savings,
- \$755 thousand reduction to Urban Forestry,
- the impact of the issuing debt will be included in the 2024/25 budget.

Due to the timing of when the Fiscal Services budget was presented, the adjustment to include the new Fire positions that was made directly to budget was not included in the preliminary estimate of the 2024/25 tax increase. This adjustment will cause an incremental \$1 million that will need to be funded through an additional tax increase in 2024/25.

Most items on the BAL (both reductions and increases) do not have any significant incremental increases in 2024/25 budget. For example, Public Safety Office will require an additional \$825 thousand in 2024/25 if approved. There may be some savings from the recent corporate realignment that could offset this amount in 2024/25.

Finally, the adjustments required to the capital budget if approved to use capital-from-operating funding will require a significant increase in 2024/25.

Changes Subsequent to Business Plan & Budget Presentations

During the Planning & Development Budget & Business Plan presentation, a revenue increase was approved to be built directly into the budget for \$1.45 million. Since that motion was made, staff have received feedback from industry regarding an appropriate lead time to transition to the adjusted fees. To allow time for contractors to account for the revised fees in pricing estimates, staff are recommending rescinding the original motion and replacing it with a new motion to include an increase of \$1.2 million effective June 1st. If the amount is adjusted, this can be accommodated within the proposed scenarios discussed without changing the tax increases.

Next Steps

Each item on the Budget Adjustment List is subject to debate by the Budget Committee and a formal motion and vote. It is up to Budget Committee 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 Committee, staff can prepare the final Proposed Budget and submit it to Regional Council for the April 25, 2023, 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 Committee 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

The current external environment going into fiscal 2023/24 is highly uncertain. Although inflation is showing signs of easing, it will remain high throughout the year. Interest rates have sharply risen over the past year and will persist into 2023/24. Supply of labor, in particular skilled construction labor, is projected to endure. These factors will continue to put pressure on projects and expenses across the municipality.

Geopolitical risks continue to be a concern. For example, the current volatility in international banks if not limited could result in a greater shock to the greater economy. Other geopolitical exist that could trickle down into increase costs, project delays & overruns or service disruptions to the municipality.

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

There are no environmental implications resulting from this report.

ALTERNATIVES

- 1) Budget Committee may reject the Proposed Budget Adjustment List and direct staff to find additional financial savings in the Proposed Budget.
- 2) Budget Committee can also choose to one of the options discussed in this report. Should budget committee chose to go for the lowest possible increase (4.8 per cent) the motion below can made. This motion would not include any changes to the capital budget or the HRP Budget.

“That the budget committee direct the Chief Administrative Officer to finalize a Proposed Operating Budget for Regional Council that includes items 1 through 14 from the Budget Adjustment List in Attachment A to be removed from the 2023/24 Proposed Operating Budget.”

- 3) Should budget committee chose to disregard all the adjustments on the BAL (5.5 per cent increase) the motion below can made. This motion would not include any changes to the capital budget or the HRP Budget.

“That the budget direct the Chief Administrative Officer to finalize a Proposed Operating Budget for Regional Council.”

ATTACHMENTS

Attachment A - Budget Adjustment List by Business Unit
Attachment B – Budget Adjustment List Briefing Notes & Verbal Requests

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: Tyler Higgins, Manager, Budget and Reserves, Finance & Asset Management

Original Signed

Report Approval by: _____
Jerry Blackwood, CFO, Executive Director of Finance & Asset Management,
902.490.6308

Budget Adjustment List

Budget Adjustment Tax Implications	23/24 Rate Impact	23/24 Avg Bill Impact	23/24 Avg Bill Impact	23/24 Comm Rate Impact	23/24 Comm Bill Impact	23/24 Comm Bill Impact
Staff original proposed Budget Direction - 8.0% Tax Change	0.775	\$ 173.00	8.0%	3.097	\$ 3,664.00	8.0%
New growth in PVSC Assessment	(0.002)	\$ (6.02)	-0.3%	(0.008)	\$ (127.50)	-0.3%
Post Budget Direction "Built-In" Changes	(0.016)	\$ (48.16)	-2.2%	(0.064)	\$ (1,020.30)	-2.2%
Additional items (rounded)**	0.001	\$ 3.01	0.1%	0.004	\$ 63.80	0.1%
OVERALL RATE & NET CHANGE (OPERATING)**	0.758	\$ 121.83	5.6%	3.029	\$ 2,580.00	5.6%

Item Number	BN	Option Description	23/24 Amount	23/24 Rate Impact*	23/24 Avg Bill Impact*	Business Unit	Over/Under	Sustainability	Capital / Operating	Date Added
1	BN006	Volta Labs Civic Innovation Outpost funding	(\$260,700)	(0.0003)	(\$0.92)	CAO	Under	Yes	Operating	1/27/2023
2	BN008	311 reduction	(\$75,000)	(0.0001)	(\$0.26)	FAM	Under	Yes	Operating	1/27/2023
3	BN007	Area rate admin fee	(\$70,000)	(0.0001)	(\$0.25)	FAM	Under	Yes	Operating	1/27/2023
4	BN014	Bridging the Gap program reduction	(\$700,000)	(0.0008)	(\$2.47)	HRCC	Under	Yes	Operating	2/10/2023
5	BN022A	Parking changes - Saturday parking	(\$538,000)	(0.0006)	(\$1.90)	PW	Under	Yes	Operating	2/14/2023
6	BN022B	Parking changes - extended weekday parking	(\$213,000)	(0.0002)	(\$0.75)	PW	Under	Yes	Operating	2/14/2023
7	BN023	Street permit fee revenue increase	(\$25,000)	-	(\$0.09)	PW	Under	Yes	Operating	2/15/2023
8	BN020	Commercial Organics Tip Fee Increase from \$90 to \$100 per tonne	(\$110,000)	(0.0001)	(\$0.39)	PW	Under	Yes	Operating	2/15/2023
9	BN017	Increase pay station hourly pay rates by 25% (increasing to \$875,000 in future years)	(\$656,000)	(0.0008)	(\$2.31)	PW	Under	Yes	Operating	2/15/2023
10	BN041	Grand Oasis and Dartmouth Sunshine Summer Series	(\$600,000)	(0.0007)	(\$2.11)	PR	Under	Yes	Operating	2/22/2023
11	BN039	Reduction of ROW mowing	(\$50,000)	(0.0001)	(\$0.18)	PR	Under	Yes	Operating	2/22/2023
12	BN036	Naming rights of the Commons Aquatics Centre	(\$100,000)	(0.0001)	(\$0.35)	PR	Under	Yes	Operating	2/22/2023
13	BN048	Shrub Bed Maintenance Reduction in ROW (cul-de-sacs)	(\$20,000)	-	(\$0.07)	PR	Under	Yes	Operating	2/22/2023
14	BN070	Interest on over-due accounts (increase from 10%-15%)	(\$1,300,000)	(0.0015)	(\$4.58)	Fiscal	Under	Yes	Operating	3/3/2023
15	BN009	Board of Police Commissioners external legal fees	\$100,000	0.0001	\$0.35	CAO	Over	NA	Operating	
16	BN006	Public Safety	\$361,100	0.0004	\$1.27	CAO	Over	NA	Operating	1/27/2023
17	BN006	Expand Navigator Program	\$125,000	0.0001	\$0.44	CAO	Over	NA	Operating	1/27/2023
18	BOPC Report	Police Psychologist and an Occupational Health and Safety Nurse positions	\$322,400	0.0004	\$1.14	HRP/HR	Over	NA	Operating	2/3/2023
19	BN013	RCMP Regular Member positions	\$746,200	0.0009	\$2.63	RCMP	Over	NA	Operating	2/3/2023
20	BN016	Library Collections	\$300,000	0.0004	\$1.06	HPL	Over	NA	Operating	2/10/2023
21	BN026	Performance based towing program	\$350,000	0.0004	\$1.23	PW	Over	NA	Operating	2/15/2023
22	BN032	Rural & suburban planning	\$450,000	0.0005	\$1.59	PD	Over	NA	Operating	2/17/2023
23	BN033	Community Action Planning for African Nova Scotian	\$276,200	0.0003	\$0.97	PD	Over	NA	Operating	2/17/2023
24	BN034	Rental registry positions	\$120,400	0.0001	\$0.42	PD	Over	NA	Operating	2/17/2023
25	Council Report	Framework for Addressing Homelessness - current level of services	\$334,800	0.0004	\$1.18	PR	Over	NA	Operating	2/21/2023
26	Council Report	Framework for Addressing Homelessness for proposed initiatives	\$798,000	0.0009	\$2.81	PR	Over	NA	Operating	2/21/2023
27	BN042	Increase to Arts Grants	\$125,000	0.0001	\$0.44	PR	Over	NA	Operating	2/22/2023
28	BN041	Grand Oasis Reduction (funding add back)	\$200,000	0.0002	\$0.70	PR	Over	NA	Operating	2/22/2023
29	BN050	Affordable access program	\$500,000	0.0006	\$1.76	PR	Over	NA	Operating	2/22/2023
30	BN058	Transit supervisor positions (4)	\$379,200	0.0004	\$1.34	Transit	Over	NA	Operating	3/1/2023
31	BN074	Green Network Plan Coordination & Resourcing	\$89,600	0.0001	\$0.32	PD/PFE	Over	NA	Operating	2/7/2023
Halifax Regional Police Budget Adjustments										
32	BN066	Police extra duty administration fee increase by 7%	(\$68,700)	(0.0001)	(\$0.24)	HRP	Under	Yes	Operating	2/3/2023
33	BN064	Transfer Victim Services from Halifax Regional Police budget to Halifax Regional Municipality and any resulting impacts	\$ -	-	\$ -	HRP	Over	NA	Operating	2/3/2023
34	BN063	Transfer of management of school crossing guards out of Halifax Regional Police to Halifax Regional Municipality	\$ -	-	\$ -	HRP	Over	NA	Operating	2/3/2023
35	BN065	Transfer of the Lake Patrol from of the Halifax Regional Police to Halifax Regional Municipality and any resulting impact on the Halifax Regional Police Budget	\$ -	-	\$ -	HRP	Over	NA	Operating	2/3/2023
TOTAL OF ALL OPERATING OPTIONS			\$ 791,500	0.0008	\$ 2.78					

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

CAPITAL BUDGET ADJUSTMENTS

Item Number	BN	Option Description	CAPITAL FROM OPERATING OPTION			DEBT OPTION			Business Unit	Over/Under
			23/24 Amount	23/24 Rate Impact*	23/24 Avg Bill Impact*	23/24 Amount	23/24 Rate Impact*	23/24 Avg Bill Impact*		
36	BN030	New Sidewalks beginning in 2024/25	\$ -	-	\$ -	\$ -	-	\$ -	PW	Over
37	BN075	MacDonald Park Lighting	\$ -	-	\$ -	\$ -	-	\$ -	PR	Over
38	BN073	Sheet Harbour Lifestyle Centre beginning in 2024/25	\$ -	-	\$ -	\$ -	-	\$ -	Fire/PFE	Over
39	BN072	Bedford West Fire Station & HQ Campus	\$ 16,000,000	0.0187	\$ 56.39	\$ -	-	\$ -	Fire/PFE	Over
40	BN071	Halifax North Memorial Public Library	\$ -	-	\$ -	\$ -	-	\$ -	Library/PFE	Over
41	BN071	Alderney Gate Library Renovations	\$ -	-	\$ -	\$ -	-	\$ -	Library/PFE	Over
42	Council Report	Mill Cove Library	\$ 500,000	0.0006	\$ 1.76	\$ -	-	\$ -	Library/PFE	Over
TOTAL OF ALL CAPITAL OPTIONS			\$ 16,500,000	0.0242	\$ 74.00					

Capital Budget Adjustment Tax Implications	23/24 Rate Impact	23/24 Avg Bill Impact	23/24 Avg Bill Impact	23/24 Comm Rate Impact	23/24 Comm Bill Impact	23/24 Comm Bill Impact
Operating Budget total BAL Tax Impact	0.758	\$ 121.83	5.6%	3.029	\$ 2,580.00	5.6%
Tax Increase required to fund Capital Budget (Cap-Op)	0.025	\$ 75.25	3.5%	0.100	\$ 1,594.00	3.5%
OVERALL RATE & NET CHANGE (Capital * Operating)**	0.783	\$ 197.08	9.1%	3.129	\$ 4,174.00	9.1%

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Budget Adjustment List Briefing Note

BN001 – District Capital Funds

COW Date: January 18, 2023

Business Unit: Fiscal

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN001	Capital	(\$750,000) Ongoing	(\$750,000)
Four Year Impact	\$3 Million		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the annual reduction to the Councillor’s District Capital Funds by 50%.		
Priority Alignment	Communities		

Per Administrative Order 2017-009-ADM, the purpose of the District Capital Funds “is to provide for a grant to any non-profit organization or charity, or to provide funding for HRM projects that are in the HRM departmental operating or capital budget, or proposed by the councillor.”

Since 2013, \$1,504,000 has been distributed evenly to each Councillor every year. Expenditures are based on Councillor decision for requests received from their community members. If funds are not fully spent by the Councillor during the fiscal year, they are carried forward and added to the new year’s budget.

District Capital Funds	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23 YTD
Actual Expenditures	\$ 1,565,584	\$ 1,611,465	\$ 1,388,224	\$ 844,092	\$ 1,403,814	\$ 1,162,439

During the restated 2020/2021 budget due to the COVID pandemic it was decided to reduce district capital funds by 50% for that fiscal year. This budget was restored in the 2021/2022 budget.

This reduction was suggested by the Budget Committee during the November 25, 2022, Budget Direction debate. It is administratively easy to implement.

The impact of reducing this annual budget from \$1,504,000 to \$750,000 will be a decrease in Councillors’ opportunity to directly provide small grants to their constituents.

Halifax non-profit organizations and charities have 15 HRM grant programs ([Non-profit resources | Grant programs | Halifax](#)) to which they can apply for assistance, although many of the requests funded by District Capital would fall outside the grant programs’ eligibility; the total annual budget associated with these grant programs is over \$6M.

Budget Adjustment List Briefing Note

BN002 – Tree Planting Project Reduction

COW Date: January 18, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN002	Capital	(\$1,510,000) One Time	
Four Year Impact			
Adjustment Description	This Briefing Note outlines the cost and impact associated with the reduction of \$1,510,000 Capital towards the Urban Forest Master Plan (UFMP) Tree Planting Project CR210011, for the 23/24 fiscal year		
Priority Alignment	Environment – Protected and Sustainable Environment		

Background

The Urban Forest Master Plan (UFMP) set a 10-year street tree planting target of 26,700 trees. Planting began in 2013 and by 2020, 10,700 trees had been planted. Council approved a three-year project to accelerate planting with a goal to achieve 75% of the initial UFMP tree planting target (20,025 trees), commencing in the 21/22 fiscal year. This project included \$1,510,000 in capital for tree planting, each year for three years, to supplement an annual operating budget of \$900,000. The funding targeted a program of 3,100 trees per year, for a total of 9,300 trees.

The first year of this project (21/22 fiscal) the 3,100 tree planting goal was achieved. In the second year of the project, vendor capacity challenges resulted in a shortfall of 1,100 trees and a capital project carry forward of \$850,000 into the 23/24 fiscal year.

Service Implications and/or impact on Priority

A reduction of \$1,510,000 from the final year of this three-year project will result in a shortfall of approximately 1,900 trees from the original project target of 9,300 trees. This would equate to 67% of the original UFMP target as opposed to the revised project goal of 75% (20,025 trees by the end of the 23/24 fiscal year).

Considering the proposed \$1,510,000 capital reduction for 2023/24 fiscal, capital carry-forward from the 22/23 fiscal year of \$850,000 combined with 23/24 fiscal operating budget of \$900,000 will still permit the planting of approximately 2,100 trees during the 2023 planting season.

Reduction of \$1,510,000 Capital towards this three-year project would also result in a reduction of future Operating Cost of Capital (OCC) by an estimated \$77,900.

Urban Forest Master Plan 2.0

The final year of this three-year planting project coincides with the 10th year of the Urban Forest Master Plan. The new Urban Forest Municipal Plan is currently in the early stages of a scheduled review and update, with estimated completion late Q3 of 2023/24 fiscal. It is anticipated that updated planting targets and plans will result from this review and update, with opportunity to be presented to Council for consideration prior to 24/25 fiscal business planning.

Budget Adjustment List Briefing Note

BN003 – Extend Regional Centre AAA Bike Network Completion by Two Years

COW Date: January 18, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>		2024/25 Amount <small>(negative is savings/revenue)</small>							
BN003	Capital	\$0		(\$3,000,000)							
Four Year Impact		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total	
		Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	
	Capital Budget	2,500,000	17,800,000	8,000,000	10,600,000	13,700,000	2,500,000				55,100,000
	Budget Adjustment	2,500,000	14,800,000	5,900,000	6,800,000	6,400,000	6,500,000	5,500,000	6,700,000		55,100,000
	Four-Year Impact	(8,900,000.00)									
Adjustment Description	This Briefing Note outlines the cost and impact associated with extending the completion of the Regional Centre AAA Bike Network by two years (i.e., 2028 to 2030)										
Priority Alignment	Integrated Mobility – Connected & Healthy Long-Range Mobility Planning										

The impact will result in delayed completion of a network for safer and connected bicycling facilities in the Regional Centre by two years. The original target set in the Integrated Mobility Plan to complete this network was 2022. In 2022 an updated plan was established that set a 2028 completion date.

Extension of the completion date would delay implementation of approximately eight projects. The largest is the Africville active transportation connections project which is currently estimated at \$7.5M. Others include an enhancement of the route connecting the Peninsula and western mainland, and the upgrading of the Bell Road and George Dauphinee tactical bikeways to their permanent configuration. At this stage, there remains flexibility on project implementation timing, especially in out years.

The adjusted timeline aims to maintain the implementation timelines of essential core network connections such as the University-Morris corridor, Brunswick Street, and the Macdonald Bridge Bikeway Connectors project.

The financial risks are unknown at this time. Some projects are part of planned larger street rehabilitation projects, which would also have to be adjusted. Consultation with Provincial/Federal counterparts on any impacts to the existing funding agreement would be needed.

There would likely be risks to reputation by further delaying full implementation. The AAA updated Bikeway network plan was recently shared publicly. Agreeing to further delay so soon may signal a lack of commitment to municipal goals for road safety, greenhouse gas reduction, and accessibility.

Budget Adjustment List Briefing Note
BN004 – Option to Reduce Capital Budget
Road Safety Improvements – Traffic Calming Program

Budget Committee: January 18, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN004	Capital	(\$500,000) One-Time	N/A
Four Year Impact	N/A		
Adjustment Description	This Briefing Note outlines the cost and impact associated with a proposed option to reduce the capital budget associated with the Road Safety Improvements – Traffic Calming Program.		
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network		

In support of Regional Council’s priority to provide a “*Safe & Accessible Integrated Mobility Network*”, Public Works staff is implementing various traffic calming measures (speed humps, speed tables, raised crosswalks, bump-outs, etc.) through integration with road works projects and stand-alone projects as part of the Traffic Calming Program under Traffic Management’s “Road Safety Improvements” capital program.

The Traffic Calming Program focusses on neighbourhood ‘corridor’ streets as well as school zones. Streets are assessed based on criteria outlined in Administrative Order 2021-005-OP Respecting Traffic Calming, including vehicle speed, volume, collision history, roadway type / geometry, existing facilities, etc. Streets are then ranked and prioritized based on the assessment results. This approach ensures that streets exhibiting the highest need for traffic calming are prioritized for implementation through stand-alone projects and integration with other capital works. To date, 249 streets, including 81 school zone streets have had traffic calming measures installed.

The current 2023/24 proposed capital budget for the Road Safety Program is \$5,500,000, consisting of funding from the following sources:

- \$500,000 (Capital from Operating)
- \$3,000,000 (Debt)
- \$2,000,000 (Q626 – Gas Tax Reserves)

The proposed 2023/24 Traffic Calming Program, stand-alone and coordinated projects funded through the Road Safety Program, includes 53 streets (including 17 school area streets), with an estimated budget of \$3,000,000 (see Table 1).

Recognizing recent budget pressures, the entire Road Safety Program proposed for 2023/24 was reviewed and an option was identified to reduce the capital budget request through a cut to the proposed Traffic Calming Program. The proposed cut would result in a reduction in requested funding of \$500,000, reducing the proposed Traffic Calming Program budget to \$2,500,000 and overall proposed budget for the Road Safety Program to \$5,000,000 for 2023/24. This option provides for a reduction in the capital budget request while still maintaining significant funding for traffic calming and does not impact funding for other priority

projects under the Road Safety Improvements Program (RRFB crosswalk upgrades, new crosswalks with pedestrian beacons, installation of accessible pedestrian signals, traffic signal installation / upgrade, etc.). The proposed reduction could be accommodated by removing the Capital from Operating portion of the overall Road Safety Improvements Program funding sources, thereby helping to reduce pressures on overall operating budgets as well.

The proposed reduction to the Traffic Calming Program would result in 7 streets being removed from the list identified as part of the draft capital budget program (see Table 2). These would all be “corridor” streets and no school area streets would be removed. When selecting potential streets to be removed from the proposed program, locations were identified based primarily on their prioritized ranking, meaning that those streets proposed to be removed from the workplan are lower ranking than those that remain. There are also 2 additional streets removed from the original draft capital list, but these were removed because of changes to other capital road works projects they were to be coordinated with. These are also identified in Table 2.

Risk

There is minimal risk associated with this proposed budget reduction since it results in only a small number of proposed streets being removed from the original program. The proposed cut to the 2023/24 Traffic Calming Program would represent a slight “slowing” in the implementation of the program however, as noted above, traffic calming projects are implemented through projects under the Traffic Calming Program itself (funded through the Road Safety Improvements capital program) as well as through integrated projects (integrated road works projects, active transportation projects, etc.) that are built and funded through other budgets. There would still be a significant number of streets remaining in the proposed Traffic Calming Program as well as additional streets that would receive traffic calming measures through integration with other projects.

Further reducing any potential risk associated with this proposed reduction to the program, the streets identified to be removed from the 2023/24 program, would be considered first when creating the workplan for the following year’s program in 2024/25.

**Table 1
Traffic Calming Program Streets
Draft 2023/2024 Capital Program**

Corridor Streets			
Street	District	Street	District
Belle Vista Dr (E)	3	Highfield St	9
Broom Rd	4	Willett St	10
Lake Loon Rd	4	Coronation Ave	10
MacLaughlin Rd	4	Frederick Ave	10
Sheridan St	5	Central Ave	10
Sinclair St	5	Sunnybrae Ave	10
Albro Lake Rd	5 / 6	Glenforest Dr	10
Ellenvale Ave	6	Leiblin Dr	11
Belle Vista Dr (W)	6	Smokey Dr	15
Walters St	6	Grennan Dr	15
Day Ave	6	Pinehill Dr	15
Wanda Ln	6	Starboard Dr	16
Brussels St	7	Transom Dr	16
Agricola St (Young to Duffus)	8	Cutter Dr	16
Leeds St	8	Fleetview Dr	16
Willow St (Dublin to Windsor)	8	Moirs Mill Rd	16
Ridge Valley Rd	9	Rockmanor Dr	16
Punch Bowl Dr	9	Redbank Rd	16
School Area Streets			
Lockview Rd	1	Major St	6
Oceanlea Dr	3	Fourth St	6
Victoria Rd	5	Edward Arab Ave	10
Thistle St	5	St Pauls Ave	11
Brule St	6	Lancaster Dr	11
Pinecrest Dr	6	View Royal Dr	11
Andover St	6	Prince St	15
Glencoe Dr	6	Sycamore Ln	15
Christopher Ave	6		

**Table 2
Streets to be Removed from Draft 2023/2024 Traffic Calming Program
Proposed Option for Capital Budget Reduction**

Street	District	Street	District
Broom Rd	4	Glenforest Dr	10
Lake Loon Rd	4	Moirs Mill Rd	16
MacLaughlin Rd	4	*Rockmanor Dr	16
Willow St	8	*Redbank Rd	16
Leeds St	8		

*Removed due to change in integrated project. Unrelated to proposed budget reduction.

Budget Adjustment List Briefing Note

BN005 – Parks Outdoor Recreation – Capital

COW Date: January 18, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN005	Capital	(\$2,000,000) One-Time	N/A
Four Year Impact	\$2,000,000 will be included in future capital budgets within existing budget envelopes.		
Adjustment Description	This briefing note outlines the potential projects for reduction in the 2023/24 capital budget to help offset the reduction in operating budget requested by the Budget Committee.		
Priority Alignment	Communities		

Staff have reviewed the Parks & Recreation outdoor recreation capital budget since these accounts are funded from operating. As per the Budget Committee request, the following projects could be considered as a one-time reduction in 2023/24. However, pausing on these outdoor recreation assets will result in the need to include them in subsequent years to support outdoor community recreation in HRM. The following Park outdoor recreation projects can be considered for reduction in 2023/24:

Project/Location	District	Estimate	Capital Project # and Name	Scope of Work/Comments
Middle Musquodoboit Park - New Development	1	\$600,000	CP210013 - Park Development - New	Development of new parkland which generally includes a playground and spray feature
Glen Arbour Way Park - New Playground	13	\$75,000	CP210013 - Park Development - New	Development of a new playground total \$125,000 (\$75,000 from HRM, \$25,000 from the Glen Arbour Home Owners Association and \$25,000 from Councillor District Capital).
Park Road Park - Park Development	2	\$125,000	CP210013 - Park Development – New	Development of new parkland which generally includes an accessible pathway and viewing area at the Musquodoboit River
Grassy Brook Park - Bridge Rehabilitation	6	\$150,000	CP200001 – Park Recapitalization	Replacement of the Grassy Brook Stage
Gorsebrook Park - sport field (design) - Playing Field Rehabilitation	7	\$100,000	CP200001 – Park Recapitalization	Detailed design for the replacement of the sport field
Eastern Passage Common Park - Skatepark Replacement	3	\$750,000	CP200001 – Park Recapitalization	Replacement of the skatepark as per the 2020 approved Eastern Passage Common park plan

Project/Location	District	Estimate	Capital Project # and Name	Scope of Work/Comments
Mount Edward Elementary School Park - ball diamond - Playing Field Rehabilitation	3	\$200,000	CP200001 – Park Recapitalization	Rehabilitation of the ball diamond
Total		\$2,000,000		

Budget Adjustment List Briefing Note

BN006 – CAO Budget Reduction Recommendation

COW Date: January 27, 2023

Business Unit: Chief Administrative Office

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN006	Operating	\$347,100 (Ongoing)	\$1,680,200
Four Year Impact	The full annualized amount would be \$1,680,200.		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the request to find cost savings to support the 4% tax rate adjustment.		
Priority Alignment	Prosperous Economy – Economic Growth Communities – Safe Communities		

The Chief Administrative Office is recommending that the following items be altered from our budget:

1. UNDER: Remove financial support from Government Relations and External Affairs (GREA) to VOLTA Labs, Halifax Civic Innovation Outpost (\$260,700).

VOLTA is a joint initiative with the Halifax Partnership to support start-up companies to develop products with an understanding of municipal and community needs. HRM has cost-shared with the Provincial government to fund VOLTA Labs (HRM has contributed \$125K in 2019 and \$250K since 2021/2022). HRM is aligning with the Province to withdraw financial support for 2023/24.

2. OVER: Include funding to the GREA budget for the expansion of the Street Navigator Program (\$125,000).

On December 13, 2022, Deputy Mayor Austin requested a staff report on the expansion of the Street Navigator Program of \$100,000. The following Business Improvement Districts requested an expansion to the program: Downtown Dartmouth, Downtown Halifax, North End, Spring Garden Road, and Quinpool Road. The position will require \$150,000 (salary, benefits, and ancillary costs). With a capacity of \$25,000 in the GREA Navigator Funding to apply to this cost, the total budget ask is \$125,000. The report will be provided to Regional Council in time for consideration in the 2023/24 budget.

<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/221213rcminsdraft.pdf>

3. OVER: Include funding to create positions to support the Public Safety Strategy (\$482,800 in 23/24 and \$1,815,900 in 24/25).

Public Safety Canada has provided funding in the amount of \$3,305,349.41 over 4 years for Halifax's new Public Safety Strategy, ending in fiscal 25/26. The majority of this money will support the implementation of the Public Safety Strategy including 4 positions (Community Outreach Coordinator, two Social Policy Strategists and an Internal Trainer). The funding must focus exclusively on guns and gang violence and cannot be used to fund existing programs or initiatives. Outside of the scope of the Public Safety Canada funding provided, there are an additional 11 positions required. These

positions include Director, Admin Support, 2 Program Specialists and Research Policy Specialist for fiscal 23/24 and Manager of Operations, Manager of Development, Strategist, Coordinator, Training Lead, and Trainer for fiscal 24/25. The Public Safety Strategy will be provided to Regional Council in February 2023.

Budget Adjustment List Briefing Note

BN007 – Admin Fees Area Rate & Private Road Home Owners

COW Date: January 27, 2023

Business Unit: FAM

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN007	Operating Revenue	(\$70,000) (Ongoing)	(\$70,000)
Four Year Impact	\$70K / year (\$280K over 4 years)		
Adjustment Description	This Briefing Note outlines the revenue associated with charging a 5% administrative fee to collect community and private road area rate funds.		
Priority Alignment	Responsible Administration – Well-Managed		

The Halifax Regional Municipality collects community and private road area rate funds from a variety of Home Owners Associations (HOAs). These HOAs are self governing and operate independently from the municipality. The funds collected are distributed to the HOA to be spent according to the HOA’s mandate. For private road HOAs, these funds support private (not municipally owned) roads. The community area rates support local community initiatives such as movie nights and community beautification, i.e. programs that would not be offered by the municipality.

The collection and distribution of area rates is a service to these HOAs, who would otherwise be required to obtain the funds directly from residents in their area. As well, if a homeowner is delinquent in paying their taxes the municipality still advances the full amount of the funds to the HOA. The administration of these rates currently requires 70% of one FTE and includes tasks such as:

- annually obtaining HOA documentation and confirming rates to be collected
- GIS mapping and boundary confirmation for the interim and final tax bills
- responding to general HOA questions
- preparing and tallying ballots where the HOA requests a change to their rate (postage and printing costs borne completely by the municipality)

The proposal of a 5% administrative fee to collect these funds represents the administrative fee that would result in a full cost recovery for HRM staff to administer these rates annually. For reference, the Municipality of East Hants charge a 5% administrative fee to their private road home owner’s associations.

Budget Adjustment List Briefing Note

BN008 – Reduced Full-Service Operations - 311 Customer Contact Centres Closed on Stat Holidays

COW Date: January 27, 2023

Business Unit: Finance & Asset Management

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN008	Expense	(\$75,000) (Ongoing)	(\$84,000)
Four Year Impact	The anticipated four year savings (reduction in expense) is \$327,000.		
Adjustment Description	This Briefing Note outlines the cost and impact associated with reduced operations of full-service delivery at 311 Customer Contact Centre on stat holidays.		
Priority Alignment	Service Excellence		

311 Customer Contact Centre currently provides full-service delivery to our customers 363 days per year. 311 directly connects residents to important municipal services and information. This critical service is available in more than 150 languages.

The 311 Customer Contact Centres is currently open 7 days a week for full-service as follows:

- Monday to Friday 8:00 am-8:00 pm
- Saturday and Sunday 9:00 am-5:30 pm
- 311 is currently closed two days of the year: Christmas Day and New Year's Day.

Telephony Email contactus@311.halifax.ca is available to HRM customers during full-service hours only.

Reduced service delivery for all stat holidays

All calls received would move to the after-hours urgent-only call system.

Customers who call 311 during off-hours will be prompted to a dedicated phone number for after-hour inquiries that are urgent. All other calls will be provided information only via after-hours Interactive Voice Response (IVR) and instructed to call back for non-urgent issues during regular 311 hours.

After-hours services provide customers with support and assistance for urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles, after the full-service 311 Contact Centre closes.

Call and Email Volume – Stat Holidays 2021 and 2022

	Holiday	2021 Holidays	Calls	Emails	2022 Holidays	Calls	Emails
1	Heritage Day	Feb 15, 2021	728	NA	Feb 21 2022	458	94
2	Good Friday	April 2, 2021	437	NA	Apr 15 2022	294	74
3	Easter Monday	April 5, 2021	868	NA	Apr 18 2022	876	74
4	Victoria Day	May 24, 2021	403	NA	May 23 2022	431	66
5	Canada Day	July 1, 2021	590	NA	July 1 2022	784	72
6	Natal Day	Aug 2, 2021	543	NA	Aug 1 2022	693	69
7	Labour Day	Sept 6, 2021	404	NA	Sept 5 2022	415	103
8	Truth & Reconciliation	Sept 30, 2021	1,031	75	Sept 30 2022	1,670	125
9	Thanksgiving	Oct 11, 2021	285	48	Oct 10 2022	391	85
10	Remembrance	Nov 11, 2021	427	53	Nov 11 2022	422	73
11	Boxing Day	Dec 26, 2021	262	30	Dec 26 2022	312	38
Total			5978	206		6,746	873

Average Daily Call Volume

Year	Mon - Friday Regular Day	Saturday / Sunday	Stat Holiday
2021	1295	325	543
2022	1208	445	613

Possible Risks

- Reduced Service Standards
- Emails received after 8 pm on last business day worked will not be responded to until next working business day (36 plus hours to forward service request to Business Unit)
- Residents may try to reach Business Unit and or contact Councillors directly if unable to reach 311
- Urgent Service Request emails sent by the after-hours partner will not be sent to Business Units until next working business day
- Service requests for Animal Services dispatched by after-hours partner will not be issued by 311 until next working business day
- Possible weather events (Hurricanes etc.) - Overtime costs if event occurs on a holiday

Budget Adjustment List Briefing Note

BN009 – Funding of Ad Hoc Independent Legal Counsel – Board of Police Commissioners

COW Date: January 10, 2023

Business Unit: Legal & Legislative Services

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN009	Expense	\$100,000	\$100,000
Four Year Impact	Up to \$400,000.		
Adjustment Description	Halifax Regional Council has advanced a request from the Board of Police Commissioners for additional funding of up to \$100,000 in the 2023/24 budget year for ad hoc independent legal counsel, to be added to the Budget Adjustment List (BAL) for consideration as an operating expense option over budget for inclusion in Legal & Legislative Services budget - cost center (A110-6302).		
Priority Alignment	Communities – Safe Communities Responsible Administration – Well-Managed		

At the January 10, 2023, meeting of Regional Council, Council approved the motion to refer [Item 15.3.1 – Funding of Ad Hoc Independent Legal Counsel](#) to Budget Committee for consideration on the Budget Adjustment List.

The Board of Police Commissioners has endorsed the use of occasional ad hoc independent legal advice as required, where the need arises. The Board of Police Commissioners only began seeking independent legal services during the past fiscal year. There has not been a budget specifically allocated to the Board of Police Commissioners in the HRP budget for legal fees in this or any past year.

The Municipal Solicitor is responsible for procuring external legal services for the municipality in order to ensure the municipality’s legal needs are met cost effectively within a cohesive legal policy framework. The function of the Board in providing civilian governance on behalf of Council includes, among other issues, exercising jurisdiction with respect to complaints, discipline and the conduct of the Chief of Police which may result in either a conflict, or in the need for legal expertise not available within the Legal & Legislative Services Business Unit. There are currently no dedicated funds for such expenses beyond the current budget of \$100,000 for external legal services. In the last five years, the Legal Services external budget allocation and expenses were as follows:

Budget Year	Budgeted	Actual
2022-23	\$100,000	\$110,000 (projected)
2021-22	\$100,000	\$11,900
2020-21	\$100,000	\$122,600
2019-20	\$175,000	\$105,600
2018-19	\$175,000	\$57,000

External legal services procured at the Board’s direction in 2022/23 were an unbudgeted expense funded from the HRP budget and totaled \$29,061.89.

Budget Adjustment List Briefing Note

BN013 – RCMP Regular Member Positions

COW Date: February 1, 2023

Business Unit: HRP-RCMP

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN013	Expense	\$716,208 (One-time)	N/A
Four Year Impact	Based on the recommendation of the Board of Police Commissioners, the four-year impact of the recommendation would be \$716,208.		
Adjustment Description	This Briefing Note outlines the cost and impact associated with RCMP Regular Member positions.		
Priority Alignment	Communities – Safe Communities		

At the January 30, 2023, meeting of the Board of Police Commissioners, the Board reviewed the RCMP's request and voted in favour of recommending to Regional Council the addition of four officers to the RCMP complement for one year (2023/24). As such, the 2023/24 and 2024/25 amounts indicated above reflect only the cost for the addition of these four constables.

For Regional Council's consideration, RCMP has provided a Multi-Year Funding Request for sixteen (16) front-line uniformed Regular Member resources over the next three (3) fiscal years 2023-2025. The Halifax District RCMP per officer cost for 2022 was \$179,052 (see chart on following page). If Regional Council chooses to accept the request from RCMP for additional officers for 2024/25 and 2025/26 the costs would be as follows (based on 2022 costs).

- Four (4) Constables for the 2023/24 fiscal year - \$716,208* on-going.
- Six (6) Constables for the 2024/25 fiscal year - \$1,074,312* on-going.
- Six (6) Constables for the 2025/26 fiscal year - \$1,074,312* on-going.

* Based on 2022 costs.

This resource request is detailed in the Halifax District RCMP Multi-Year Funding Request for Resources 2023-2026 as attached to the Proposed 2023/24 Halifax Regional Police / Royal Canadian Mounted Police Budget and Business Plan.

Members will directly support public safety efforts, improve officer safety, contribute to social and harm reduction priorities, as well as improve response times within the RCMP jurisdiction of HRM.

The rationale and total costing for this business case is outlined within the request and the following points should be taken into consideration:

- There has been significant residential, commercial and population growth in the last 10 years.¹
- Policing is a significant portion of citizens' tax base. Many neighborhoods of RCMP jurisdiction fall under the Urban Tax Rate (Brookline, Hammonds Plains, Sackville, Fall River, Cole Harbour).²
- Much of RCMP policed land mass are now considered as urban. These areas are not provided police resources in line with other urban tax rate areas of HRM (despite little or no separation between communities (i.e.: Bedford-Hammonds Plains, Brookline-Larry Uteck, Cole Harbour-Dartmouth).
- RCMP jurisdictions are experiencing new construction comprised of residential, commercial, and multi-unit buildings at an increasing rate.³ New infrastructure and population growth provide new opportunities for crime and policing requirements such as new areas to patrol, increased volumes in traffic, construction thefts that all put increased pressure on existing resources.
- The RCMP is not part of any HRM committees to be able to provide input on Crime Prevention through Environmental Design for new infrastructure planning.
- Only six police officer resources have been added to Halifax District RCMP since 2012 (3.85%) despite a population growth over 11%.

Costing

The Halifax District RCMP per officer cost for 2022 was \$179,052 (see chart below). Under the Provincial Police Service Act (PPSA), the 70/30 Provincial/Federal cost share typically applies to municipalities with populations with less than 15,000 residents. HRM continues to operate under this agreement, which constitutes a cost savings for the municipality. "Municipalities that use the Provincial Police Service as their local police pay two-thirds of the cost of the PPSA. The province funds one-third to provide common services." Common services include supporting units such as Emergency Response Team, Underwater Recovery Team, Collision Reconstruction and many other program areas. Legal liability (indemnification) for RCMP resources while working in or after they leave HRM is also included in this costing.

As the cost for Public Service Employees are included in the above noted per officer cost, the request for an additional nine (9) Public Service Employee support positions will be detailed in the Multi Year Financial Plan request to the Province of Nova Scotia.

2022-23 Halifax District RCMP Per Officer Cost	Fiscal Year 2022/23
Salary & Pension	\$ 103,623
Accommodations	\$ 12,368
Leased Accommodations	\$ 881
Divisional Administration	\$ 27,415
Police Reporting Occurrence System (PROS)	\$ 555
Other	
Direct and Indirect	\$ 5,849
Overtime	\$ 9,459
Public Service Pay	\$ 11,924
Vehicle Fuel	\$ 2,233
Vehicle Repairs and Fit up	\$ 2,640
Shared Services	\$ 817
Equipment	
Criminal Operations	\$ 1,301
Informatics	\$ 4,890
Police Vehicles	\$ 5,786
Adjustment for: OCC, NCOs and PROS	\$ (10,689)
Total Per Officer Cost	179,052 *

¹ See Appendix A – HRM Permit Map Trends 2016-2022 of the Halifax District RCMP Multi-Year Funding Request for Resources 2023-2026

² See Appendix B - HRM Tax Area Map of the Halifax District RCMP Multi-Year Funding Request for Resources 2023-2026

³ See Appendix A - HRM Permit Map Trends 2016-2022 of the Halifax District RCMP Multi-Year Funding Request for Resources 2023-2026

- * The noted cost is for HRM only and is billed at 70% of the total cost. The cost is adjusted for dispatch services, NCO's and the Police Records Management System PROS, as HRM has IES and Versadex RMS.
- * Based on 2022 costs.

Budget Adjustment List Briefing Note

BN014 – Bridging the Gap Internship Reduction

COW Date: February 8, 2023

Business Unit: HRCC

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN014	Operating Expense	(\$700,000) (Ongoing)	(\$700,000)
Four Year Impact	\$700K / year (\$2,800,000 over 4 years)		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the Bridging the Gap Internship Program adjustment as an under-budget option.		
Priority Alignment	Our People – Engaged & Skilled People		

Additional Information/ Clarification Requested by Budget Committee

Program Criteria for applicants includes:

- Must be legally entitled to work in Canada at time of application and maintain this status for the duration of the 18-month term.
- Recent Graduate (within the last 24 months) of a recognized or legally authorized college or university with a degree, post-graduate diploma, certificate, or diploma.
- Meet the minimum qualifications of the position, as listed in the job posting.
- As this program is intended to provide career development for new grads who lack professional experience in their chosen field of study, current Bridging the Gap Interns are not eligible to apply and qualify for future internship opportunities under this program.

*This program is not limited by age. While interns are typically thought of as younger and inexperienced, any individual that meets the above criteria is eligible.

Since the program’s inception, there have been several highlights:

- Employee retention has averaged 28%
- 5 of the original 16 interns still with the Municipality after almost 10 years
- 85 of 158 (54%) reach the end of their term
- 64 of those move into other positions within HRM
- Of the past 3 completed cohorts, 34 of 43 were posted for a preferred or designated recruitment.

Overall, Business Units have taken a strong interest in the program with the following participation (2013-2023 inclusive)

Business Unit	#	%
CAO's Office	20	13%
Diversity & Inclusion	1	1%
Finance & Asset Management	13	8%
Halifax Regional Fire and Emergency	7	4%
Government Relations and External Affairs	1	1%
Human Resources & Corporate Communications	13	8%
Halifax Transit	9	6%
Information Technology	22	14%
Legal & Legislative Services	8	5%
Parks & Recreation	9	6%
Property, Fleet, & Environment	1	1%
Planning & Development	32	20%
Halifax Regional Police	11	7%
Public Works	11	7%
	158	100%

The proposed savings represents a standard salary of \$50,000 per year for each of the 14 positions.

Original Briefing Note Content

The Bridging the Gap Program began in 2013. Its intended purpose is to attract and recruit recent graduates into the organization as part of the Talent Management Strategy. The program provides experiential learning and paid employment opportunities to recent graduates in their chosen field of study.

The most recent iteration (one cohort active, one ended Jan 19, 2023) has the following Business Unit's Participation:

CAO's Office	1
Finance & Asset Management	4
Halifax Regional Fire and Emergency	2
Human Resources & Corporate Communications	2
Halifax Transit	3
Information Technology	2
Legal & Legislative Services	1
Parks & Recreation	2
Property, Fleet, & Environment	1
Planning & Development	5
Halifax Regional Police	2
Public Works	3

Currently, the Bridging the Gap Internship Program is run annually, hiring 14 recent graduates for 18-month terms. This annual recruitment results in two overlapping cohorts. The proposed adjustment would reduce the program to a single cohort, recruiting every 18 months as the previous cohort is completed. This adjustment could affect several Business Units as any Unit may apply for an internship position and would impact 14 positions overall.

Budget Adjustment List Briefing Note

BN015 – 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 <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
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.

Budget Adjustment List Briefing Note

BN016 – Library Collection Funding

COW Date: February 10, 2023

Business Unit: Halifax Public Libraries

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN016	Expense	(\$50,000) One-Time or \$300,000 On-going	\$300,000
Four Year Impact	2022/23 – (\$50,000) or \$300,000 2023/24 to 2025/26 – \$900,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with increasing or reducing the Library Collection funding.		
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 Halifax Regional Municipality. Holdings include books, e-books, DVDs, CDs, and audiobooks. Halifax Public Libraries’ current holdings per capita is 1.77; 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 continue to grow. E-books and audiobooks currently comprise 35% 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.

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 public library collection.** Furthermore, the population has grown in the municipality, placing the Library further behind, despite increased investment over the past several years. This has resulted in extensive wait times. The current average wait time on e-books is 65 days, and the wait time is significantly longer for popular titles. Currently there are more than 122,000 holds on electronic resources.

In addition, there has been significant inflation in the cost of Library materials over the last year. It is estimated that there is a 5% to 8% increase in cost of books. This further diminishes the Library’s ability to meet customer demand.

In order to return to 1.81 holdings per capita (2021/22 level), which was already well below the national average, the Library would need to add an additional 19,223 titles to the collection. With the increased cost of items, that would require an additional \$509,409.

If funding for the collection is increased by \$300,000 ongoing it would partially offset the decline in purchasing power; however, the Library's ability to meet customer demand would continue to decline.

If the Library's collection funding were reduced by \$50,000 it would mean a further reduction of approximately 1,800 titles, with the holdings per capita dropping further to 1.76 (not factoring in any further population growth). This will mean larger wait times for titles and reduced access for community members.

Current examples of popular item holds*:

Spare by Harry:

Physical Book	681 holds on 64 copies
Audio Book	998 holds on 6 copies
E-book	985 holds on 36 copies

A World of Curiosities by Louise Penny

Physical Book	289 holds on 55 copies
Audio Book	323 holds on 5 copies
E-book	500 holds on 34 copies

It Starts with Us by Colleen Hoover

Physical Book	185 holds on 43 copies
Audio Book	361 holds on 5 copies
E-book	514 holds on 30 copies

*Information as of January 20th. Number of holds and number of copies fluctuate as the Library responds to demand by purchasing additional copies as the budget allows.

Budget Adjustment List Briefing Note

BN017 – Increase Pay Station Hourly Rates by 25%

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN017	Operating	(\$656,000)	(\$875,000)
Four Year Impact	Full annualized amount is estimated at \$875,000 in 2024/25.		
Adjustment Description	This Briefing Note outlines the cost and impact associated with increasing paid parking rates to better align with supply and demand.		
Priority Alignment	Affordable and Sustainable Mobility Network		

Additional Information Requested by Budget Committee

During debate on February 15th Councillor Cleary requested additional information on off-street lots and their rates to ensure the municipality and on-street paid parking remains competitive.

Municipal off-street lots

Lot and location	Rate
Metro Park 1554 Hollis Street	\$3.25/hr \$20.00 daily maximum
Pay Zone J Bell and Sackville lot	6A-6P \$4/hr 6P-10P \$2/hr \$12.00 daily maximum
Pay Zone I Alderney Lot	\$2/hr \$12 daily maximum
Halifax Public Library	\$2.00/hr \$20.00 daily maximum

Select off-street lots*

Lot and location	Rate
Park Lane Mall	\$2.00 per ½ hour \$20.00 daily maximum \$1.00/hr Evening to a max of \$5 (6pm-6am)
Salter Street Lot (Build NS)	\$3.00/hr \$16.00 daily rate \$6.00 nightly rate (6p-8a)
Nova Center Parkade	\$2.50 first 30 mins \$2.00 every additional 30 minutes \$28.00 daily rate

Lot and location	Rate
Scotia Square	\$2.25 30 mins \$26.00 daily maximum \$10.00 evening maximum
Purdys Wharf Parking	\$3.00/hr \$17.00 daily max \$8.00 over night maximum
Alderney Landing	\$3.00/hr \$15.00 daily max No overnight parking

* Please note this list is not inclusive of all off-street private lots and were selected at random to demonstrate current rates. Information shown was pulled from operator websites and is subject to change.

The Councillor also requested information on the status of supply and demand for on-street parking. This analysis was conducted in 2022 and presented as information at the January 26, 2023, Transportation Standing Committee¹.

Region	Spaces Observed 2017	Spaces Observed 2022	2017 Average	2022 Average
Downtown Halifax	23	78	95%	73%
Downtown Dartmouth	26	61	72%	71%
North End	24	43	83%	80%
Quinpool	17	35	60%	62%
Spring Garden	17	47	69%	65%
Institutional District	68	65	88%	77%

The study found that overall demand for parking has dropped since 2017. This is likely attributed to several factors, the most likely being remote work and changes in behaviour patterns. However, implementing increased time of day paid parking rates, adding additional commuter parking, and implementing parking technology has likely all contributed to the reduction in demand.

Original Briefing Note Content

The municipal parking program is comprised of a number of tactics to help balance the priorities of Regional Council as they relate to the Integrated Mobility Plan and the needs of residents.

These tactics include:

- Residential parking restrictions (Urban, Suburban, Rural)
- Permit parking (residential and commuter – Urban)
- Paid On-Street Parking (Central, Urban)
- Paid Off-Street Parking (Metro Park, Alderney)
- “Free” or un-restricted parking (Urban, Suburban, Rural)

According to recent research out of the Victoria Transport Policy Institute, the “typical urban parking space has annualized land, construction, and operating costs that total \$630 to \$2,600.”² Offering parking for free, or at a highly subsidized rate, incentivizes car culture and provides benefit to the individual user as opposed to the broader community.

The Integrated Mobility Plan (IMP), section 3.5.5 Policies and Actions, suggests “Use the price of parking to encourage active transportation, transit, and car-sharing.:

¹ [Parking Supply and Demand Study - January 26, 2023 Transportation Standing Committee | Halifax.ca](#)

² Todd Litman (2022), Comprehensive Parking Supply, Cost and Pricing Analysis, Victoria Transport Policy Institute (www.vtpi.org); at www.vtpi.org/pscp.pdf.

Action 132: Set downtown parking rates high enough to influence mode choice and ensure a sufficient number of vacant short-term parking spaces, while not unfairly penalizing downtown businesses and institutions over similar uses in suburban areas, where parking is abundant and free.

Action 133: Set price ratios for short and long-term parking to encourage casual use of a vehicle over constant use”

The cost to provide municipal services continues to increase. Implementing a 25% increase on fees for paid parking is one mechanism that can be used to attempt to address rising costs of maintenance. Parking staff continue to strike a balance between cost recovery and service delivery for citizens. Staff had intended to return to Council this year with recommended changes to rates based on demand. The proposed increases generally align with what staff had planned to propose. It is assumed that the market can sustain a 25% increase without negatively impacting demand for on-street parking. The proposed hourly rates in Table 2 align with or are below other markets. The additional \$875,000 in annual revenue is based on forecasts and current parking trends across all zones.

Table 1 current on-street parking rates

ZONE	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM	4PM	5PM	DAILY MAX
A	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.00	\$14.50
B	\$2.00	\$2.00	\$3.00	\$3.00	\$3.00	\$2.00	\$2.00	\$2.00	\$2.00	\$1.00	\$22.00
C	\$2.00	\$2.00	\$2.00	\$3.00	\$3.00	\$3.00	\$2.00	\$2.00	\$2.00	\$1.00	\$22.00
D	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$1.50	\$1.50	\$1.50	\$1.00	\$23.50
E	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.00	\$14.50
F	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.00	\$14.50
G	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.50	\$1.00	\$14.50
H	\$2.00	\$2.00	\$2.00	\$2.50	\$2.50	\$2.50	\$1.00	\$1.00	\$1.00	\$1.00	\$17.50

Table 2 proposed on-street parking rates

ZONE	8AM	9AM	10AM	11AM	12PM	1PM	2PM	3PM	4PM	5PM	DAILY MAX
A	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$1.25	\$19.25
B	\$2.50	\$2.50	\$3.75	\$3.75	\$3.75	\$2.50	\$2.50	\$2.50	\$2.50	\$1.25	\$27.50
C	\$2.50	\$2.50	\$2.50	\$3.75	\$3.75	\$3.75	\$2.50	\$2.50	\$2.50	\$1.25	\$27.50
D	\$3.75	\$3.75	\$3.75	\$3.75	\$3.75	\$3.75	\$2.00	\$2.00	\$2.00	\$1.25	\$29.75
E	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$1.25	\$19.25
F	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$1.25	\$19.25
G	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$1.25	\$19.25
H	\$2.50	\$2.50	\$2.50	\$3.25	\$3.25	\$3.25	\$1.25	\$1.25	\$1.25	\$1.25	\$22.25

Note: For ease of use, staff continue to round hourly rates to the nearest 25 cents.

The proposed changes require amendments to AO15, Licence, Permit and Processing Fees, section 12. This would require a staff report. Any proposed budget increase could not be realized until such time as Council adopts the proposed changes; therefore, the projected year one revenue has been adjusted downward by 25%.

Budget Adjustment List Briefing Note

BN018 – Elimination of Bulky Waste/White Goods Curbside Collection and CFC Removal Program

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN018	Operating	(\$390,000) (Ongoing)	(\$520,000)
Four Year Impact	Annual savings in the order of \$520,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with modifying the residential curbside collection program by eliminating the collection of bulky wastes/white goods and CFC removal program.		
Priority Alignment	Environment – Protected & Sustainable Environment		

As part of the residential curbside collection program, the municipality has a program in place to collect one bulky item or white good per household per garbage collection period. Bulky items are large household items such as couches, dressers, and mattresses. White goods are household appliances including refrigerators, freezer, air conditioners, etc. with any CFCs (refrigerants) removed prior to collection. This is considered an enhanced level of service compared to most jurisdictions, who typically only provide a spring/fall cleanup program or no curbside collection program for bulky items/white goods (i.e., drop off only).

Under the Residential Curbside Collection Agreements (Agreements), bulky item/white good collection services are provided by contractors in eight collection areas throughout the municipality. As part of the Agreements, contractors are responsible to collect recyclable white goods (composed predominantly of metal) in separate dedicated collection vehicles to ensure that the items are diverted at the Otter Lake Waste Processing and Disposal Facility (Otter Lake) for recycling as scrap metal.

The Agreements, executed in 2021, include optional pricing for the elimination of bulky item/white good collection which would result in contract savings to the municipality. The municipality, in its sole discretion, can exercise this option provided each contractor is provided a 60-day notice. Additionally, the municipality would need to modify the Solid Waste Resource Collection and Disposal By-Law S-600, as bulky items/white goods are permitted to be collected as part of the residential collection program. An amendment to the By-Law would take approximately three months upon direction from Regional Council.

The municipality also provides CFC removal services for white goods for properties eligible for curbside collection. CFCs (~ refrigerant gases) are removed by a qualified technician contracted by the municipality. The municipality can eliminate the CFC removal service with no contract implications as there is no minimum guaranteed work.

If Regional Council eliminates the collection of bulky items/white goods and the CFC removal program, there are a number of risks and challenges:

- The municipality does not have a fall/spring cleanup program due to the collection of bulky items/white goods with each garbage collection cycle. As such, it is expected that there will be challenges for residents to manage larger household items, which could result in:
 - An increase in illegal dumping
 - An increase in dangerous & unsightly reports
 - Right of Way encroachment impacting accessibility

- As part of deactivating the Front-End Processor and Waste Stabilization Facility (FEP/WSF) at Otter Lake, NS Environment and Climate Change (NSECC) was concerned with the diversion of white goods. The Compliance Plan, accepted by NSECC allowing the municipality to proceed with deactivation, confirmed the municipality's approach to managing white goods (including CFC removal) and committed the municipality to auditing haulers to ensure protocols were being followed (e.g., dedicate separate collection of recyclable white goods). Elimination of the collection of bulky items/white goods and CFC removal program may put the status of the Compliance Plan in jeopardy. The municipality implemented deactivation in December 2022. If deactivation of the FEP/WSF had not been achieved, the municipality would have seen increased costs for the operation of Otter Lake in the order of \$2 million annually.

Budget Adjustment List Briefing Note

BN019 – Elimination of Summer Weekly Green Cart Organics Collection

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN019	Operating	(\$900,000) Ongoing	(\$900,000)
Four Year Impact	Annual savings in the order of \$900,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with eliminating weekly green cart organics collections for the months of July, August, and September and maintaining bi-weekly green cart organics collection schedule.		
Priority Alignment	Environment – Protected & Sustainable Environment		

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

Due to budget considerations related to the economic impact of COVID-19, weekly summer organics collection was not provided in 2020. Though best efforts were made by Solid Waste Resources and 311 Contact Centre to support residents in maintaining green carts and explaining why the changes were made, there was some level of dissatisfaction from residents over the change.

In 2022, there were challenges with weekly green cart collection attributed to labour shortages, with issues related to missed or late collection and in some instances cancelled collection. Contracted haulers need to hire overall approximately 100 seasonal staff and secure approximately 40 collection vehicles to provide this service. Feedback received from contracted haulers is that they are confident that they can provide the service in 2023, however, acknowledge that labour shortages remain a risk and some service disruptions may be inevitable.

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

Table 1: Cost of Weekly Summer Collection of Organics by Collection Area (2023/2024)

Collection Areas	Area Description	Cost Saving <small>(includes net HST)</small>
Area 1	Former City of Halifax	\$177,115.17
Area 2	Former City of Dartmouth	\$124,321.38
Area 3	Bedford, Hammonds Plains, Pockwock	\$95,250.22
Area 4	Beechville - Timberlea, Herring Cove and all areas west (Prospect, Peggy's Cove, St. Margaret's Bay to Hubbards)	\$140,525.39

Collection Areas	Area Description	Cost Saving (includes net HST)
Area 5	Sackville, Beaver Bank, Fall River, Waverley, Wellington, Dutch Settlement	\$147,980.14
Area 6	Cole Harbour, Westphal, Eastern Passage, Cow Bay and Area	\$83,928.04
Area 7	Porters Lake, Lawrencetown, Chezzetcook, Lake Echo, Prestons and Area	\$77,693.75
Area 8	Elderbank, Musquodoboit Harbour, Middle Musquodoboit, Sheet Harbour. and all Eastern Shore	\$58,771.51
TOTAL		\$905,585.61
TOTAL ROUNDED		\$900,000.00

If Regional Council eliminates summer weekly green cart organics collection, there are a number of risks and challenges:

- Resident dissatisfaction. Residents of communities within the municipality have different reasons for favouring weekly collection of organics. In urban areas, proximity of homes causes odour concerns between neighbours. In rural areas, residents are concerned about attracting wildlife including racoons and bears.
- The Otter Lake Waste Processing and Disposal Facility (Otter Lake) Compliance Plan was accepted by NS Environment and Climate Change (NSECC) on November 30, 2022, allowing deactivation of the Front-End Processor and Waste Stabilization Facility (FEP/WSF) to proceed. The Compliance Plan does not make any reference to the collection frequency of organics. However, a key aspect of the Compliance Plan is meeting a long-term objective of less than 10% compostable waste (e.g., food waste) in the incoming residential waste stream. In 2020, when weekly green cart collection service was not provided, an approximate 10% drop in the quantity of organics collected curbside over the 3-month collection period (July-Sept) was observed as compared to 2019, 2021, and 2022. Elimination of weekly summer collection of organics will make it more challenging for the municipality to reduce the quantities of organics (e.g., food waste) in the garbage stream and may put the status of the Compliance Plan in jeopardy. The municipality implemented deactivation in December 2022. If deactivation of the FEP/WSF had not been achieved, the municipality would have seen increased costs for the operation of Otter Lake in the order of \$2 million annually.

Budget Adjustment List Briefing Note

BN020 – Increase Commercial Organics Processing Tip Fee from \$90 to \$100 per tonne

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN020	Operating	(\$110,000)	(\$150,000)
Four Year Impact	Annual increase in revenue in the order of \$150,000.		
Adjustment Description	This Briefing Note outlines the impact associated with increasing the commercial organics processing tip fee from \$90 to \$100 per tonne.		
Priority Alignment	Environment – Protected & Sustainable Environment		

Residential and commercial organic materials generated in the municipality are received at either the Ragged Lake or Burnside Composting Facilities. As part of the 2022/2023 budget review process, Regional Council approved increasing the commercial organics processing tip fee from \$75 to \$90 per tonne. The change was implemented on July 1, 2022¹. Prior to July 2022, this fee was last adjusted in 2010² from \$70 to \$75 per tonne.

Tip fees for commercial organics vary 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 Commercial Tip Fees

Location	Organics (Cost Per Tonne)
Halifax Regional Municipality	\$ 90
Cape Breton Regional Municipality	\$ 63
Colchester	\$ 51
East Hants	\$103
Lunenburg	\$ 94
Valley Waste	\$97
Yarmouth County	\$114

Tip fees for organics in Halifax Regional Municipality have historically provided an incentive for commercial waste to be diverted from landfill disposal. The proposed commercial tip fee change for organics would still make diversion the more cost-effective option and remain within the range of fees across the province. For

¹ [Halifax Regional Council Staff Report – May 3, 2022](#)

² [Halifax Regional Council Staff Report – March 26, 2010](#)

reference, as of February 1, 2023 the garbage commercial tip fee to access the Otter Lake Transfer Station will be \$121 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, 2023.

Budget Adjustment List Briefing Note

BN021 – Reduce Household Special Waste Mobile Events from 17 to 11

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN021	Operating	(\$150,000) (Ongoing)	(\$150,000)
Four Year Impact	Annual savings in the order of \$150,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with reducing the Household Special Waste mobile events from 17 to 11 annually.		
Priority Alignment	Environment – Protected & Sustainable Environment		

Since 2021, the municipality has increased the number of annual mobile Household Special Waste (HSW) events from 11 to 17. This has led to increased access to disposal options for residents who do not live in proximity of the permanent HSW Depot located at 20 Horseshoe Lake Drive (Bayers Lake), which typically operates on most Saturdays throughout the year. In 2019, 10 mobile HSW events were held servicing over 3,200 cars (acknowledging that an 11th event planned was cancelled due to weather). In 2020, no mobile HSW events were held due to the global pandemic. In 2021 and 2022, the municipality hosted 17 mobile events with 6,268 and 6,139 cars, respectively, accessing the program.

In 2023, staff have planned for 17 mobile events based on the 2022 locations. Table 1 shows the preferred venues for the mobile HSW events. These locations meet criteria for site logistics including adequate staging space to set-up required equipment and can accommodate a line up of cars without impeding traffic. Consideration is also given to venues with historically high attendance or that are in a central location that can service other nearby communities. Table 1 also shows the six mobile HSW events that staff recommends be eliminated should Regional Council elect to exercise this budget saving option. These locations have been selected for elimination based on modest car counts from past events, coverage from existing mobile HSW events, and relative proximity to the permanent HSW Depot. It is also noted that the events recommended to be eliminated are generally the same locations that were added in 2021 (i.e., when the mobile events were increased from 11 to 17).

Table 1: Proposed 2023 Mobile Household Special Waste (HSW) Events¹

District	Community	Location	Eliminate Mobile HSW Event
1	Fall River	Georges P Vanier School	No
1	Middle Musquodoboit	Musquodoboit Rural High	No
2	Lake Charlotte	Oyster Pond Academy	Yes
2	Porters Lake	Porters Lake Transit Terminal	No
2	Sheet Harbour	Marine Dr Academy	No
3	Eastern Passage	Horizon Community School	No

¹ Mobile events have not been held in Districts 9, 10 and 12 due to their close proximity and ease of access to the permanent depot in Bayers Lake.

District	Community	Location	Eliminate Mobile HSW Event
4	Cole Harbour	Cole Harbour Place 2 events – Spring and Fall	Yes (<i>Maintain 1 mobile event</i>)
5 & 6	Dartmouth	Mic Mac Mall 2 events – Spring & Fall	No
7	South End Halifax	St. Mary's University	Yes
8	Halifax	NSCC Leeds Campus	No
11	Harrietsfield	Harrietsfield Elementary	Yes
13	St. Margaret's Bay	St. Margaret's Bay Elementary	Yes
14	Beaver Bank	Harold T Barrett Junior High	Yes
15	Sackville	Sackville Transit Terminal	No
16	Bedford	BMO Centre	No

If Regional Council reduces the number of mobile HSW events from 17 to 11, there are a number of risks and challenges:

- As part of deactivating the Front-End Processor and Waste Stabilization Facility (FEP/WSF) at the Otter Lake Waste Processing and Disposal Facility (Otter Lake), NS Environment and Climate Change (NSECC) was concerned about the capture of HSW materials and diversion from landfill disposal. As such, the municipality has committed to maintaining 17 mobile HSW events or to maintain equivalent service levels (i.e., in terms of the capture of HSW) “subject to the approval of Halifax Regional Council”. As such, a reduction in the number of mobile HSW events may put the status of the Compliance Plan in jeopardy. The municipality implemented deactivation in December 2022. If deactivation of the FEP/WSF had not been achieved, the municipality would have seen increased costs, for the operation of Otter Lake in the order of \$2 million annually.
- A decrease in the number of mobile HSW events at fewer locations throughout the municipality will reduce the level of access to the program, causing some resident dissatisfaction with the level of service.
- Fewer mobile HSW events may lead to improper disposal of HSW materials in the garbage stream or environment.

Budget Adjustment List Briefing Note

BN022A – Introduce Saturday Paid Parking

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN022A	Operating	(\$538,000)	(\$717,000)
Four Year Impact	Additional annual revenues in the order of \$717,000		
Adjustment Description	This Briefing Note outlines the costs and revenue opportunities with adding paid parking on Saturdays in select zones.		
Priority Alignment	Integrated Mobility – Affordable & Sustainable Mobility Network		

Additional Information Requested by Budget Committee

Feedback from the Business Improvement Districts

Following the public works budget presentation, Regional Council received correspondence from Paul Mackinnon, CEO Downtown Halifax Business Commission on behalf of the Halifax, Dartmouth, and Spring Garden BIDS (attachment A). This letter indicates that the groups could not support the timing to introduce “...the significant policy shift” of adding evening and weekend parking.

In the open letter, the improvement districts cite the perception of lack of availability. Staff continue to work with corporate communications and the BIDS to share information that there is ample supply as referenced in the recent supply and demand study¹. Further, as announced at the Public Works budget presentation, staff have invested in further enhancements with the HotSpot mobile app to offer wayfinding and real-time information on on-street parking availability. This feature will launch at the end of March.

Pricing parking appropriately helps address concerns of the availability of parking. When priced appropriately, the target is roughly 80% usage per block meaning that motorists should be able to find a parking space. When parking is free, the spaces are used with minimal turnover, and it results in motorists “circling the block(s)” in search of a space.

Staff met with the CEOs on February 27 to further discuss the proposal and their concerns. The primary concern seemed to be linked to timing and lack of consultation. The BIDS also indicated they would likely be more receptive if paid parking was rolled out across all zones and not just limited to zones B, C, and H so as not to place unfair burden on one district over another.

The BID leaders also wanted to see greater connection to parking revenue and investment back into the areas where parking is charged. Parking revenues currently offset general operating/capital-from-operating

¹ <https://www.halifax.ca/city-hall/standing-committees/january-26-2023-transportation-standing-committee>

expenses for Public Works. For example, as part of COVID-19 business recovery, Regional Council approved marketing funds be allocated to the BIDS that were funded by parking revenues.

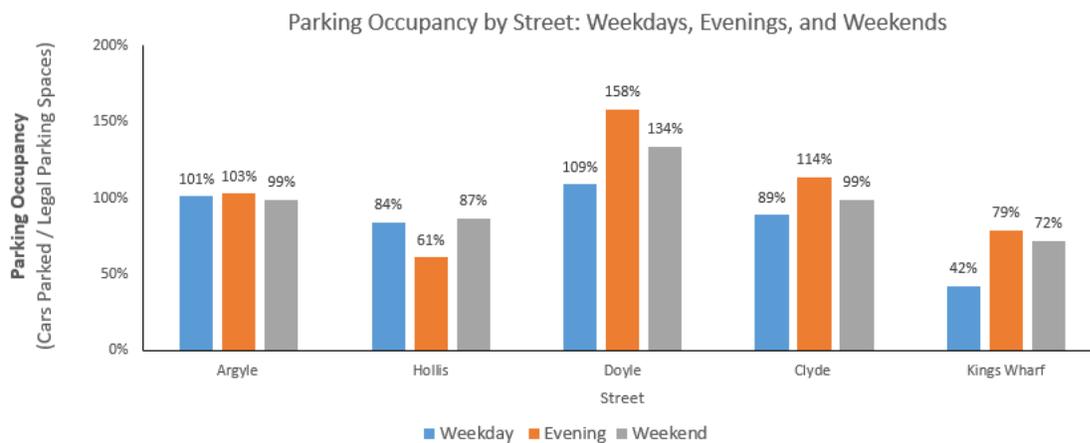
Most felt that with better timing and appropriate policy support, Saturday parking might help with parking turn over, but more information would be required such as consistent demand assessments. Staff is currently working to obtain usage data on weekends to help inform future decision making.

Demand for Weekend Parking

Staff conducted camera-based field assessments of on-street parking at five locations over the course of two weeks in February. The data presented below represents an average occupancy of Saturday and Sunday demand and availability and found weekend demand at or above a typical weekday demand.

In instances where there is more than 100% occupancy this means that in addition to all legal parking spaces being occupied, there were vehicles parked illegally.

This limited study suggests that on average, there is more demand for parking on weekends than availability and therefore charging could help alleviate the pressure and reduce the need to circle the block in search of a parking space or the misconception that there is no parking availability.



Of the two options being considered by Regional Council with respect to adding paid parking (Saturday and extended evening times), if Regional Council wanted to select one of the options, Saturday paid parking would be the better option based on feedback, current usage, observed trends, and ability for staff to deliver efficiently.

Attachment to Briefing Note: Attachment A – Letter from urban BIDs re parking changes Feb 15, 2023

Original Briefing Note Content

According to recent research out of the Victoria Transport Policy Institute, the typical urban on-street parking space has annualized land, construction, and operating costs that total \$630 to \$2,600.² Offering parking for free, or at a highly subsidized rate, incentivizes car culture and provides benefit to the individual user as opposed to the broader community.

The Integrated Mobility Plan (IMP), section 3.5.5 Policies and Actions, suggests “Use the price of parking to encourage active transportation, transit, and car-sharing.

Action 132: Set downtown parking rates high enough to influence mode choice and ensure a sufficient number of vacant short-term parking spaces, while not unfairly penalizing downtown

² Todd Litman (2022), Comprehensive Parking Supply, Cost and Pricing Analysis, Victoria Transport Policy Institute (www.vtpi.org); at www.vtpi.org/pscp.pdf.

businesses and institutions over similar uses in suburban areas, where parking is abundant and free.

Action 133: Set price ratios for short and long-term parking to encourage casual use of a vehicle over constant use.”

The cost to provide municipal services continues to increase. Implementing Saturday paid parking is one option that can be used to attempt to address rising costs of maintenance.

Adding Paid Parking on Saturday

Most jurisdictions scanned do charge for parking on Saturdays. Weekend parking is in high demand, especially in and around the downtown. Regional Council could direct staff to implement paid parking on Saturday in select zones B, C, and H (Downtown Halifax, Spring Garden, and Downtown Dartmouth). This would require changes to the current enforcement schedule but can be achieved within the current staff complement.

Table 1: Forecasted Revenues from Paid Parking Sessions (8:00 a.m. – 6:00 p.m. Saturdays)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Week	Fiscal 23/24 Impact (53 Saturdays)
B	Downtown Halifax	623	10	\$2.00	50%	\$ 6,230.00	\$ 330,190.00
C	Spring Garden Road Area	161	10	\$2.00	50%	\$ 1,610.00	\$ 85,330.00
H	Downtown Dartmouth	257	10	\$2.00	50%	\$ 2,570.00	\$ 136,210.00
	Total estimated pay station revenue						\$ 551,730.00
	Estimated ticket revenue						\$ 165,519.00
	TOTAL						\$ 717,249.00

The above noted revenues are calculated based on anticipated increased revenue from introducing paid parking on Saturdays and revenue resulting from subsequent enforcement of paid parking. The noted changes require amendments to *Administrative Order Number 15 Respecting License, Permit and Processing Fees* and costs to promote the changes, as well as changes to on-street signage, resulting in labour and materials costs for the sign shop. Year one projected revenues have been adjusted accordingly (\$538,000). Revenues would change if Council was to direct staff to implement different rates or introduce other paid parking such as extending evenings or adding Sunday paid parking as well.

Jurisdictional Scan

City	Weekday	Saturday	Sunday
Calgary, AB	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	Free
Charlottetown, PE	8:00 a.m. – 6:00 p.m.	Free	Free
Edmonton, AB	8:00 a.m. – 6:00 p.m.	8:00 a.m. – 6:00 p.m.	Free, with exceptions near U of A
Hamilton, ON	M, T, W 8:00 a.m. – 6:00 p.m.; Th, F 9:00 a.m. – 9:00 p.m.	8:00 a.m. – 6:00 p.m., with some excepted areas	Free
London, ON	8:00 a.m. – 6:00 p.m.	Free, Time-limited 8:00 a.m. – 6:00 p.m.	Free
Moncton, NB	7:00 a.m. – 6:00 p.m.	Free	Free
Montreal, PQ	9:00 a.m. – 9:00 p.m.	9:00 a.m. – 6:00 p.m.	1:00 p.m. – 6:00 p.m.
Ottawa, ON	7:00 a.m. – 7:00 p.m.	7:00 a.m. – 7:00 p.m.	7:00 a.m. – 7:00 p.m.
Regina, SK	8:00 a.m. – 6:00 p.m.	Free, Time-limited 8:00 a.m. – 6:00 p.m.	Free
Saskatoon, SK	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	Free
St Catharines, ON	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.
St John's, NL	8:00 a.m. – 6:00 p.m.	Free	Free

City	Weekday	Saturday	Sunday
Toronto, ON	7:00 a.m. – 9:00 p.m.	7:00 a.m. – 9:00 p.m.	7:00 a.m. – 9:00 p.m.
Vancouver, BC	9:00 a.m. – 10:00 p.m.	9:00 a.m. – 10:00 p.m.	9:00 a.m. – 10:00 p.m.
Victoria, BC	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.
Whitehorse, YK	9:00 a.m. – 5:30 p.m.	9:00 a.m. – 5:30 p.m.	Free
Windsor, ON	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	Free
Winnipeg, MB	8:00 a.m. – 5:30 p.m.	8:00 a.m. – 5:30 p.m., first two hours free	Free

Alternatives

Adding Paid Parking on Sunday

Most jurisdictions do not charge for parking on Sundays. Weekend parking is in high demand, however with delayed opening hours of most businesses, Sunday has less demand than Saturday. Regional Council could direct staff to implement paid parking on Sunday in select zones B, C, and H (Downtown Halifax, Spring Garden, and Downtown Dartmouth). This would require changes to the current enforcement schedule but can be achieved within the current staff complement.

Table 2: Forecasted Revenues from Paid Parking Sessions (8:00 a.m. – 6:00 p.m. Sundays)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Week	Fiscal 23/24 Impact (52 Sundays)
B	Downtown Halifax	623	10	\$1.00	50%	\$ 3,115.00	\$ 161,980.00
C	Spring Garden Road Area	161	10	\$1.00	50%	\$ 805.00	\$ 41,860.00
H	Downtown Dartmouth	257	10	\$1.00	50%	\$ 1,285.00	\$ 66,820.00
	Total estimated pay station revenue						\$ 270,660.00
	Estimated ticket revenue						\$ 162,396.00
	TOTAL						\$ 433,056.00

Extending Paid Parking Hours on Weekdays

Most jurisdictions scanned are consistent with the municipality's current practice of only charging for paid parking until 6:00 p.m. Current parking trends suggest that most sessions taper off from 5-6; however, demand remains consistent, especially in zones B, C, and H (Downtown Halifax, Spring Garden, and Downtown Dartmouth), where there are more destinations likely to be visited in the evenings. Regional Council could direct staff to extend paid parking in these zones on evenings from 6:00 p.m. to 8:00 p.m. This would require changes to the current enforcement schedule but could be achieved within the current staff complement. This would, however, divert staff from regional work like addressing no stopping, blocked driveways, and bike lanes.

Table 3: Forecasted Revenues from Paid Parking Sessions (6:00 p.m. – 8:00 p.m. Monday through Friday)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Evening	Fiscal 23/24 Impact (247 evenings)
B	Downtown Halifax	623	2	\$1.25	30%	\$ 467.25	\$ 114,943.50
C	Spring Garden Road Area	161	2	\$1.25	30%	\$ 120.75	\$ 29,704.50
H	Downtown Dartmouth	257	2	\$1.25	30%	\$ 192.75	\$ 47,416.50
	Total estimated pay station revenue						\$ 192,064.50
	Estimated ticket revenue						\$ 92,190.96
	TOTAL						\$ 284,255.46

February 15, 2023

Dear Mayor Savage and HRM Councillors,

We are writing on behalf of the businesses in the downtown areas of Halifax and Dartmouth, as well as their customers, from all over the municipality. We wish to express our deep concern at the prospect of HRM, for the first time ever, charging for on-street parking on weekdays after 6pm and on Saturdays.

The Business Improvement Districts (BIDs) of Downtown Dartmouth, Downtown Halifax, and Spring Garden Area all understand the role that enforced on-street parking plays in ensuring customer turnover to our business areas, and we work closely with HRM staff on parking management. We are appreciative of efforts, such as the implementation of the parking app and the recent parking demand study. However, we cannot agree that now is the time to make such a significant policy shift as adding evening and weekend parking charges.

In our member surveys and conversations, parking is almost always cited as the top concern among businesses and customers. The perception of lack of availability, and concerns about the costs always put us at a competitive disadvantage vis a vis our prime competition, malls and big box parks. This will impact not only downtown's regular customer base, but perhaps even moreso the occasional visitor, coming for a Mooseheads game, Neptune performance, or the Alderney Farmer's Market. Implementing these changes, for the first time, may bring in a modest return for the municipality's general revenues, but it would come at a real cost to our businesses, and add to the customer perception that downtown is not convenient.

Small businesses, particularly those in our downtowns, continue to try and recover. This change will create a new obstacle for them and their customers to overcome. Now is not the time.

Respectfully submitted,

Tim Rissesco, Downtown Dartmouth Business Commission
Paul MacKinnon, Downtown Halifax Business Commission
Sue Uteck, Spring Garden Area Business Association



Budget Adjustment List Briefing Note

BN022B – Extending Paid Parking on Weekdays

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN022B	Operating	(\$173,000)	(\$284,000)
Four Year Impact	Additional annual revenues in the order of \$284,000		
Adjustment Description	This Briefing Note outlines the costs and revenue opportunities with extending paid parking on weekdays in select zones.		
Priority Alignment	Integrated Mobility – Affordable & Sustainable Mobility Network		

Additional Information Requested by Budget Committee

Table 3 from the original briefing note has been adjusted to reflect a three-month implementation timeframe owing to Council’s anticipated budget approval date of April 25, 2023. The original estimated annual revenues quoted at \$284,255.46 did not reflect the time required for Council to approve necessary changes to Administrative Order 15 and to implement parking signage changes for 2023/24. It also did not reflect time to produce and install new signs which would be required if parking were to be charged from 8:00 a.m. – 8:00 p.m. and 8:00 a.m. – 6:00 p.m. on Saturdays (as contemplated in BN022A)

Table 3 AMENDED: Forecasted Revenues from Paid Parking Sessions (6:00 p.m. – 8:00 p.m. Monday through Friday)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Evening	Fiscal 23/24 Impact (185 evenings)
B	Downtown Halifax	623	2	\$1.25	30%	\$ 467.25	(\$86,441.25)
C	Spring Garden Road Area	161	2	\$1.25	30%	\$ 120.75	(\$22,338.75)
H	Downtown Dartmouth	257	2	\$1.25	30%	\$ 192.75	(\$35,658.75)
	Total estimated pay station revenue						(\$144,438.75)
	Estimated ticket revenue						(\$69,049.91)
	Costs to implement new, separate signs for parking weekday parking 8:00 a.m – 8:00 p.m. and 8:00 a.m. – 6:00 p.m. Saturday only						\$40,000
	TOTAL						(\$173,488.66)

Staff had not originally contemplated Council proceeding with both extended weekday and Saturday parking combined. The original briefing note anticipated Saturday parking with the intent that parking would be charged from 8:00 a.m. – 6:00 p.m. and align with current weekday timing. If Council were to approve extended weekday parking, there would be a discrepancy in the hours charged during weekdays (8:00 a.m. – 8:00 p.m.) and Saturdays (8:00 a.m. – 6:00 p.m.) which would require additional signage and not just the placement of a sticker on the sign. Adding net new signs are not built into the current operating budget and would further detract from estimated revenue; therefore, staff has adjusted the potential projected revenue for 2023/24. Staff estimate roughly \$40,000 in materials and staff time to implement such a change.

Options to address this would be to either:

- a. Extend paid parking on weekdays from 8:00 a.m. – 8:00 p.m. and Saturdays 8:00 a.m. – 8:00 p.m. so that all signs are consistent. This practice would be inconsistent with most other jurisdictions studied. All except Vancouver and Toronto do not charge for parking on weekends after 6:00 p.m.
- b. Keep weekday parking from 8:00 a.m. – 6:00 p.m. and add weekend parking 8:00 a.m. – 6:00 p.m. on Saturdays which would only require sticker changes to existing signs.

During debate, Councillor Austin asked about the feasibility to break out zone H (Downtown Dartmouth) from being included in the implementation of evening parking. Should Council wish to exclude a zone, this could be done by further amending Table 3 which would reduce revenue potential by \$35,000 in 2023/24 and \$47,000 in subsequent years.

Feedback from the Business Improvement Districts

Following the Public Works budget presentation, Regional Council received correspondence from Paul Mackinnon, CEO Downtown Halifax Business Commission on behalf of the Halifax, Dartmouth, and Spring Garden BIDS. This letter indicates that the groups could not support the timing to introduce “...the significant policy shift” of adding evening and weekend parking.

Staff met with the CEOs on February 27 to further discuss the proposal and their concerns. The primary concern seemed to be linked to timing and lack of consultation. The BIDS also indicated they would likely be more receptive if paid parking was rolled out across all zones and not just limited to zones B, C, and H so as not to place unfair burden on one district over another. There seemed to be less appetite for extending weekday parking beyond 6:00 p.m. than for consideration of Saturday parking.

Original Briefing Note Content

According to recent research out of the Victoria Transport Policy Institute, the typical urban on-street parking space has annualized land, construction, and operating costs that total \$630 to \$2,600.¹ Offering parking for free, or at a highly subsidized rate, incentivizes car culture and provides benefit to the individual user as opposed to the broader community.

The Integrated Mobility Plan (IMP), section 3.5.5 Policies and Actions, suggests “Use the price of parking to encourage active transportation, transit, and car-sharing.

Action 132: Set downtown parking rates high enough to influence mode choice and ensure a sufficient number of vacant short-term parking spaces, while not unfairly penalizing downtown businesses and institutions over similar uses in suburban areas, where parking is abundant and free.

Action 133: Set price ratios for short and long-term parking to encourage casual use of a vehicle over constant use.”

¹ Todd Litman (2022), Comprehensive Parking Supply, Cost and Pricing Analysis, Victoria Transport Policy Institute (www.vtpi.org); at www.vtpi.org/pscp.pdf.

The cost to provide municipal services continues to increase. Implementing Saturday paid parking is one option that can be used to attempt to address rising costs of maintenance.

Adding Paid Parking on Saturday

Most jurisdictions scanned do charge for parking on Saturdays. Weekend parking is in high demand, especially in and around the downtown. Regional Council could direct staff to implement paid parking on Saturday in select zones B, C, and H (Downtown Halifax, Spring Garden, and Downtown Dartmouth). This would require changes to the current enforcement schedule but can be achieved within the current staff complement.

Table 1: Forecasted Revenues from Paid Parking Sessions (8:00 a.m. – 6:00 p.m. Saturdays)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Week	Fiscal 23/24 Impact (53 Saturdays)
B	Downtown Halifax	623	10	\$2.00	50%	\$ 6,230.00	\$ 330,190.00
C	Spring Garden Road Area	161	10	\$2.00	50%	\$ 1,610.00	\$ 85,330.00
H	Downtown Dartmouth	257	10	\$2.00	50%	\$ 2,570.00	\$ 136,210.00
	Total estimated pay station revenue						\$ 551,730.00
	Estimated ticket revenue						\$ 165,519.00
	TOTAL						\$ 717,249.00

The above noted revenues are calculated based on anticipated increased revenue from introducing paid parking on Saturdays and revenue resulting from subsequent enforcement of paid parking. The noted changes require amendments to *Administrative Order Number 15 Respecting License, Permit and Processing Fees* and costs to promote the changes, as well as changes to on-street signage, resulting in labour and materials costs for the sign shop. 2023/24 projected revenues have been adjusted accordingly (\$538,000). Revenues would change if Council was to direct staff to implement different rates or introduce other paid parking such as extending evenings or adding Sunday paid parking as well.

Jurisdictional Scan

City	Weekday	Saturday	Sunday
Calgary, AB	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	Free
Charlottetown, PE	8:00 a.m. – 6:00 p.m.	Free	Free
Edmonton, AB	8:00 a.m. – 6:00 p.m.	8:00 a.m. – 6:00 p.m.	Free, with exceptions near U of A
Hamilton, ON	M, T, W 8:00 a.m. – 6:00 p.m.; Th, F 9:00 a.m. – 9:00 p.m.	8:00 a.m. – 6:00 p.m., with some excepted areas	Free
London, ON	8:00 a.m. – 6:00 p.m.	Free, Time-limited 8:00 a.m. – 6:00 p.m.	Free
Moncton, NB	7:00 a.m. – 6:00 p.m.	Free	Free
Montreal, PQ	9:00 a.m. – 9:00 p.m.	9:00 a.m. – 6:00 p.m.	1:00 p.m. – 6:00 p.m.
Ottawa, ON	7:00 a.m. – 7:00 p.m.	7:00 a.m. – 7:00 p.m.	7:00 a.m. – 7:00 p.m.
Regina, SK	8:00 a.m. – 6:00 p.m.	Free, Time-limited 8:00 a.m. – 6:00 p.m.	Free
Saskatoon, SK	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	Free
St Catharines, ON	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.
St John's, NL	8:00 a.m. – 6:00 p.m.	Free	Free
Toronto, ON	7:00 a.m. – 9:00 p.m.	7:00 a.m. – 9:00 p.m.	7:00 a.m. – 9:00 p.m.
Vancouver, BC	9:00 a.m. – 10:00 p.m.	9:00 a.m. – 10:00 p.m.	9:00 a.m. – 10:00 p.m.
Victoria, BC	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.
Whitehorse, YK	9:00 a.m. – 5:30 p.m.	9:00 a.m. – 5:30 p.m.	Free
Windsor, ON	9:00 a.m. – 6:00 p.m.	9:00 a.m. – 6:00 p.m.	Free
Winnipeg, MB	8:00 a.m. – 5:30 p.m.	8:00 a.m. – 5:30 p.m., first two hours free	Free

Alternatives

Adding Paid Parking on Sunday

Most jurisdictions do not charge for parking on Sundays. Weekend parking is in high demand, however with delayed opening hours of most businesses, Sunday has less demand than Saturday. Regional Council could direct staff to implement paid parking on Sunday in select zones B, C, and H (Downtown Halifax, Spring Garden, and Downtown Dartmouth). This would require changes to the current enforcement schedule but can be achieved within the current staff complement.

Table 2: Forecasted Revenues from Paid Parking Sessions (8:00 a.m. – 6:00 p.m. Sundays)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Week	Fiscal 23/24 Impact (52 Sundays)
B	Downtown Halifax	623	10	\$1.00	50%	\$ 3,115.00	\$ 161,980.00
C	Spring Garden Road Area	161	10	\$1.00	50%	\$ 805.00	\$ 41,860.00
H	Downtown Dartmouth	257	10	\$1.00	50%	\$ 1,285.00	\$ 66,820.00
	Total estimated pay station revenue						\$ 270,660.00
	Estimated ticket revenue						\$ 162,396.00
	TOTAL						\$ 433,056.00

Extending Paid Parking Hours on Weekdays

Most jurisdictions scanned are consistent with the municipality's current practice of only charging for paid parking until 6:00 p.m. Current parking trends suggest that most sessions taper off from 5-6; however, demand remains consistent, especially in zones B, C, and H (Downtown Halifax, Spring Garden, and Downtown Dartmouth), where there are more destinations likely to be visited in the evenings. Regional Council could direct staff to extend paid parking in these zones on evenings from 6:00 p.m. to 8:00 p.m. This would require changes to the current enforcement schedule but could be achieved within the current staff complement. This would, however, divert staff from regional work like addressing no stopping, blocked driveways, and bike lanes.

Table 3: Forecasted Revenues from Paid Parking Sessions (6:00 p.m. – 8:00 p.m. Monday through Friday)

Zone	Area	Spaces	Added Hours	Rate	Occupancy	Revenue/ Evening	Fiscal 23/24 Impact (247 evenings)
B	Downtown Halifax	623	2	\$1.25	30%	\$ 467.25	\$ 114,943.50
C	Spring Garden Road Area	161	2	\$1.25	30%	\$ 120.75	\$ 29,704.50
H	Downtown Dartmouth	257	2	\$1.25	30%	\$ 192.75	\$ 47,416.50
	Total estimated pay station revenue						\$ 192,064.50
	Estimated ticket revenue						\$ 92,190.96
	TOTAL						\$ 284,255.46

Budget Adjustment List Briefing Note

BN023 – Streets Permit Fees Increase

COW Date: January 15, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN023	Revenue	(\$25,000) On-going	(\$45,700)
Four Year Impact	Additional annual revenues are in the order of \$45,700		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the increase of street permit fees to account for inflation since the last fee adjustments.		
Priority Alignment	Responsible Administration – Financially Prepared		

The last comprehensive fee [adjustment for street permits occurred in 2010](#). At that time, permit fees were set at \$125, \$200, and \$700 depending on the work type and complexity. Permit fees issued under the Streets By-law (S-300) have not been adjusted since. The noted changes require amendments to *Administrative Order Number 15 Respecting License, Permit and Processing Fees*.

In the 12 years since the last adjustments, the Consumer Price Index (annual average) for Services in Canada has increased by 25.14%¹. If we increased the permit fees by 25.14% and then rounded to the nearest \$5 increment, the new permit values would be \$155, \$250, and \$875 respectively². Applying this change to the three-year average of permit revenues, the revenue increase would be ~\$45,700 annually.

Permit Type	Cost by Type w/ CPI Adjustment	3-Year Average Number of Permits Issued	Permit Revenues by Type
ANNUAL PERMIT	\$ 1,250.00	6.67	\$ 8,333.33
BURIED ELECTRICAL - LATERAL	\$ 250.00	0.67	\$ 166.67
BURIED ELECTRICAL - MAIN	\$ 250.00	1.33	\$ 333.33
BURIED TELECOM - LATERAL	\$ 250.00	0.67	\$ 166.67
BURIED TELECOM - MAIN	\$ 250.00	1.00	\$ 250.00
CULVERT	\$ 250.00	18.67	\$ 4,666.67
CURB/ SIDEWALK CUT	\$ 250.00	56.00	\$ 14,000.00
EMERG REPS UNDER ANNUAL PERMIT	\$ 80.00	754.67	\$ 60,373.33
LATERAL CONNECTION - MAIN	\$ 250.00	13.00	\$ 3,250.00

¹ Source:

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810000501&pickMembers%5B0%5D=1.2&cubeTimeFrame.startYear=2010&cubeTimeFrame.endYear=2021&referencePeriods=20100101%2C20210101>

² Fees for Oversized Load permits would not increase, as they are already high compared to other jurisdictions. These will remain at \$125.

Permit Type	Cost by Type w/ CPI Adjustment	3-Year Average Number of Permits Issued	Permit Revenues by Type
LATERAL CONNECTION - PROP LINE	\$ 250.00	0.00	\$ -
MONITOR WELLS & BORE HOLES	\$ 155.00	14.00	\$ 2,170.00
NATURAL GAS LATERAL	\$ 250.00	131.00	\$ 32,750.00
NATURAL GAS MAIN	\$ 875.00	18.00	\$ 15,750.00
NEW WATERMAIN	\$ 875.00	2.33	\$ 2,041.67
OVERHEAD BANNER	\$ 155.00	6.00	\$ 930.00
OVERHEAD POWER LINES	\$ 155.00	1.00	\$ 155.00
OVERHEAD TELECOM LINES	\$ 155.00	4.33	\$ 671.67
OVERSIZE MOVE	\$ 125.00	217.67	\$ 27,208.33
PARTIAL CLOSURE - CRANE	\$ 250.00	4.33	\$ 1,083.33
PARTIAL CLOSURE - GENERAL	\$ 250.00	60.67	\$ 15,166.67
PARTIAL CLOSURE - MOVIE	\$ 250.00	14.00	\$ 3,500.00
REFUSE CONTAINER	\$ 155.00	0.33	\$ 51.67
RENEW LATERAL CONNECTION-MAIN	\$ 250.00	3.33	\$ 833.33
REPAIRS TO SIDEWALK	\$ 155.00	0.33	\$ 51.67
REPLACE UTILITY POLE	\$ 155.00	121.67	\$ 18,858.33
ROAD CONSTRUCTION	\$ 155.00	3.67	\$ 568.33
SEWER CAP-OFF	\$ 250.00	0.33	\$ 83.33
SEWER MAIN REPAIR	\$ 875.00	2.67	\$ 2,333.33
TEMP WORKPLACE ADJACENT TO ROW	\$ 155.00	0.33	\$ 51.67
TEMPORARY CLOSURE - CRANE	\$ 250.00	6.67	\$ 1,666.67
TEMPORARY CLOSURE - GENERAL	\$ 250.00	18.00	\$ 4,500.00
TEMPORARY CLOSURE - MOVIE	\$ 250.00	7.67	\$ 1,916.67
TEMPORARY WORKPLACE ON ROW	\$ 155.00	96.33	\$ 14,931.67
UTILITY POLE INSTALLATION	\$ 155.00	73.33	\$ 11,366.67
UTILITY POLE SUPPORT ANCHOR(S)	\$ 155.00	47.00	\$ 7,285.00
WATER LATERAL - MAIN TO PROP	\$ 250.00	2.00	\$ 500.00
WATER LATERAL CAP	\$ 250.00	0.67	\$ 166.67
WATER LATERAL RENEWAL	\$ 250.00	0.00	\$ -
WATERMAIN RENEWAL	\$ 875.00	4.00	\$ 3,500.00

3-year average revenue	\$ 261,631.67
Increased revenue vs. current permit fees	\$ 45,761.67

Budget Adjustment List Briefing Note

BN024 – Senior Snow Program

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN024	Operating	(\$600,000)	(\$600,000)
Four Year Impact	Annual savings in the order of \$600,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the termination of the YMCA facilitated Senior Snow Program Grant.		
Priority Alignment	Communities – Inclusive Communities		

Senior Snow Program

The current provider for the Senior Snow Program is the YMCA of Greater Halifax. The initial agreement was entered in 2014 and subsequently renegotiated in 2020. The current agreement continues yearly as funding permits, unless either party chooses to terminate.

The program is available to all seniors who are sixty-five years of age or more and persons with disabilities who reside in the municipality, who meet the following criteria:

- The participant must reside in a single dwelling home which is owned or rented,
- The participant, also including all individuals who live on the premises aged eighteen or older, must not exceed a total gross household income of \$32,000, and
- The participant may not be a landlord.

The service provides snow clearing to provide access to the following areas:

- Front and back steps
- Walkways
- Ramps
- Access to fuel tanks

Clearing of driveways is not included in the program.

The YMCA receives the grant in four installments and is permitted to spend no greater than 20% of the total value on administrative costs for the program. The grant finances a program facilitator role within their organization.

The current budget allocation for the program is \$600,000. Throughout the 2021/22 winter season, the YMCA facilitated winter clearing for 620 participants, resulting in an average cost of \$968 per participant. All eligible applicants were accepted in 2021/22 and there is currently no wait list for the 2022/23 season.

Participants are represented from all districts in the municipality:

Senior Snow 2021/22			
District	Clients	Councillor	Region
District 1	35	Cathy Deagle Gammon	Waverley - Fall River - Musquodoboit
District 2	154	David Hendsbee	Preston - Chezzetcook - Eastern Shore
District 3	24	Becky Kent	Dartmouth South - Eastern Passage
District 4	30	Trish Purdy	Cole Harbour - Westphal
District 5	29	Sam Austin	Dartmouth Centre
District 6	32	Tony Mancini	Harbourview - Burnside - Dartmouth East
District 7	27	Waye Mason	Peninsula South - Downtown
District 8	35	Lindell Smith	Peninsula North
District 9	33	Shawn Cleary	Armdale - Peninsula West
District 10	27	Kathryn Morse	Halifax - Bedford Basin West
District 11	26	Patty Cuttell	Spryfield - Sambro Loop - Prospect Road
District 12	22	Iona Stoddard	Timberlea - Beechville - Clayton Park West
District 13	34	Pam Lovelace	Hammonds Plains - St. Margarets
District 14	35	Lisa Blackburn	Mid/Upp Sackville - Beaver Bank - Lucasville
District 15	44	Paul Russell	Lower Sackville
District 16	33	Tim Outhit	Bedford - Wentworth
Total	620		

Terms relative to termination:

“The agreement is and is subject to the annual approval of the Grant by Regional Council. Where the municipality shall provide the Grant to the YMCA for the sole purpose of administering the Program in accordance with the terms and conditions of this Agreement. For 2020-2021 the annual budget amount of the Grant as approved by the Halifax Regional Municipality Council is \$600,000.”

“Either party may at any time terminate this Agreement, following a 120-day written notice to the other party”

“If the Agreement is terminated the Municipality shall compensate the YMCA for eligible costs, expenses and charges incurred to the date of the termination of the Agreement, however such amounts shall not exceed the value of the undispersed Grant funds remaining at the time of the termination.”

Council may reduce or eliminate program funding at their discretion. If Council chooses to eliminate funding, the agreement would be terminated. Termination requires 120 days’ written notice. The municipality would not incur costs if the program was terminated prior to the start of the winter season (November 1, 2023).

Budget Adjustment List Briefing Note

BN025 – Transit Stop Snow Clearing Reduction

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN025	Operating	(\$1,000,000)	(\$1,000,000)
Four Year Impact	Annual savings in the order of \$1,000,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the reduction of Transit Stop snow clearing from the current 24-hour standard to 48 hours.		
Priority Alignment	Integrated Mobility Network – Safe & Accessible Mobility Network		

Transit Stop Clearing Service Level Adjustment

Transit Stops received an increase to the winter maintenance standard from 48 hours to 24 hours for the 2021/22 Winter season at a cost of approximately \$2M as directed by Regional Council. As per contract terms, the municipality entered into “good faith” negotiations to determine costs associated with the increased standard.

The current contract requires that any changes to performance standards are subject to 180 calendar days’ notice. Should Regional Council wish to revert to the previous 48-hour service standard, written notice would need to be provided by May 5, 2023 and subsequent negotiations would need to occur to determine an appropriate reduction in payment. It should be noted that due to investment of equipment and resources, a full reimbursement of the previously adjusted total of \$2M would be unlikely in the short term. Preliminary discussions should occur soon to determine possible future reductions/savings if Regional Council decided to pursue this option.

Contract language re: Modification of Service Standards:

“At any time during the term of the contract, HRM may, at its sole discretion and upon one-hundred-eighty (180) calendar days’ written notice to the Contractor, modify any of the performance standards set out in the contract, including but not limited to the performance standards contained in the Performance Standards Matrix – Appendix “G” If a modification to a performance standard materially affects the Contractor’s operating costs, the contract price shall be adjusted accordingly, based on a profit margin of 15% on the reasonably estimated additional or reduced operating costs. HRM and the Contractor shall conduct good faith negotiations to determine the appropriate increase or decrease to the contract price. For this purpose, the Contractor shall maintain and make available for review by HRM’s external auditors full and complete records respecting its operating costs for the contract. If HRM and the Contractor are unable to agree upon an acceptable increase or decrease to the contract price within sixty (60) calendar days, either party shall be entitled to refer the matter to a single arbitrator pursuant to the Commercial Arbitration Act to determine an appropriate increase or decrease to the contract price. The arbitrator’s decision shall be final and binding on HRM and

the Contractor; however, if either party is unsatisfied with the arbitrator's decision it may elect to terminate the contract without cost or penalty by providing written notice to the other within thirty (30) calendar days of receipt of the arbitrator's decision."

Budget Adjustment List Briefing Note

BN026 – Performance-Based Towing Program

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN026	Operating	\$300,000 to \$350,000	\$300,000 to \$350,000
Four Year Impact	Annual cost in the order of \$300,000 to \$350,000		
Adjustment Description	This briefing note outlines the cost and service impacts of proceeding with Council approved performance-based towing program.		
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network		

On June 28, 2022, Regional Council directed staff¹ to proceed with a request for information (RFI) to the towing industry to understand the cost and impact of implementing a performance-based towing program for compliance operations and subject to results, continue with building a performance-based towing program as part of the 2023/24 Public Works (PW) operating budget.

As this item was not previously included in the PW operating budget and in light of recent direction from Regional Council to recommend program cuts and revenue opportunities, staff placed the performance-based towing program as an “over budget” item for consideration.

Since taking the report to Council last June, staff issued the RFI and met with industry to better understand their concerns and ability to meet the proposed requirements of a performance-based program. Staff are now ready to release the RFP and could potentially have a program in place for the winter season of 2023/24.

Current State

Halifax Regional Municipality Parking Services and Halifax Regional Police (HRP) presently share a standing offer with two private tow companies who support the towing of all vehicles, as required. Vehicles may be towed for a variety of reasons including abandonment, motor vehicle accidents, police seizures, parked in no-stopping or tow-away zones, causing safety issues, Winter Parking Ban, obstructing snow operations, and other Motor Vehicle Act violations. The current service delivery model for towing is reactive in nature. When either Parking Services or HRP require a vehicle to be towed, staff call the towing company assigned to the area to respond and tow the vehicle. Due to the nature of the calls, there are times when Parking Services and HRP are competing for the same towing resources. The standing offer is worded to place a higher priority on HRP-related calls than Parking Services. This often results in calls from Parking Services being abandoned or not responded to in a timely fashion which, in turn, impacts ability to clear blocked driveways and clear vehicles impeding traffic snow clearing operations.

¹ [Business Case for In-House Towing Operations - Supplementary Report - Jun 28/22 Regional Council | Halifax.ca](#)

Currently, the standing offer for towing does not cost HRM/HRP any money for having the vehicles towed. The cost for the towing of the vehicles is recouped by the towing companies when the vehicle owner retrieves the vehicle.

Concerns with the Existing Model

When called, tow operators do not always respond, as the private operator dispatch makes a decision if the call is operationally viable or may decide to not respond in a timely manner. This results in vehicles not being towed causing safety issues, oversized or large vehicles not being addressed, and requests for towing being ignored. In the past, complaints have been received that the towing facilities are not accessible to residents who want to pick up their seized vehicles and there is no recourse for complaints made by citizens against the towing companies.

In recent months, abandoned calls for towing have increased by 15% due to our current contractor being short staffed.

Based on response to the RFI, staff estimate that a performance-based contracting model would cost between \$300,000 to \$350,000 annually.

Performance-Based Contracting

Adopting a performance-based contract for towing would see defined outcomes and standards as they relate to towing both for winter and regular operations. Staff initiated a request for information with industry to garner feedback on how best to establish a performance-based model which achieves the objectives of Regional Council while ensuring industry can meet expectations. Effective contract language can be implemented to clearly specify quality expectations, results, and timelines. Specifically, hours of service for releasing vehicles, customer service standards, towing yards meeting accessibility standards, minimum response times for towing requests, payment methods, releasing vehicle standards, etc., can all be specified. Moving to this model would also achieve more equitable service as staff anticipate multiple bidders based on zone or geographic area. Effective management of this type of contract would lead to greater adherence to winter operations service standards. The municipality would be taking the towing contracts from a towing company/vehicle owner relationship to one where the municipality has a more active role in the towing and releasing of citizens vehicles. The contractor(s) would maintain the ability to generate revenue from the storage and releasing of vehicles to customers.

Budget Adjustment List Briefing Note

BN027 – Elimination of Contracted Sidewalk Snow Clearing

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN027	Operating	-	(\$6,500,000)
Four Year Impact	Annual estimated savings in the order of \$6,500,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the elimination of contracted residential sidewalk snow clearing.		
Priority Alignment	Integrated Mobility Network – Safe & Accessible Mobility Network		

Elimination of contracted sidewalk snow clearing shifts the responsibility to clear sidewalks, including any accessibility ramps, to adjacent property owners (outside of Downtown Halifax, Downtown Dartmouth, and Burnside) Traffic islands with sidewalk infrastructure would be cleared by the municipality.

Currently, the majority of sidewalks throughout the municipality are winter maintained through performance-based contracts, while the remainder are serviced by in-house resources. These contracts are fixed term for four years, with four additional option years, subject to annual Consumer Price Index (CPI) adjustments. Presently there are nine contracts containing sidewalk inventories, with an annual breakdown of values as detailed in the table below.

Sidewalk Contract Area	Tender	2022/23 Value	
WSZ1 - Eastern Passage, Cole Harbour	22-072	\$2,620,859.02	
WSZ2 - Sackville, Fall River	17-052	\$450,000 est.	*
WSZ3 - Bedford, Hammonds Plains	19-025	\$1,100,000 est.	*
WSZ4 - Herring Cove, Timberlea	22-073	\$1,758,000.00	
SWZ5 - South End Halifax	19-040	\$667,070.59	*
SWZ6a - Central Halifax	19-041	\$828,613.24	*
SWZ6b - North End Halifax	19-042	\$950,587.22	*
SWZ7 - Clayton Park	19-043	\$1,163,992.07	*
SWZ8 – Dartmouth	19-044	\$474,041.99	*
Total Inclusive net HST		\$ 8,463,164.13	
<small>*CPI applicable in 23/24</small>			

All current contracts have similar language around cancellation of work:

“HRM’s budget allotments and HRM’s Council approval, will determine the amount of work to be done. In addition to the enclosed terms and conditions, all or any part of this work may be reduced or cancelled at HRM’s sole discretion at any time prior to or during the term of the contract. The Contractor shall only be entitled to compensation for work that has actually been performed by the Contractor.”

While the contracts generally do not contain any specific notice requirements regarding the reduction, cancellation or non-renewal of work, there is an expectation that the municipality would exercise its discretion in good faith. It would therefore be prudent to provide affected contractors with as much advance notice as possible. Currently, 180 days’ notice is required to modify performance standards.

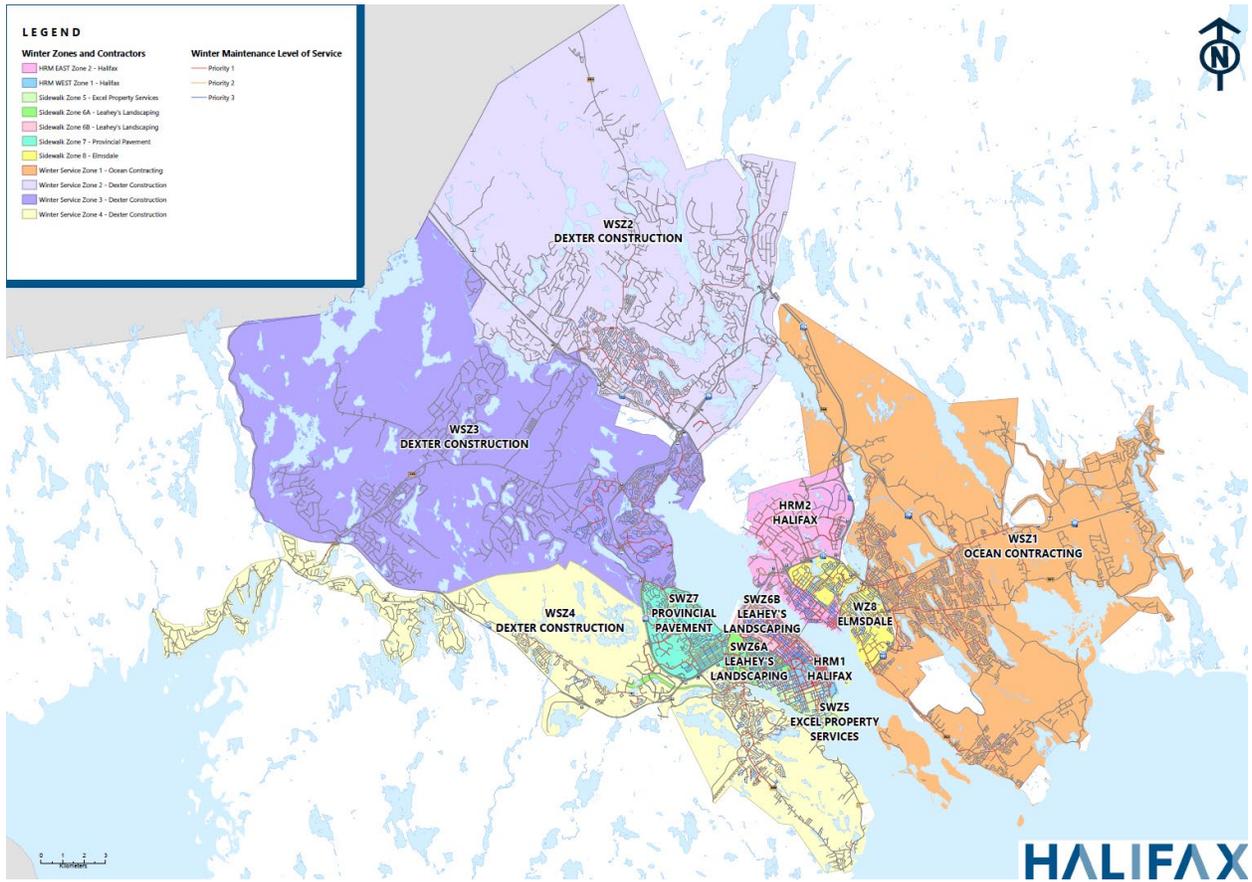
It is foreseeable that there could be claims arising from contractors because of their investments in equipment, labour, insurance, etc., that can no longer be underwritten by a municipal contract. Despite contract wording indicating that the municipality is only required to provide compensation for work actually performed, and that the municipality is not responsible for any lost profits, or indirect or consequential losses, there is a risk that in some circumstances the municipality could nevertheless be liable to contractors for certain costs associated with cancelling, reducing, or terminating their contracts. Responding to and/or settling such claims could have an impact on any projected cost savings to the municipality.

Under this service reduction option, in-house resources would continue to provide service to Downtown Halifax, Downtown Dartmouth, and Burnside. An additional reduction of municipally provided service could occur if the Burnside area was removed from the in-house inventory. Overall savings would be limited; however, staff and equipment could be shifted to the remaining in-house inventory to focus on accessibility concerns and the increased protected cycling infrastructure which is becoming a service pressure.

Should Regional Council wish to pursue the elimination of contracted sidewalk snow clearing, staff would recommend implementation of a complaint-driven sidewalk snow clearing enforcement program (like that which existed prior to the municipality assuming responsibility for sidewalk service throughout the region) to maintain acceptable mobility in accordance with Council’s Integrated Mobility Plan. The estimated net cost for the enforcement program is in the order of \$1M. It is anticipated that this service change would have minimal impact on the number or frequency of claims against the municipality but would result in increased staff time to complete the investigations and to defend any legal actions. Given the need to establish an enforcement program, a budget reduction for 2023/24 is not feasible.

It should be noted that the shift in responsibility for sidewalk snow clearing would financially impact industrial, commercial, and institutional users who currently front onto sidewalks and benefit from the contracted service, such as businesses, schools, and recreation centres to name but a very few.

The elimination of contracted sidewalk snow clearing would be a significant and complex undertaking. The cost savings identified in this briefing are rough as detailed estimates would require substantial staff effort and engagement with current contractors should Council eliminate the program.



Budget Adjustment List Briefing Note

BN028 – Paving of Municipally Owned Gravel Roads

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN028	Capital	\$500,000 (One-Time)	N/A
Four Year Impact	N/A		
Adjustment Description	This Briefing Note outlines the cost and impact associated with adding \$500,000 to Account CR180006 – New Paving Streets – HRM Roads for potential gravel road paving in 2023/24.		
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network		

Background

The information report titled “Budget Adjustment List – Paving of Municipally Owned Gravel Roads – Funding Source” was submitted to Regional Council as part of the June 14, 2022, meeting agenda and was brought forward for discussion at the June 28, 2022 Regional Council meeting. The information report provided the following information:

- There are currently 40 municipally owned gravel roads, with an additional 10 “J” class gravel roads that were transferred from the Province as part of the Road Transfer agreement, effective June 1, 2022. Note that three of the transferred “J” class gravel roads were paved in the fall of 2022.
- The municipally owned gravel road paving program continues to rate “low” relative to other asset classes when incorporating the Capital Project Evaluation Framework. As a result, staff have recommended no funding for this program over the next four years.
- The municipally owned gravel road paving program considers several criteria that aid in prioritizing the overall list of roads. To date, the list of criteria includes level of maintenance, classification of the road, and geographical proximity.
- Devil’s Hill Road and Ferguson’s Cove Road would be the next roads to consider in the municipally owned gravel road paving program (based on the current rating criteria), provided funds are available.
- During the March 23, 2022, Budget Adjustment List debate, Regional Council inquired about the \$500,000 funding source for the paving of these two roads. Staff indicated that an assessment would be required to determine the impact on the ratified 2022/23 four-year Roads and Active Transportation plan (should the paving of Devil’s Hill Road and Ferguson’s Cove Road be funded from this plan) prior to returning to Regional Council with funding options for consideration.
- As part of the assessment, staff determined that Devil’s Hill Road and Ferguson’s Cove Road required additional planning and engineering design time and would therefore not be ready for construction until 2023 at the earliest. Since neither road could be paved in 2022, there was no

requirement to determine a funding source for the 2022/23 Capital Budget. Regional Council could therefore choose to reconsider this request in future years.

- As a result of Council’s continued interest in advancing the pavement of gravel roads, staff will be undertaking a review of the program with a focus on re-examining the project selection process/criteria, conducting a cost-benefit analysis comparing pavement versus gravel, and determining a sustainable approach to address the remaining municipally owned gravel roads. This assessment is anticipated to begin in fiscal 2023/24, with a report to Regional Council in time to recommend the paving of any qualifying gravel roads as part of the 2024/25 budget deliberations.

On July 12, 2022, Halifax Regional Council tabled the following motion:

That Halifax Regional Council direct the Chief Administrative Officer to:

1. Provide a staff report evaluating a potential Gravel Road Paving Program for HRM-owned roads that considers an annual funding allocation and the following prioritization criteria:
 - a. Cost-benefit of paving
 - b. Existing road condition and level of maintenance
 - c. Road classification
 - d. Traffic volume
 - e. Storm water management
 - f. Winter maintenance
 - g. Surrounding public amenities such as parks, schools, lake access, etc.; and further
2. Undertake pre-engineering work on HRM gravel roads, in accordance with Regional Council’s current approved prioritization criteria, to ensure that Regional Council can consider paving up to \$500K of HRM gravel roads as part of the 2023/24 budget process.

Transportation Infrastructure Management staff are currently working on the staff report described in Item 1 of the July 12, 2022, motion with a tentative date to return to Regional Council in October 2023.

Service Implications and/or Impact on Priority

As mentioned in the Background, there are significant design challenges including integration with Halifax Water to finalize design requirements for Devil’s Hill Road and Ferguson’s Cove Road. Therefore, these streets will not be ready for construction in 2023. However, in accordance with Council direction, staff have conducted pre-engineering work on the streets to be considered after Devil’s Hill Road and Ferguson’s Cove Road, based on the current rating criteria. These streets include Andrea Lori Drive, Blaine Eric Drive, and Paul David Drive. These streets do not have design challenges and require minimum integration with stakeholders and, therefore, paving could proceed in 2023. The estimated costs for paving these streets are outlined in Table 1 below and the streets are displayed in Figure 1.

Table 1. Preliminary Cost Estimates for Paving

Project/Location	From	To	District	Estimate
Andrea Lori Dr	Lakeview	End	14	\$503,000
Blaine Eric Dr	Andrea Lori	End	14	\$392,000
Paul David Dr	Andrea Lori	End	14	\$256,000

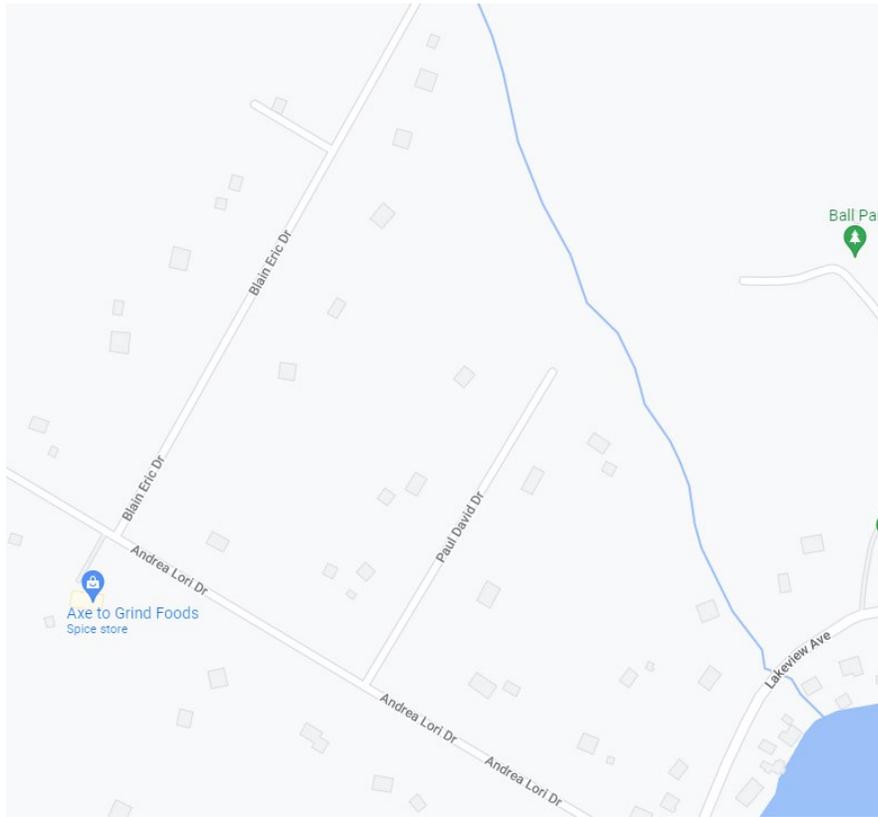


Figure 1. Andrea Lori Drive, Blaine Eric Drive and Paul David Drive

Given their proximity to one another, it would be optimal to pave all three streets as part of one tender. However, given the estimated costs for paving, Andrea Lori would likely be considered for paving in 2023 should Council decide to add \$500,000 funding to Account CR180006 - New Paving Streets - HRM Roads.

There is minimal risk associated with service impact by adding the proposed streets for paving in 2023, as the pre-engineering and preliminary site-scoping has been completed for these locations. There may be a small reputational risk should only one of the three streets be selected, but this would be localized to the immediate area. Should Council decide to proceed with paving of gravel roads in 2023/24, funding source options include debt or increasing capital from operating. Increasing capital from operating would have an immediate impact of a \$1.76 increase to the average residential tax bill. Debt funding impacts would be deferred until future fiscal years for the repayment of the principal and interest. Funding from reserves is not currently an option due to their limited uncommitted balances.

Budget Adjustment List Briefing Note

BN029 – Funding for Street Recapitalization

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>		2024/25 Amount <small>(negative is savings/revenue)</small>	
BN029	Capital	\$8,000,000		\$5,142,000	
Four Year Impact		2023/24	2024/25	2025/26	2026/27
	22/23 Approved Budget	\$50,000,000	\$57,142,000	\$64,285,000	\$64,285,000
	23/24 Proposed Budget	\$42,000,000	\$52,000,000	\$59,000,000	\$64,285,000
	Total Impact	\$8,000,000	\$5,142,000	\$5,285,000	\$0
	Total Four-Year Impact	\$18,427,000			
Adjustment Description	This Briefing Note outlines the cost and impact associated with increasing the funding to Account CR200006 – Street Recapitalization in the 2023/24 Capital Budget to reflect the approved values from the 2022/23 Capital Budget.				
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network				

Background

On January 25, 2022, staff presented the report titled “Recommendation on Level of Service (LOS) for the HRM Street Network” to Halifax Regional Council. Three of the recommendations unanimously approved by Council are presented below:

- Approve a target Level of Service (LOS) for the HRM road pavement network as outlined in the Discussion section of the staff report dated January 4, 2022 to maintain a minimum of 67% of the network in “Good” condition, with Pavement Quality Index (PQI) for each functional class of road greater or equal to the number shown in Table 4 of the staff report dated January 4, 2022 for the “Good” category.

Table 4. PQI Condition Category Thresholds for Each Functional Class

Functional Class	Good	Fair	Poor
Arterial	≥ 75	60-75	≤60
Major Collector	≥ 70	55-70	≤55
Minor Collector	≥ 65	50-65	≤50
Local	≥ 60	45-60	≤45

- Approve the proposed Budget Based Funding Scenario described in Table 10 of the staff report dated January 4, 2022, as the target funding level for the Street Recapitalization Account in future capital plans; and refer to the 2022/23 Budget process for the initial 22/23 funding level.

Table 10. Potential Street Recapitalization Account Funding Required to Achieve Pavement LOS with 30% Funds Attributed to Other Assets

Year	Funds Attributed to Pavement (70%)	Street Recapitalization Funding Proposed
2021	\$21,905,720*	
2022	\$22,770,000**	
2023	\$35,000,000	\$50,000,000
2024	\$40,000,000	\$57,142,857
2025	\$45,000,000	\$64,285,714
2026	\$45,000,000	\$64,285,714
2027	\$45,000,000	\$64,285,714
2028	\$50,000,000	\$71,428,571
2029	\$50,000,000	\$71,428,571
2030	\$55,000,000	\$78,571,429

*Estimated funds spent on Pavement in 2021

**Estimated funds to be spent on Pavement in 2022 based on current workplan

- Approve a biennial reporting period, whereby staff will conduct similar analyses and report back to Council every two years with pavement condition.”

There were also two significant financial risks noted in the LOS report. The projected annual budget required for the Street Recapitalization account in Table 10 was stated in present-day dollars and therefore did not reflect inflationary increases. The other risk included the 2022/23 Road Transfer from the Province since the condition data for these roads was not available at the time of the analysis.

Pavement condition data for the street network, including the recently transferred streets from the Province, was collected in the summer of 2022. The data is currently being processed and should be uploaded into the Pavement Management System (PMS) database by early spring 2023. At that time, staff will conduct a similar comprehensive analysis as to what was presented in the January 4, 2022, report and will return to Council with an update to the LOS in the fall of 2023.

Service Implications and/or Impact on Priority

The 2022/23 Capital Budget approved for Street Recapitalization account (CR200006) was selected based on the approved funding scenario established in the LOS Report (Table 10 from the LOS Report).

With inflationary costs impacting the 2023/24 Capital Budget, the current four-year proposed funding for street recapitalization has been reduced by \$18,427,000 from the 2022/23 approved budget and the values established in the LOS report. The current financial impacts to the Street Recapitalization account are listed below:

- As part of the 2023/24 budget preparations, \$5,142,000 was cut from 2024/25 and \$5,285,000 was cut from 2025/26 to help balance to the proposed 8% increase to the average property tax bill for residential and commercial properties.

- At the November 25, 2022 Budget Committee meeting, a motion was put forward and passed to reduce the Street Recapitalization account by \$8,000,000 in 2023/24.
- Due to inflation, the current unit rates for minor/major rehabilitation and reconstruction have increased by approximately 25% and 30%, respectively, in comparison to the unit rates used in the 21/22 LOS analysis. The current unit rates for concrete curb and traffic calming initiatives (e.g., speed tables, bump outs) have increased by 50%.
- The yearly impact to the Street Recapitalization account due to the Provincial Road transfer is estimated to be \$3,000,000.

Given the financial impacts listed above, staff repeated the ten-year analysis presented in 2022, applying current unit rates and updating the annual funding to reflect the values in the proposed 2023/24 Capital Budget. With the 2022 road transfer streets still not in the PMS database, the analysis did not include the additional three hundred lane-kilometers. The results of the analysis displaying the network average PQI and percent “Good” for the various scenarios are presented in Figure 1.

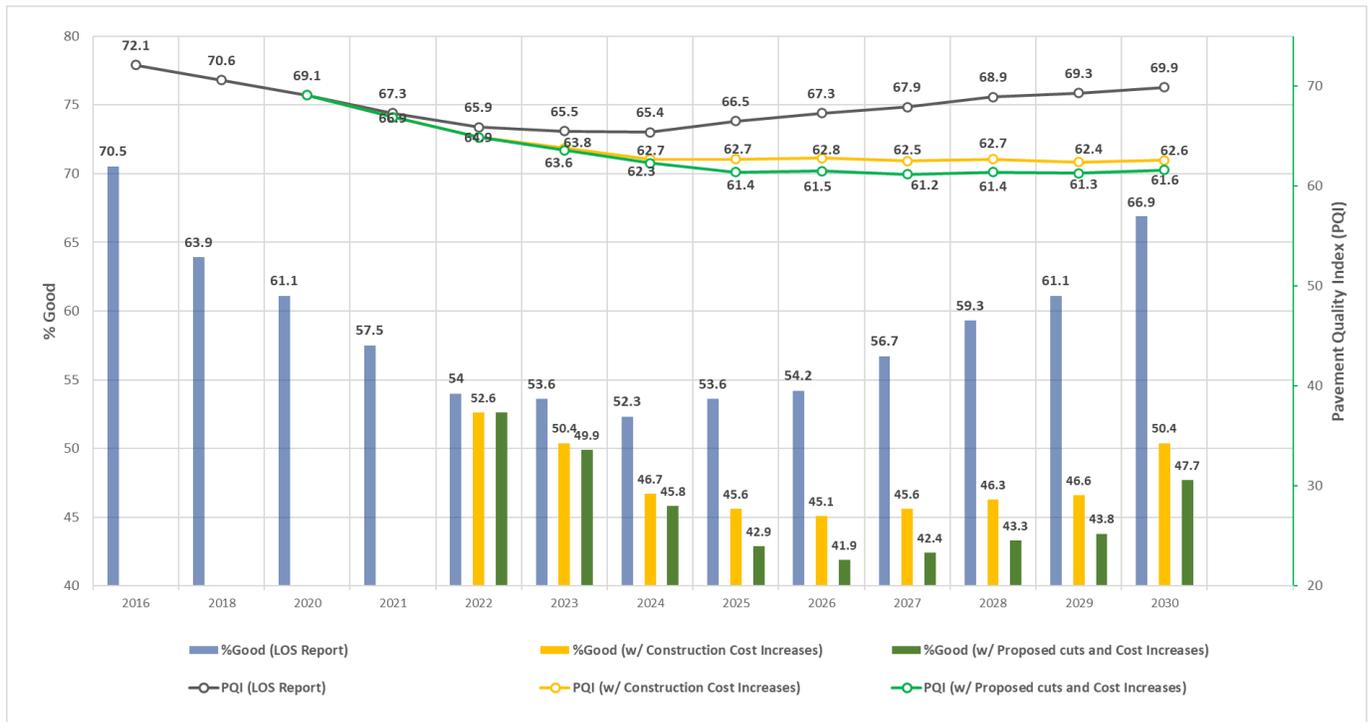


Figure 1. Updated LOS Analysis based on updated unit rates and proposed budget cuts to Street Recapitalization account

As stated in the LOS report, the intent of the proposed funding scheme was to attain the LOS of 67% Good by 2030, while also stabilizing the needs backlog (% Poor) to approximately 15% by 2030. As shown in Figure 1, using the increased unit rates and reduced spending, the projected % Good falls to 47.7% by 2030 and the % poor backlog is projected to increase to 28.7%.

Some of the risks associated with a deteriorating street network include:

- Operational budget pressure due to increased operational reactive maintenance requirements (i.e., increased need for pothole repairs).
- Likelihood that missed opportunities to perform minor maintenance and rehabilitation will result in a greater volume of major rehabilitation needs along with higher cost repairs.
- Likelihood that more intrusive rehabilitation requirements increase road disruption.
- Slower pace of complete street implementation / road safety improvement.
- Potential for health and safety impacts.
- Potential for increased claims and greater liability.
- Reduced network safety (friction and drainage issues) and reduced accessibility.
- Increased vehicle maintenance costs (e.g., frames, suspensions, tires, etc.) of private as well as transit and commercial vehicles.

Should Council decide to reinstate the funding that was cut from the Street Recapitalization account, funding source options include debt or increasing capital from operating. Increasing capital from operating would have an immediate impact of a \$28.20 increase to the average residential tax bill in 23/24, \$18.12 in 24/25 and \$18.63 in 25/26. Debt funding impacts would be deferred until future fiscal years for the repayment of the principal and interest. Funding from reserves is not currently an option due to their limited uncommitted balances.

Budget Adjustment List Briefing Note

BN030 – Increase to New Sidewalk Program

COW Date: February 14, 2023

Business Unit: Public Works

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN030	Capital	\$0	\$3,000,000
Four Year Impact	Annual cost in the order of \$3,000,000 starting in 2024/25		
Adjustment Description	This Briefing Note outlines the cost and impact associated with adding \$3,000,000 per year beginning in 2024/25 to Account CR200001 – Active Transportation for construction of new sidewalks.		
Priority Alignment	Integrated Mobility – Safe & Accessible Mobility Network		

This request to increase the new sidewalk Capital Budget in 2024/25 follows similar consideration from the 2022/23 budget approval process. On March 23, 2022, the benefit of increasing the annual Capital Budget capacity for building new sidewalks across the municipality was presented to Budget Committee as a Budget Adjustment List (BAL) option. It was provided for review as Attachment 12 in the January 18, 2023, Budget Committee Report. Due to budget pressures, the option to increase the new sidewalk budget by \$7,000,000 was not proposed for the 2023/24 Capital Budget.

There is increased staff capacity to design new sidewalks due to the BAL approval for additional staff in 2022/23 to accommodate the increased program capacity. One position was filled in the summer of 2022 and the second position was filled in December 2022.

A \$3 million increase to the program would not be feasible to implement until 2024/25 because of the time required for project planning and design.

Rationale for Additional Funding to Build New Sidewalk Segments

Due to differing past standards for road design, there are many locations across the municipality which should have sidewalks but do not. This impacts safety and accessibility for pedestrians.

As described in the March 23, 2022, report, there are over 700 requests for new sidewalks within the urban tax boundary. A total of 105 of these locations rate 'High' (15%) and 157 of these locations rate 'Above Average' (22%) priority using assessment criteria.

Assessment criteria 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)

Assessment Criteria also factor in:

- equity
- high density residential areas
- classification of the road
- if the request fills a gap in the sidewalk network
- safety related factors (e.g., sight lines, road width)

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 near 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

Estimating New Sidewalk Length and Construction Costs

The cost of constructing a sidewalk varies based on the context and surrounding infrastructure. To calculate a high-level estimate of the funding required to build the approximately 128 km of segments rated "high" and "above average", a factor of \$1,200/m is used for lower cost sidewalk (e.g., where there is already curb and drainage) and a factor of \$3,500/m is used for areas which will be more expensive (e.g., require drainage infrastructure and curb). The cost to build the 128 km backlog is estimated to be \$240 million, demonstrating that there is a need for additional funding for new sidewalks.

Funding the Increase to the New Sidewalk Budget

With the increased program being recommended for debt funding, the annual impact to municipal taxes would not take effect until the fiscal year after each construction season is complete. Debt financing through the province requires debt repayments to begin within one year of a capital project reaching completion. Therefore, beginning in 2025/26, the increased impact to municipal taxes will be negligible in the first year, but will then be a steadily increasing impact in future years as more work is completed, additional debt is taken, and repayments are being made. These principal and interest payments will require funding from the general rate and will result in increases each year going forward.

The annual increase to the Capital Budget for debt funding can be accommodated within the recently updated debt policy capacity of \$1,500 per household.

Alternatively, the increase to the sidewalk program could be funded through capital from operating which would have an immediate impact of a \$10.57 increase to the average residential tax bill starting in fiscal 24/25.

Reserves are not currently an option for a funding source due to their limited uncommitted balances.

Impact of Proposed Adjustment

The adjustment to add \$3 million to the new sidewalk budget will almost double the amount that the municipality spends on new sidewalks each year. Given the recent Capital project cost increases due to inflation, this will allow the municipality to maintain the current rate for adding new sidewalks and enable an increase in new sidewalks built each year.

Budget Adjustment List Briefing Note

BN031 – Building Permit Fees

COW Date: February 17, 2023

Business Unit: Planning & Development

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN031	Revenue	(\$290,000) to (\$1,450,000) (Ongoing)	(\$290,000) to (\$1,450,000)
Four Year Impact	(\$1,160,000) to (\$5,800,000)		
Adjustment Description	This Briefing Note outlines the revenue associated with increasing building permit fees.		
Priority Alignment	Prosperous Economy – Economic Growth		

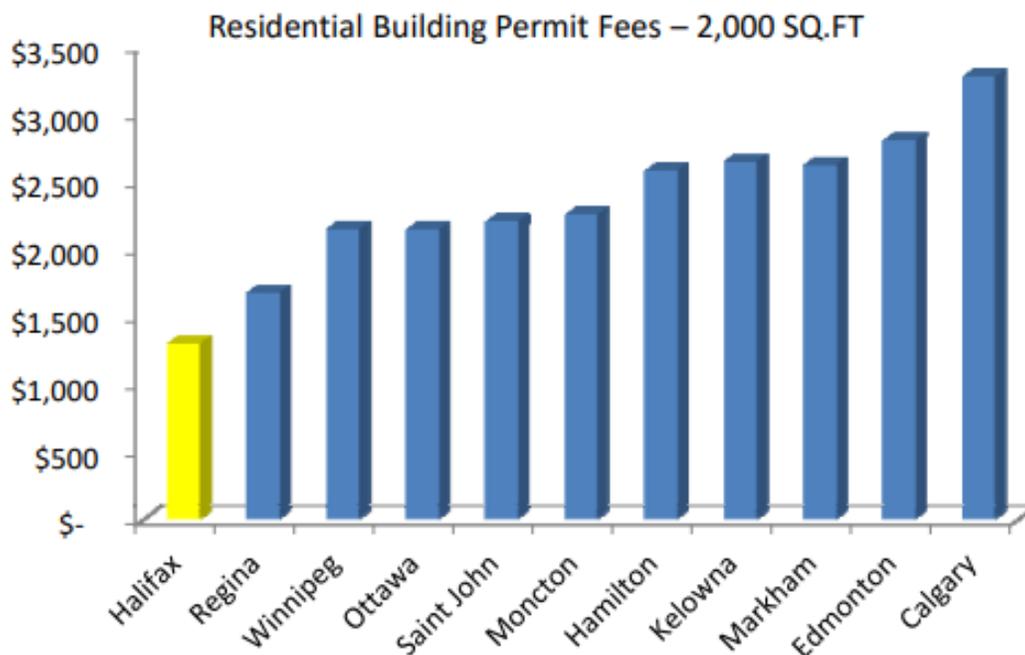
Permit fees in Halifax are considerably less than other Canadian cities. Refer to the building permit fee jurisdictional scans on the following pages for comparison. While legislation and processes differ from province to province, fees in Halifax were consistently half of those in the other cities for low volume residential dwellings and one-third to three-quarters of the amount of fees for multi-unit dwellings in the other jurisdictions. This suggests that fees in Halifax could be increased to be more in line with other Canadian cities.

Building permit fees were not one of the fees increased in late 2019 as part of the [Fee Rationalization initiative](#), and, in fact, building permit fees have not been adjusted since 1997. It was noted at the time that building permit fees needed review, however, that exercise was not undertaken due to the pandemic and the uncertainties of its economic effects on the construction industry. If fees had been increased annually to account for the Consumer Price Index (CPI) between 1997 and 2022, they would be 69% higher. Given the degree by which building permit fees are outdated, staff advise that it is now appropriate to undertake a review over the next one to two years (following the Guiding Principles that were adopted by Council as part of the Fee Rationalization initiative in 2019) and return to Council with a recommendation no later than 2024/25.

Based on year-end revenue projections, an increase in building permit fees of just 5% would meet the business unit target of \$290K for a sustainable budget reduction to achieve a 4% average tax bill increase for 2023/24. Given the relatively low building permit fees in Halifax compared to other Canadian cities, it is recommended to modestly increase permits fees by 25% in 2023/24 and re-assess further increases in subsequent budget years to meet on-going inflationary impacts. This would increase revenue by approximately \$1.45M per year if the level of construction activity remains constant. Alternatively, Council could choose to increase fees by any other percentage for further revenue gains.

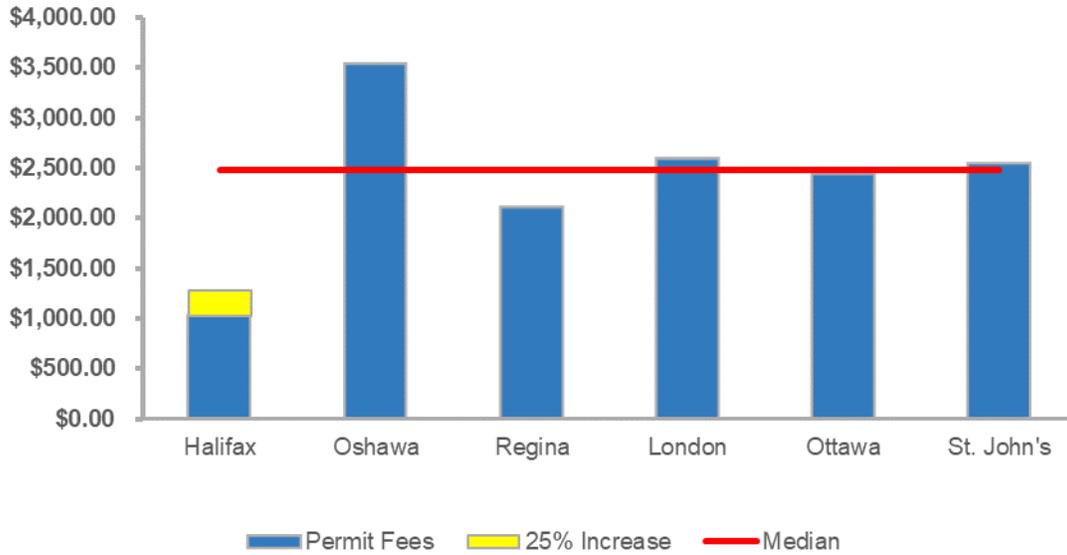
Note: The proceeding discussion only relates to permit fees and does not include other government-imposed costs such as development charges or sales taxes. While the amount of development charges in Halifax varies by location, they are still generally considerably less than other cities that rely on development charges.

2019 Building Permit Fee Jurisdictional Scan

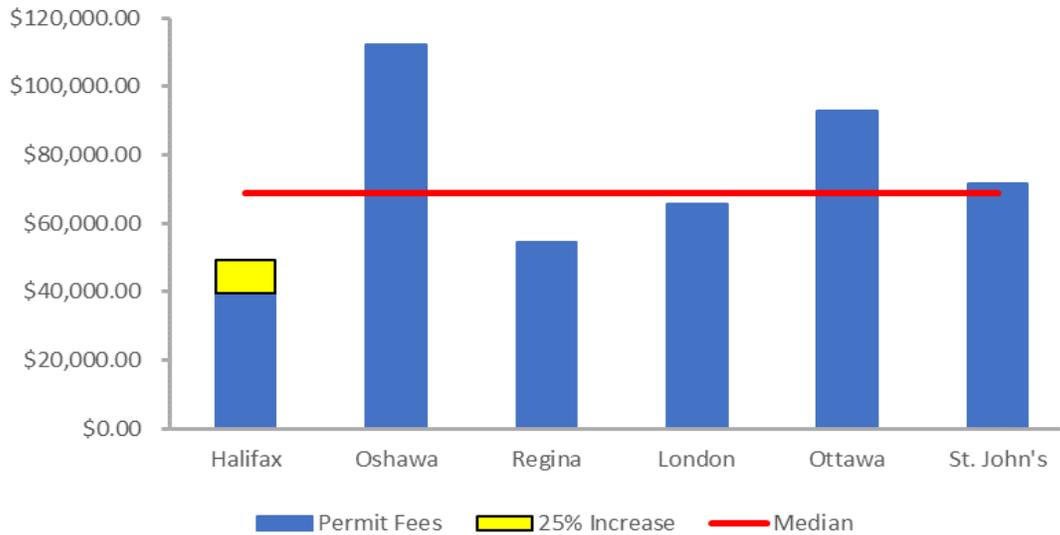


2022 Building Permit Fee Jurisdictional Scan

2,500ft² Single Unit Detached



53-Unit, 9-Storey with Ground-floor Commercial



Budget Adjustment List Briefing Note

BN032 – Suburban and Rural Studies

COW Date: February 17, 2023

Business Unit: Planning & Development

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN032	Operating	\$450,000 (One-time)	N/A
Four Year Impact	\$450,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the hiring of consultants to assist with engagement and background work that will inform the Suburban Plan (\$250,000) and the Rural Plan (\$200,000).		
Priority Alignment	Prosperous Economy – Economic Growth Prosperous Economy – Holistic Planning		

Increased population and growth and changing market conditions in the municipality have resulted in continued pressure on the municipality’s housing system. Further infill and redevelopment of suburban and rural communities will be needed to accommodate the municipality’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 the municipality’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 will help to set detailed built form and design principles.

Given staff resource limitations, the addition of these funds to the operating budget would be used to support hiring consultants to assist with some of the engagement and background work that will inform these projects.

Suburban Structure and Community Engagement

In support of Regional Council’s desire to advance work on the Suburban Plan, this initiative will define a suburban structure and create different scenarios for intensification along the Rapid Transit Corridors for public consultation. This work would happen concurrently with the Regional Plan Review with any findings integrated into the vision and objectives being established for the Suburban Plan area. The value of this work is estimated to be \$250,000 over 2023/2024.

Rural Structure and Community Engagement

Residents value the balance between urban and rural lifestyles in the municipality that few other large Canadian cities can offer. The municipality'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 is a fundamental aspect of the Regional Plan. The municipality's rural communities are diverse in terms of their geography, population density, and proximity to the urban core. As the municipality 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, and to conduct engagement with community representatives. This study would form a starting point for considering past work on infrastructure service delivery and growth management. It will also explore whether any advancements in sewage and water technologies or management could be applied to these areas. It will also examine the range of rural mobility options that are needed to serve the various kinds of rural communities. The value of this work is estimated to be \$200,000 over 2023/24.

Estimated costs of consultants:

Suburban Structure and Community Engagement:	\$250,000 (one-time 2023/24)
Rural Structure and Community Engagement:	<u>\$200,000</u> (one-time 2023/24)
Total Costs for both:	\$450,000 (one-time 2023/24)

Budget Adjustment List Briefing Note

BN033 – Community Action Planning for African Nova Scotian Communities

COW Date: February 17, 2023

Business Unit: Planning & Development

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN033	Operating	\$276,200* (Ongoing)	\$309,300
Four Year Impact	\$1,204,100		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the hiring of three full time positions to support community action planning for African Nova Scotian communities.		
Priority Alignment	Communities – Inclusive Communities		

*2023/24 Amount is prorated based on estimated start dates for FTEs.

Additional Information/ Clarification Requested by Budget Committee

Councillor Smith met with Kelly Denty, Kate Greene, Tamar Brown, and Carolann Wright to discuss how this program will support the Road to Economic Prosperity by enabling Community Action Planning within multiple African Nova Scotian communities, in a similar manner to Beechville. No further information was requested.

Original Briefing Note Content

January 24, 2020, Motion by Council:

THAT Halifax Regional Council direct the Budget Committee to consider Upper Hammonds Plains Community Action Plan and supporting the engagement as an option over budget as part of the Budget Adjustment Process (BAL) in the 2023/2024 Planning and Development budget and business planning.

Under the work of the Road to Economic Prosperity Advisory Committee, community action planning has been established as a core means to work directly with communities and advance the African Nova Scotian community and economic development priorities. Advancing African Nova Scotian Community Action Planning is a goal in the Regional Plan Review and in the Economic Growth Strategy (2022-2027).

The initial pilot project for community action planning in Beechville has been viewed as a positive process that can be emulated in other communities and is receiving positive recognition from across Canada. It is anticipated three African Nova Scotian communities – Beechville, Upper Hammonds Plains and Lucasville – would be served by these initial positions. After these action plans are established, work would begin on East Preston, North Preston, and Cherry Brook.

Three positions would be needed to support Community Action Planning for African Nova Scotian Communities without impacting other work underway in the Business Unit to support other Council initiatives. Without the additional positions, work on this and other initiatives would require additional time.

Total costs for two Planner III positions	\$198,800 (\$99,400 x 2)
Total costs for one Principal Planner position	<u>\$110,500</u>
The total incremental annual operating cost	\$309,300

Budget Adjustment List Briefing Note

BN034 – Rental Registry

COW Date: February 17, 2023

Business Unit: Planning & Development

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN034	Operating	\$120,360* (On-going)	\$340,000
Four Year Impact	\$1,140,360		
Adjustment Description	This Briefing Note outlines the cost and impact associated with implementing By-law R-400, Respecting Registration of Residential Rental Properties and Amendments to By-law M-200, Respecting Standards for Residential Occupancies.		
Priority Alignment	Communities – Safe Communities		

*2023/24 Amount is prorated based on estimated start dates for FTEs.

Additional Information/ Clarification Requested by Budget Committee

To support this new program, one new FTE to be hired by June and another FTE hired by September are required. It is anticipated that two additional staff will be required in 2024/25, but this will be assessed during the initial program roll out in 2023/24. The risk of not staffing this initiative is that the success of the Building Inspection Program – in particular, the one-day inspection turnaround timeframe – will not be maintained.

Original Briefing Note Content

First reading, January 20, 2023 – [By-law R-400, Respecting Registration of Residential Rental Properties and Amendments to By-law M-200, Respecting Standards for Residential Occupancies.](#)

As is stated in the staff report, it is anticipated that the development of the rental registry as well as a focus on proactive building inspections will require the need for additional staff. An additional four Assistant Building Officials would be required to implement the proposed new program; however, this will be further assessed and may change depending on the level of building activity in the municipality.

Given the time of the year, and the 9.5-month grace period for registration, four full time positions would not be required until 2024/25. If the new by-law and amendments are adopted, two of the four positions would need to be added to the 2023/24 budget at a cost of approximately \$170,000. The 4-year estimated financial implications are summarized as follows:

Fiscal Year	2023/24	2024/25	2025/26	2026/27
Capital	\$0	\$0	\$0	\$0
Operating – Compensation	\$170K	\$340K	\$340K	\$340K
Total FTE Required	2	4	4	4
Total	\$170K	\$340K	\$340K	\$340K

Without the additional positions, this work would be absorbed within the existing workforce, impacting timelines for permit approvals and delay other work.

Additionally, there likely will be some cost associated with sharing the data in municipality’s Open Data portal, which can be absorbed in the Planning & Development operating budget. This will be further assessed and may be subject to change.

Budget Adjustment List Briefing Note

BN035 – Commons Aquatic Centre Fees

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN035	Revenue	(\$45,000)	(\$45,000)
Four Year Impact	(\$180,000)		
Adjustment Description	This Briefing Note outlines the potential of an increase in revenue by charging fees to use the Commons Aquatics Centre.		
Priority Alignment	Responsible administration – Well-Managed		

The new Commons Aquatics Centre is scheduled to open in Summer 2023, providing a revenue opportunity by charging fees to use this asset. Historically, fees have not been charged for use of this facility. It is estimated that if fees are charged for entrance and membership, revenues would be approximately \$45,000/year. This would result in consistency across all outdoor HRM run pools as the fees would be consistent at all sites.

There would be significant logistical challenges and potential stigmatization associated with providing discounted access for those in financial need for entrance fees.

Budget Adjustment List Briefing Note

BN036 – Naming Rights Commons Aquatics Centre

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN036	Operating	(\$100,000) (on-going)	(\$100,000)
Four Year Impact	(\$400,000)		
Adjustment Description	This Briefing Note outlines the impact associated with a revenue opportunity to align with the opening of the Commons Aquatics Centre		
Priority Alignment	Responsible Administration – Well-Managed		

The new Commons Aquatics Centre is scheduled to open in Summer 2023, therefore providing a naming opportunity for this asset.

Pursuant to Administrative Order 56 *Respecting HRM Sale of Naming Rights Policy*, staff will be required to complete the following:

8.2 HRM business units will:

- a) determine the process by which naming agreements shall be solicited;
- b) solicit, negotiate, prepare, and administer naming rights agreements, including contract management;
- c) seek third party professional advice regarding market valuation, as appropriate; and
- d) consult with HRM Legal Services, Finance and Corporate Communications, as appropriate.

The revenue opportunity is an estimate and would be confirmed through the Sale of Naming Rights Process. The final decision to grant or refuse a Naming Rights proposal for the Commons Aquatic Centre will be made by Regional Council.

Budget Adjustment List Briefing Note

BN037 – Remove All Weather Field Monitors

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN037	Operating	(\$155,000)	(\$155,000)
Four Year Impact	(\$620,000)		
Adjustment Description	This Briefing Note outlines the impact associated with eliminating the use of All Weather Monitors on Sport Fields.		
Priority Alignment	Healthy Liveable Communities Service excellence		

The All-Weather Field Monitors provide multiple services to user groups and individuals who book the fields. They open and close gates, check the clients in, set up fields, turn lights on/off, perform litter control, and ensure the policy and procedures of the field are followed.

The monitoring services are currently provided through contracts, which are due to for renewal. Any updated cost for the service will need to be absorbed in the Parks & Recreation operating budget for 2023/24.

As an alternative to Field Monitors, HRM would use a security contract to open /close the fields gates, washrooms and equipment rooms or clients would be provided keys. Litter control would fall to Parks operations to address. However, these costs would be less than the current contract so there would still be a net savings of \$155,000 annually.

Risks that are associated with eliminating the field monitors:

- Capacity for existing security contracts to take this service on
- Damage to infrastructure from vandalism or non-intended use of the field while left open unattended
- Policies and procedures not being followed by user groups and potential for damage to infrastructure or risk and liability claims for injuries
- Conflicts with clients during changeover of bookings

Fields that would be impacted by eliminating field monitors:

- Dartmouth Harbour East All-Weather Field
- Mainland Common All-Weather Field
- Bedford All-Weather Field
- Cole Harbour All-Weather Field
- Weir All-Weather

A communication plan would be delivered to users outlining changes and expectations regarding All-weather Field play. Users would be expected to adjust and set the field up to their individual needs from time-to-time pending time slot allocation. This communication would be coordinated with the seasonal booking packages sent to users in the spring.

Budget Adjustment List Briefing Note

BN038 – Delay Hiring for Naturalization Strategy

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN038	Operating	(\$150,000)	
Four Year Impact	(\$150,000)		
Adjustment Description	This Briefing Note outlines the impact associated with the delay in hiring a Naturalization Coordinator and two Seasonals for the Naturalization Strategy.		
Priority Alignment	Environment – Protected and Sustainable Environment		

On September 13, 2022, Halifax Regional Council directed the Chief Administrative Officer to expand the naturalization pilot to a municipal-wide program and include \$150,000 in the 2023/24 operating budget for Regional Council’s consideration to support the program.

An option for budget committee consideration would be to defer the expansion of the program for one year. In that case, dedicated staffing and expansion of the project sites would be deferred by one year and be included in the 2024/25 operating budget. During the next year, Parks Operation staff would manage maintenance of the following naturalized areas:

- Leighton Dillman Park
- Merv Sullivan Park
- Sime Court

Maintenance initiatives will include:

- Monitoring and evaluation of existing sites
- Vegetation maintenance
- Litter maintenance
- Additional habitat enhancement work will be considered as needed

Budget Adjustment List Briefing Note

BN039 – Reduction of Right of Way (ROW) mowing

COW Date: February 17, 2023

Business Unit: Parks and Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN039	Operating	(\$50,000)	(\$50,000)
Four Year Impact	(\$200,000)		
Adjustment Description	This Briefing Note outlines the impact associated with the reduction of the mowing service in Street Right-of-Ways, reduction by \$50,000.		
Priority Alignment	Service excellence Communities – Involved Communities		

Additional Information/ Clarification Requested by Budget Committee

If budget committee directs the reduction, the maintenance for the areas listed below would revert to the property owner.

Halifax Peninsula	From	To
Agricola Street	Bloomfield	Lady Hammond Road
Barrington Street	Inglis Street	Mackay Bridge
Bayers Road	Joseph Howe Drive	Windsor Street
Chebucto Road	Armdale Roundabout	Windsor Street
Connaught Avenue	Jubilee Road	Windsor Street
Joseph Howe Drive	Armdale Rotary	Bedford Highway
Lower Water Street	Terminal Road	Duke Street
North Street	Chebucto Road	McDonald Bridge
Quinpool Road	Armdale Roundabout	Robie Street
Robie Street	South End Halifax	North End Halifax
Sackville Street	Brunswick Street	Lower Water Street
South Park Street	Inglis Street	Sackville Street
South Street	North West Arm	Hollis Street
Spring Garden Road	Robie Street	Barrington Street
Windsor Street	Quinpool Road	Kempt Road

Halifax	From	To
Cowie Hill Road	Herring Cove Road	North West Arm Drive
Dunbrack Street	Main Avenue	Kearney Lake Road
Dutch Village Road	Loops around Joseph Howe Drive	

Herring Cove Road	Armdale Rotary through Spryfield	Lynett Road
Kearney Lake Road	Hwy 102 Overpass	Blue Mountain Road
Lacewood Drive	Vimy Avenue	Chain Lake Drive
Leiblin Drive	Old Sambro Road	Rockingstone Road
Main Avenue	Dunbrack Street	Bedford Highway
Old Sambro Road	Herring Cove Road	4-way intersection at Rockingstone Road
Purcells Cove Road	Herring Cove Road	John Brackett Drive
Parkland Drive	Lacewood Drive	Kearney Lake Road
St. Margarets Bay Road	Armdale Roundabout	Timberlea Village
Williams Lake Road	Herring Cove Road	Purcells Cove Road

Dartmouth	From	To
Alderney Drive	Windmill and Wyse	start of Prince Albert Road
Bissett Road	Cole Harbour Road	Cow Bay Road
Burnside Drive	Hwy 111	Akerley Blvd.
Caldwell Road	Cole Harbour Road	Shore Road
Caledonia Road	Main Street	Montebello Road
Forest Hills Parkway	Cole Harbour Road	Main Street
Main Street	Hwy 111	Hwy 107
Nantucket Avenue	MacDonald Bridge	Victoria Road
Pleasant Street	Prince Albert Road	turns into Eastern Passage Road
Portland Street	Alderney Drive	turns into Cole Harbour Road at Caldwell Road
Prince Albert Road	Downtown at Alderney Drive	Parclo
Victoria Road	Portland Street and becomes Windmill Road	Portland Street to Park Avenue
Waverley Road	Parclo out to Montebello Road	
Windmill Road	Alderney Drive becomes Windmill Road	at Park Avenue and Alderney turns into Prince Albert Road
Woodland Avenue	Victoria Road	Mic Mac Blvd.
Woodlawn Road	Mount Edward Road	Main Street (school section)
Wyse Road	Windmill Road	Albro Lake Road

Bedford/Sackville	From	To
Beaver Bank Connector	Old Sackville Road	Sackville Drive (guardrail)
Beaver Bank Road	Sackville Drive	Barrett Road
Beaver Bank Windsor Junction Cross Road	Beaver Bank Road (guardrail)	
Bedford Hwy	Hammonds Plains Road	Rocky Lake Drive
Bedford Hwy	Fairview Overpass at Evans Avenue	Hammonds Plains Road
Cobequid Road	Sackville Drive	Rocky Lake Drive
Dartmouth Road	Bedford Hwy	Eaglewood Drive
Fall River Road	Fall River Road	Hwy #2

Glendale Drive	Cobequid Road	Beaver Bank Road
Hammonds Plains Road	Bedford Hwy	Hwy 102 Overpass
Hammonds Plains Road	Hwy 102 Exit 3B	Hwy 103 Exit 5 Upper Tantallon
Holland Road, Fall River		
Lucasville Road	Sackville Drive	beyond Old Sackville Road
Rocky Lake Drive	Bedford Hwy	Duke Street
Windsor Junction/Fall River	Fall River Road	Hwy #2

Original Briefing Note Content

As part of Regional Council direction at the November 13, 2007, meeting ([Item 12.1.6](#)), select areas were included in mowing contracts managed by the municipality with an approximate yearly cost of \$50,000. These areas were reviewed and confirmed by Regional Council during 2011/12 budgeting process.

While S-300, By-Law Respecting Streets (Streets By-Law) outlines that property owners are responsible for maintaining right of way (ROW) frontage abutting their property, the discussion in 2007 related to concerns with the state and consistency of mowing along arterial streets. As a result, Regional Council directed that any grass between the curb and side along several streets be included in the municipal mowing contracts. One reason for this decision was the combination of property owners along those streets with a sizable portion being non-residential which may result in inconsistent maintenance along the main routes through the city.

If budget committee directs the reduction, the maintenance for these areas would revert to the adjacent property owner. Should concerns arise with the maintenance of the right of way, By-law S-300 would apply, requiring all property owners to maintain the grass abutting their property. The municipality would still have the responsibility to maintain the area abutting properties owned by the municipality, centre medians and islands within the selected reduction areas.

Impacts from reduction in service:

- Need for increased enforcement to ensure compliance
- Some residents not being able to mow these areas
- Untidy appearance if not maintained

Budget Adjustment List Briefing Note

BN040 – Eliminating Partnership with Canoe Kayak Atlantic Division (ADCK)

COW Date: February 17,2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN040	Operating	(\$49,000)	(\$49,000)
Four Year Impact	(\$196,000)		
Adjustment Description	This Briefing Note outlines the impact associated with eliminating the partnership with Canoe Kayak Atlantic Division.		
Priority Alignment	Communities – Involved Communities Prosperous Economy – Economic Growth Service Excellence		

Parks & Recreation has a long-standing partnership with Canoe Kayak Atlantic Division for the set up and ongoing maintenance of the racecourse in Lake Banook including buoy placement and occasional aquatic weed removal. This service is primary for the associated clubs on the lake to be able to use the racecourse for practices and events. The racecourse has the ability to host national and international events.

The option would be to eliminate the existing partnership and require the associated clubs to be responsible for funding Canoe Kayak Atlantic Division for this service.

There is risk associated with eliminating this service:

- Associated clubs are not prepared to fund the service provider
- Impact to potential future events due to cut in service delivery

Budget Adjustment List Briefing Note

BN041 – Grand Oasis and Dartmouth Sunshine Series (DSS)

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN041	Operating	(\$600,000) or (\$400,000)	(\$600,000) or (\$400,000)
Four Year Impact	(\$2,400,000) or (\$1,600,000)		
Adjustment Description	This Briefing Note outlines the impact associated with reducing the Grand Oasis and Dartmouth Sunshine Series (DSS) budget by \$600,000, as well as an option to retain funding of \$200,000 for alternative programming.		
Priority Alignment	Communities – Involved Communities		

Additional Information/ Clarification Requested by Budget Committee

Staff were directed to provide an update on retaining an allocation of \$200,000 for additional event funding to potentially replace Grand Oasis and Dartmouth Summer Sunshine Series with enhanced programming added to recurring civic events given the potential removal of \$600,000 funding previously allocated to Grand Oasis and Dartmouth Summer Sunshine Series.

Several factors were considered: staff capacity to deliver enhanced programming; equitable allocation of funding between Dartmouth and Halifax; community impact of enhanced programming; prioritization of existing community and cultural partnerships and the impact of North American Indigenous Games (NAIG) on delivery of civic events. The \$200,000 increase in budget would be used to support artist fees, operations, logistics, and security.

With the additional funding, the following enhancements could be added:

- Funding would be allocated equally between Dartmouth and Halifax.
- Seven weekends of programming could be added similar to last summer starting at the end of June on the Dartmouth Waterfront to animate that area and wrapping up on Natal Day weekend.
- Three weeks of programming could be added in late July and August in Grand Parade starting with Emancipation Day and with a focus on the partnerships developed last summer.
- Kanata Day would be smaller in scale but include partnership with Mi'kmaw Native Friendship Centre on Halifax waterfront and fireworks.
- Existing partnerships would be leveraged to support and enhance community and cultural programming.
- During NAIG, civic event staff resources would be focused on providing direct operational support to this major event, including the anticipated cultural programming.

During Parks & Recreation budget discussion, Regional Council discussed the importance of continuing the relationships built with specific communities such as Acadian Days and Emancipation Day. As for the Dartmouth Summer Sunshine Series, animation of spaces can significantly help to make public spaces safer. This supports public safety outcomes while at the same time provides quality entertainment, making the Dartmouth Ferry Terminal Park a welcoming and safe space for the community and visitors.

Over the past two years event staff have cultivated new events and community partnerships with diverse groups. Through these partnerships with community and local artists, these events celebrated significant holidays, cultures, and musical genres to better reflect the demographics of the municipality. With the additional funding, these important relationships and their programming could continue.

If Regional Council chooses to reduce the full \$600,000 of Grand Oasis and Dartmouth Summer Sunshine Series, the pre-COVID annual civic event programs including Canada Day, Bedford Days, Natal Day, and Clam Harbour Beach Sandcastle Competition would be offered but without the enhanced programming. The pre-COVID operating funding that had previously been allocated into the Grand Oasis Concert Series would now be reallocated to support these original programs.

Original Briefing Note Content

Service Implications and/or impact on Priority

The Grand Oasis Concert Series was created as a pilot project to enhance downtown attraction, assist the province's arts and entertainment industry impacted by COVID-19 and drive visitation and spending to support downtown businesses. A free and open space for residents and tourists to visit downtown Halifax and re-invigorate the community and business through live cultural experiences. Similarly, the Dartmouth Summer Sunshine Series was established on the Dartmouth waterfront as an enhancement of arts and cultural programming and a means of attracting visitors to Dartmouth businesses.

In addition to the \$685,000 allocated in operating funds for Grand Oasis, staff successfully obtained an additional \$897,500 in Federal and Provincial funding and sponsorship. The final budget for that event delivery was \$1,582,500. Staff anticipate that the Federal and Provincial funding amounts granted in 2022 (\$633,000) will not be offered in 2023, or if offered, at a significantly reduced rate.

Grand Oasis 2022 Budget

Income	Budget	Actuals	Variance
Municipal	\$685,000	\$685,000	-
Provincial	\$100,000	\$100,000	-
Federal	\$503,000	\$533,000	\$30,000
Sponsorship	\$150,000	\$264,500	\$114,500
Food & Beverage	\$10,000	-	(\$10,000)
Total Budget	\$1,448,000	\$1,582,500	\$134,500

The Grand Oasis stage was programmed over 15 weekends and hosted the Grey Cup CFL Touchdown Atlantic and Grey Cup Ceremony, as well as the Stanley Cup, Kana'ta Canada Day live on CBC and VIBRANCY, Halifax's first electronic festival.

Dartmouth Summer Sunshine Series 2022 Budget

Income	Budget	Actuals	Variance
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Municipal	\$145,000	\$145,000	-
Sponsorship	-	\$11,329	\$11,329
Total Budget	\$145,000	\$156,329	\$11,329

The DSS program ran in Alderney Ferry Terminal Park from June 25, 2022, to August 20, 2022. The total municipal funding for these summer concert programs is \$830,000. If the operating funds to support these enhanced summer programs is reduced by \$600,000, Grand Oasis and DSS would not occur in 2023. The main impact would be the reduction in event opportunities for tourism and potential loss to the business community due to decreased visitation for these enhanced event offerings.

If funding is reduced, the remaining funds (\$230,000) would be redirected into the civic events budget to support other existing civic events.

Budget Adjustment List Briefing Note

BN042 – Professional Arts Grant Program

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)		2024/25 Amount (negative is savings/revenue)	
BN042	Expense	\$125,000		\$250,000	
Four Year Impact	\$875,000 (assuming ongoing after 2024/25)				
	23/24	24/25	25/26	26/27	
	125,000	250,000	250,000	250,000	
Adjustment Description	This Briefing Note outlines the impact associated with an increase in 2023/24 of \$125,000 for Professional Arts Grants and includes a further \$125,000 increase next fiscal year as recommended by Budget Committee and recommended in the February 13, 2018, report to Council.				
Priority Alignment	Communities – Involved Communities				

Additional Information/ Clarification Requested by Budget Committee

At the February 22, 2023 Budget Committee meeting, Budget Committee proposed to include an increase this year of \$125,000 for Professional Arts Grants and recommends a \$125,000 increase next fiscal year as recommended in the February 13, 2018, report to Council in response to recommendations from the Arts Halifax Committee as outlined in the Briefing Note BN042 within the proposed 2023/24 Parks & Recreation budget to the Budget Adjustment List as an expense over budget option for consideration.

Staff will direct additional funds into the operating stream, resulting in more arts organizations receiving funding.

Original Briefing Note Content

The Professional Arts Grant program provides both annual operating and project funding to the professional arts and cultural sector in the municipality and is governed by AO 2014-007-ADM, *Respecting Grants to Professional Arts Organizations*. Funding support of the municipality’s professional arts community contributes to the Regional Plan objective of building a vibrant and attractive regional centre, to engaging the Arts and Culture community through funding and the municipality’s continued effort in making HRM a cultural capital of Canada.

At implementation in 2014, the funding envelope for the program was \$300,000. On February 13, 2018, in response to recommendations from the Arts Halifax Committee, Regional Council approved a motion to consider future increased funding to the Professional Arts Grants Program. The increases to-date have been \$75,000 (2019) and \$125,000 (2021), achieving \$200,000 in added funding of the \$500,000 benchmark that had been articulated in the 2018 motion.

In 2022, there were 37 organizations receiving operating funding with total grants of \$429,000 and 13 projects funded to a total of \$125,000. This program is currently oversubscribed by 51%, with requested funding at \$1,155,829 compared to the actual funding envelope at \$560,000.

Budget Adjustment List Briefing Note

BN043 – The Discovery Centre Grant

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN043	Operating	(\$145,000)	\$0 (based on current contract)
Four Year Impact	(\$145,000) based on current contract		
Adjustment Description	This Briefing Note outlines the impact associated with the elimination of annual grant to The Discovery Centre.		
Priority Alignment	Communities – Involved Communities		

Service Implications and/or impact on Priority

The Discovery Centre executed a Contribution Agreement with HRM for the period April 1, 2019, to March 31, 2024. There is no renewal term with this agreement. The agreement includes an annual operating grant in the amount of \$145,000 and is subject to Regional Council approval via the budgeting process. The Discovery Centre’s objectives contribute to the HRM building a vibrant and attractive regional centre, fostering, and welcoming community, and engaging the Arts and Culture community through partnerships and funding and HRM’s continued effort in making HRM a cultural capital of Canada.

The impact of this reduction should not adversely impact the Discovery Centre’s core program delivery. It could reduce programming and discounts provided to newcomers and visiting school outings.

Budget Adjustment List Briefing Note
BN044 – Dartmouth Heritage Museum Grant

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN044	Operating	(\$100,000)	\$0 (based on current contract)
Four Year Impact	(\$100,000) based on current contract		
Adjustment Description	This Briefing Note outlines the impact associated with the elimination of annual Management and Operating Agreement to the Dartmouth Heritage Museum Society.		
Priority Alignment	Communities - Involved Communities		

Service Implications and/or impact on Priority

The Dartmouth Heritage Museum Society (DHMS) entered into a Management and Operating Agreement with HRM for the period April 1, 2019, to March 31, 2024. There is no renewal term with this agreement. This agreement includes an annual operating grant in the amount of \$100,000 and is subject to Regional Council approval via the budgeting process. The DHMS funding agreement was formalized to specify the Society’s partnership to assist in managing the HRM/DHMS Artifact Collection comprised of over 40,000 artifacts and operate the two cultural facilities (Evergreen House & Quaker House). The annual funding is to allow for two full-time staff to ensure sustained and directed collection work, the effective operation of the two facilities, delivery of valuable regional history research resource and timely collaboration with HRM.

The impact of this reduction could result in a lack of oversight and stewardship of the collection, reduction in heritage and cultural programming offered through DHMS and the loss of operation of Dartmouth’s two museums, Evergreen House, and Quaker House. It is likely that without the annual funding, DHMS would be unable to continue to operate as a Society.

In November of 2022, Phase 2 of the Regional Museum Strategy was launched and DHMS is an integral stakeholder in this strategy. A loss of DHMS as a museum and collection partner jeopardizes this work.

Budget Adjustment List Briefing Note

BN045 – Lake District Recreation Association (LDRA) Grant

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN045	Operating	(\$50,000)	\$0 (based on current contract)
Four Year Impact	(\$50,000) Based on current contract		
Adjustment Description	This Briefing Note outlines the impact associated with the elimination of annual grant to Lake District Recreation Association.		
Priority Alignment	Communities – Involved Communities		

Service Implications and/or impact on Priority

The Sackville and District Community Arena (SADCA) is owned and operated by the Lake District Recreation Association (LDRA). LDRA is a registered not for profit society and provides recreational activity and community events to the Sackville and area community. LDRA entered into a Contribution Agreement with HRM for the period April 1, 2019, to March 31, 2024. There is no renewal term with this agreement. This agreement includes an annual operating grant in the amount of \$50,000 and is subject to Regional Council via the budgeting process. There is benefit to HRM in providing funds to the LDRA to help finance facility capital projects, this support helps to ensure that the facility remains in a good state of repair, and available for community use especially since it is part of the overall arena inventory supporting ice sports across HRM.

The impact of this reduction should not adversely impact day to day operations regarding recreational service delivery. It could result in deferred capital maintenance with potential longer term impacts to operations.

Budget Adjustment List Briefing Note

BN046 – Multi Purpose Youth Centre Spryfield

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN046	Operating	(\$100,000)	-
Four Year Impact	(\$100,000)		
Adjustment Description	This Briefing Note outlines the impact associated with a reduction in expenses as the capital project for the facility required to house the MYSC in Spryfield will not be completed until 2024/25.		
Priority Alignment	Responsible Administration – Well-Managed		

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, Nova Scotia. Having met the goals used to evaluate the effectiveness of the centre’s operations, it was concluded that the pilot project was a success.

On June 8th, 2021, Regional Council approved the continuation of the MSYC (the Den), and directed staff to adopt the model in other communities throughout the municipality.

Staff designed and conducted a site location process to determine the next location. Based on that assessment, it was recommended that the Spryfield/Herring Cove area be selected as the next community to receive a multi-service youth centre, subject to funding. During the 2022-23 budget deliberations, phase two of the Multi Service Youth Centre was approved, receiving ongoing resources to operate the MSYC into the future.

Staff have created a plan through the capital budget process to create a dedicated youth space at the Captain William Spry Community Centre as outlined in the 2023-24 capital budget plan. Project design will begin in 2023-24 with construction beginning 2024-25. Required funding for the operation of the MSYC was included in the proposed 2023/24 Recreation Programming operating budget and through two positions funded by Public Safety Canada. However due to the construction not being complete, full funding is not required until 2024, therefore the \$100,000 identified by this note could be deferred as it is not needed until the Multi-Service Youth Centre opens in 2024/25.

Until the physical multi-purpose youth centre is opened, an alternative space at Captain Spry will be used to address the goals identified in the Youth Services Plan for a multi-service youth centre in the Spryfield Community.

Starting in May 2023 staff will:

- Offer a weekly drop-in program for youth at the Captain William Spry Community Centre.
- Ensure the youth have access to mental health support through a Youth Councillor, a federally funded 4-year term position. The councillor will provide free counselling to those attending the drop in as well as to youth in the community.
- Provide information to the youth so they may connect with local services and supports. This will be supported by the Youth Outreach Worker, a federally funded 4-year term position. The Outreach Worker will be onsite to help connect youth to other community resources.

- Engage youth in the design of the youth space and over the next year, ensure the youth are consulted on the design of the dedicated youth space. The Youth Community Developer, will focus on this to ensure the youth voice is at the forefront of the temporary youth space and the dedicated space

Budget Adjustment List Briefing Note

BN047 – Eliminating Field Lining Services to C&D Class Sport fields

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN047	Operating	(\$20,000)	(\$20,000)
Four Year Impact	(\$80,000)		
Adjustment Description	This Briefing Note outlines the impact associated with eliminating field lining to C&D class fields and delivering field lining services for A and B Class Sport fields for games only.		
Priority Alignment	Healthy Liveable Communities Prosperous Economy – Economic Growth		

Parks Operations provides field lining on programmed fields across HRM. This includes field set up and ongoing weekly/bi-weekly refreshing of the lines. By removing lining services to C& D fields and servicing A and B class athletic fields for games only would create a savings on materials, and labour could be shifted to other field maintenance activities. Lining of fields for tournaments and practices would now be carried out by the user. The user would also have the option to request that Parks line the fields at a chargeback to cover the cost of labour and materials at approximately \$160 per lining per field.

This means that the user groups that use AA, A and B class fields would be responsible for line marking for practices and/or for tournaments unless they pay for the service. The service would not be available on C and D class fields.

Risk associated with eliminating this service:

- Complaints from user groups due to reduced service
- Reputational damage if tournament fields are not lined

Budget Adjustment List Briefing Note

BN048 – Shrub Bed Maintenance Reduction in ROW (cul-de-sacs)

COW Date: February 17,2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN048	Operating	(\$20,000)	(\$20,000)
Four Year Impact	(\$80,000)		
Adjustment Description	This Briefing Note outlines the impact associated with the reduction of the shrub bed maintenance in ROW cul-de-sacs funding reduction of \$20,000.		
Priority Alignment	Communities Prosperous Economy – Economic Growth		

Parks maintains 130 horticulture sites within HRM that are outside of the Enhanced Maintenance Area and Urban Service Area through contracts. In these 130 sites, there are over 400 planting beds and 46 planters that require ongoing care and maintenance. Parks are looking at a change in service to cul-de-sacs that are of low landscape value. There are 16 of these sites in cul-de-sacs and they are mostly open mulch or pea gravel areas with little plantings or trees. The proposed sites would be removed from the bed maintenance contract and changed over to grass spaces instead, reducing the maintenance costs. Single trees in these spaces would remain with minimal maintenance and grass would be mowed instead of weeded and mulched. The option would be for these areas to be mowed instead of weeded and mulched.

Risk associated with eliminating the service:

- It will take time to have all these areas converted over to grass
- Possible resident complaints

Budget Adjustment List Briefing Note

BN049 – Reduce State of Good Repair Funding

COW Date: February 17,2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN049	Operating	(\$100,000)	
Four Year Impact	(\$100,000)		
Adjustment Description	This Briefing Note outlines the impact associated with the reduction of the State of Good Repair funding by \$100,00.		
Priority Alignment	Communities - Safe Communities Responsible Administration – Well-Managed		

Aging assets in parks become more expensive to maintain the older they get and combined with increasing cost for parts and service, the current state of good repair (SOGR) budget does not address inventory needs. As assets reach their end of useful life, they need capital reconstruction. Since not all assets can make the list for capital reconstruction, the SOGR budget is used to keep assets functioning until such time as they can be added to the capital reconstruction list.

The Parks state of good repair (SOGR) budget is an operating budget that is used to keep outdoor recreational assets and other park assets functioning during its lifecycle, or to extend the lifecycle of the asset. Assets such as court, field and park fencing, dugouts, playground components, skate parks, pump tracks, floating docks, park bridges, and field lighting all require yearly injections of SOGR funding to keep the asset safe and functioning. This budget is also used to replace aging park furniture such as various benches, garbage cans and lids, and picnic tables.

A one-time reduction of \$100,000 could be considered from SOGR which would be targeted to delaying the purchasing of supporting infrastructure for parks such as soccer goals, spectator bleachers, litter cans, picnic tables, outdoor fitness equipment and park benches. Parks have purchased and renewed many litter cans and benches, goals, and bleachers over the past two years making a slight reduction of SOGR possible. Parks will continue to repair other park assets as usual.

Budget Adjustment List Briefing Note

BN050 – Recreation Access Program (Affordable Access Program)

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Operating or Capital	2023/24 Amount <small>(Negative is saving/revenue)</small>	2023/24 Avg Bill Impact <small>(negative is reduction)</small>
BN050	Operating	\$500,000	\$500,000
Four Year Impact	\$2,000,000		
Adjustment Description	This briefing note outlines the impact associated with the Affordable Access Program discount on recreation revenues.		
Priority Alignment	Involved, Inclusive and Affordable communities		

The Affordable Access Program allows qualified residents to apply for municipally subsidized programs (property tax, recreation, and transit). The intake process allows residents to apply once and have their application considered for multiple programs.

With a quickly growing municipality and significant inflation coinciding with the implementation of the new Fee Bylaw and Recreation Access Program, demand for discounted recreation has increased. The value of discounted recreation services (programs/memberships) has grown from \$134,945 in 2021 to \$692,443 in 2022, thus impacting recreation revenue. Offsetting the lost revenue would help to ensure revenue targets are met and services maintained.

Performance Measures	2021 Actual	2022 Actual	2023 Planned
Value of discounted programs/services	\$134,945	692,443	796,300
# of registered clients who used discount	509	1070	1230

Budget Adjustment List Briefing Note

BN051 – Civic Events Support

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN051	Operating	\$75,000	\$75,000
Four Year Impact	(\$150,000)		
Adjustment Description	This Briefing Note outlines the impact associated with an evolving civic events model.		
Priority Alignment	Our People – Our People Responsible Administration – Well-Managed		

In the context of a return to a high level of activity and increasing demands for Special Events Task Force (SETF) support, organization for fall and winter events, return to pre-COVID civic events delivery and increased events offerings at Grand Parade and on the Dartmouth Waterfront, increased support is needed for sustainable delivery of all of the events. The level of staff required to deliver these enhanced offerings exceeds the capacity of the existing events staff and a 24-month term position or contract assistance would be able to supplement the team and ensure all of the existing and new event offerings are able to be effective achieved.

In addition to supporting the North American Indigenous Games (NAIG), events staff will deliver the following events in 2023:

- Canada Day
- Natal Day
- Bedford Days
- Clam Harbour Sandcastle Competition
- Halifax Christmas Tree Lighting
- Dartmouth Christmas Tree Lighting
- Menorah Lighting
- Hopscotch Festival
- New Year’s Eve
- Halifax Explosion Memorial Ceremony
- Parades (float)
- Boston Tree Sendoff Event
- City Hall Holiday Lights Projection Show
- Grand Oasis Concerts
- Dartmouth Summer Concert Series

Most of the events listed in this report have long standing associations to the communities in which they are located. Reductions in service to these events may be perceived as a significant loss of municipal programming to residents in these communities. There is risk associated with the current support levels for events from a staff capacity/sustainability perspective. If resource capacity is not adequately supported through this period of enhanced event and community programming, then these services may degrade.

Budget Adjustment List Briefing Note

BN052 – Provision of Housing and Homelessness Supports

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN052	Operating	\$334,800-\$1,132,800	\$334,800-\$1,278,800
Four Year Impact	\$1,339,200-\$5,009,200		
Adjustment Description	This Briefing Note outlines the impact associated with supports required to support housing and homelessness initiatives.		
Priority Alignment	Communities – Safe Communities Responsible Administration – Community Focused		

A report presented at the February 21, 2023, meeting of Regional Council - Framework to Address Homelessness, will include a strategic framework for provision of supports to those experiencing homelessness.

The framework is based on the assumption that HRM will continue to provide the existing operational initiatives & supports to both service providers and directly to those experiencing homelessness. These include but are not limited to:

- outreach support and provision of survival supplies;
- maintenance of and clean up at encampment sites along with compliance support;
- the continuation of the designated sheltering locations with the provided services such as toilets, garbage collection, etc;
- continuation of the HRM homeless coordinator position and provision of survival supplies;
- funding and other supports towards the operation of emergency shelters;
- service supports (garbage, maintenance, etc) at the modular units; and
- coordination and facilitation support between and among service providers and all orders of government

Some highlights of proposed new or enhanced initiatives in the framework include:

- Provide support to those organizations working on diversion
- Provision of power and running water to designated sheltering sites.
- An additional street navigator & associated supports along with a recommendation to review the navigator program provided to the Business Improvement Districts along with the supports provided directly by HRM to improve efficiencies and effectiveness
- Commitment to work with service providers and others stakeholders to support activities and policies that address the over-representation of various populations within the those experiencing homelessness.
- Applying a gender lens to policies and practices as there are specific challenges for women, transgender, and non-binary individuals who are precariously housed and unhoused.
- Support, in partnership with the Province of Nova Scotia and one or more service providers, a new full time daytime support centre. Such a centre would provide a place for persons

experiencing homelessness to go during the day, to escape cold, hot or inclement weather, to remain dry, have timely access to showers, use washers and dryers, access and meet with service providers, access other supports including phone and internet, and have daily meals. Estimated costs are outlined in the financial implications section and are prorated to a summer start and are predicated on working in partnership with PNS and building on existing supports in the community.

Details on the costs and impacts of these items are outlined in the Council report and will be deliberated by Regional Council during the meeting on February 21, 2023.

Budget Adjustment List Briefing Note

BN055 – \$0.25 Fare Increase

COW Date: March 1, 2023

Business Unit: Halifax Transit

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN055	Revenue	(\$847,000) (Ongoing)	(\$1,130,000)
Four Year Impact	(\$4,237,000)		
Adjustment Description	This Briefing Note outlines the cost and impact associated with a fare increase of \$.25.		
Priority Alignment	Responsible Administration – Well-Managed		

The proposed \$0.25 fare increase reflects the rise of operational costs of transit. This increase would bring adult cash fare to \$3.00. For comparison, Halifax Transit’s existing cash fare of \$2.75 is lower than most other mid-sized Canadian cities (e.g., Winnipeg – \$3.15; Regina – \$3.25; Kitchener – \$3.50; Moncton – \$3.00; and Quebec City – \$3.75). An increase of \$0.25 translates to a 9.1% increase of the existing transit fare. According to a well-established model of fare increase and ridership elasticity, the 9.1% fare increase should result in a 3.5% ridership decrease and a 5.2% revenue increase annually.

Current ridership is approximately 85% of pre-pandemic levels. As a fare increase is expected to result in a slight ridership decrease, it may delay progress in reaching pre-pandemic ridership levels. A further impact of an increase to transit fare, in conjunction with current service reductions, may be a reduced public sentiment towards transit.

The key risks associated with this change would be passengers finding alternate transportation modes in the short term and potentially not returning to transit in the long term, potentially impacting Integrated Mobility Plan goals related to modal splits.

Budget Adjustment List Briefing Note

BN056 – Cancelling Final Network Changes of Moving Forward Together Plan

COW Date: Mach 1, 2023

Business Unit: Halifax Transit

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN056	Expense	(\$1,650,000) (Ongoing)	(\$4,038,000)
Four Year Impact	(\$13,764,000)		
Adjustment Description	This Briefing Note outlines the cost and impact associated with cancelling the final network changes of the Moving Forward Together Plan.		
Priority Alignment	Integrated Mobility and Responsible Administration		

The Moving Forward Together Plan (MFTP) included the complete restructuring of the transit network and guided the implementation of service improvements. The implementation of the MFTP is now 85% complete. The final stage of implementation was planned for November 2022 but was postponed due to staffing shortages at Halifax Transit.

The MFTP, established through rigorous data analysis and public consultation, was designed to produce a robust, easily navigated transit network for the region. Not completing the implementation of this plan would result in a disjointed and incomplete section of the transit system that does not meet the full goals/objectives of the MFTP. From initial implementation in 2016 to 2019 pre-pandemic, there was an 11.6% increase in both revenue and ridership systemwide following implementation of MFTP improvements.

The final phase of MFTP service consists of longstanding community and passenger requests, including:

- New service in the Burnside and Dartmouth Crossing area including Cutler Ave. (retail area) and improved connections to Windmill Rd.
- New express service in the Larry Uteck Blvd. Area (Southgate Dr., Larry Uteck Blvd., Starboard Dr.)
- Two-way service on Gottingen St. by Route 1
- Improved service on the Route 10
- Introduction of service to the new Community Outpatient Centre in Bayers Lake

Past MFTP changes have had positive ridership results with the same being expected upon launch of the final phase of MFTP service changes. Moreover, these increases have been more evident when applied to corridor routes, which would be the case for two of the planned MFTP service changes. The addition of these service changes would boost ridership in the short term while generating fare revenue that could offset some of the added operating costs.

Budget Adjustment List Briefing Note

BN057 – Fixed Route Transit Service Reductions

COW Date: March 1, 2023

Business Unit: Halifax Transit

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN057	Expense	(\$4,162,000) (Ongoing)	(\$4,162,000)
Four Year Impact	(\$16,648,000)		
Adjustment Description	This Briefing Note outlines the cost and impact associated with permanently reducing service by five per cent (5%) beyond August 2023.		
Priority Alignment	Integrated Mobility and Responsible Administration		

Staffing shortages have resulted in a scheduled service reduction, representing approximately a five per cent (5%) reduction of weekday service, beginning on February 27, 2023. This includes suspending service on three bus routes, making schedule adjustments to three routes, and removing 105 weekday trips from 33 routes. These reductions are expected to last for approximately six months, allowing Halifax Transit to provide more reliable service while focusing on staff recruitment and training. However, should staff recruitment and training remain a challenge, there may not be an opportunity to reinstate reduced services as early as expected.

If this service reduction were to be made permanent, it is expected that transit operational costs would be further reduced by approximately \$1,040,000 per quarter or \$4.16 million annually.

Halifax Transit's Moving Forward Together Plan (MFTP), established through rigorous data analysis and public consultation, was designed to produce a robust, easily navigated transit network for the region. While current service reductions targeted trips with lower ridership, these trips still serve an important function in the overall structure of the network. Making these service reductions permanent would be contrary to the direction of the MFTP, result in inconsistent service levels, and lead to gaps within the transit network.

The key risks associated with this change would be passengers finding alternate transportation modes in the short term and potentially not returning to transit in the long term, and potentially impacting Integrated Mobility Plan goals related to modal splits.

Budget Adjustment List Briefing Note

BN058 – Transit Safety - Service Supervisor Options

COW Date: March 29, 2023

Business Unit: Halifax Transit

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN058	Expense	\$379,000	\$353,000
Four Year Impact	\$1,444,000 (Over four years)		
Adjustment Description	This Briefing Note outlines the cost and impact associated with an increase of \$379,000 to hire 4 (four) Service Supervisors.		
Priority Alignment	Integrated Mobility and Communities		

Additional Information/ Clarification Requested by Budget Committee

Halifax Transit is beginning the process of categorizing and classifying incident report data. A Business Analyst is currently working on this data organization project, and the resultant analysis will help staff understand the safety challenges and opportunities at the Dartmouth Bridge and Lacewood Terminals. In the short term, emerging trends will assist operations in the strategic deployment of the proposed Service Supervisors. In the long term, the analysis will inform the development of a future safety program for these two locations and throughout the service.

The Dartmouth Bridge and Lacewood Terminals were selected as priority locations due to high passenger volumes and their proximity to schools and other large public gathering spaces. The Dartmouth Bridge Terminal is the largest terminal in the network, with the most converging bus routes, passenger transfers and the largest number of passengers on and off boarding. The Lacewood Terminal is located near a high school, recreation centre and library, with a high convergence of passengers and pass through pedestrians in a specific timeframe. There has been an increase in incidents that require a Halifax Transit or HRP response at Lacewood during this timeframe, so the intent would be to utilize these new resources across the service when not required at Lacewood.

If funding for the positions is approved, Halifax Transit plans to conduct a survey of Operators and passengers out of the Dartmouth Bridge and Lacewood Terminals in the spring of 2023 to gather information on current experiences, concerns, and thoughts on transit safety to form a baseline measurement before the Service Supervisors deployment, with a second follow up survey later in the year to assess the qualitative impact of the added resources.

Original Briefing Note Content

In response to increasing incidents of disorder and vandalism across the transit system, the addition of six (6) Service Supervisors could be used to address safety concerns by providing a 12-hour presence at the Dartmouth Bridge and Lacewood terminals, with one supervisor riding the service 7 days a week. In addition to ensuring the safety and support of passengers, employees, and property, the additional supervisors would help to improve customer service, and community relationship building.

Without changes, current challenges will continue for the public, staff, and service levels across the system. It is anticipated that with the addition of transit safety supervisors, customer service would improve internally and externally, as they would allow for greater operational efficiency and connectivity with the Halifax Regional Police (HRP) when serious incidents require escalation. The Service Supervisors would support existing front-line staff, including Operators, and complement the work of existing Mobile Supervisors. Their consistent presence in a recognized supervisor uniform would help to deter misconduct and establish oversight at each terminal and throughout service.

Present safety and service issues are not uncommon in the transit industry. Many agencies are intervening directly in response to these concerns and deploying resources. The Service Supervisors are a first step in a multifaceted approach that will include a multi-year safety and service plan. Public engagement will be a key component of that process, with various opportunities for public input and feedback as programs are developed.

Should the Budget Committee choose to fund 4 (four) Service Supervisors, a 12-hour presence would be provided to the Dartmouth Bridge and Lacewood terminal 7 days a week. Funding 3 (three) Service Supervisors would provide a 12-hour presence at the Dartmouth Bridge terminal 7 days a week, and one supervisor at the Lacewood terminal 3-4 days a week. For all options, the coverage described is subject to change to meet operational requirements in the transit system.

The projected funding requirements for each of these options would be:

Options	2023/24 Fiscal	2024/25 Fiscal	2025/26 Fiscal	2026/27 Fiscal	Total
3 FTEs	\$284,000	\$265,000	\$269,000	\$265,000	\$1,083,000
4 FTEs	\$379,000	\$353,000	\$359,000	\$353,000	\$1,444,000
6 FTEs	\$568,000	\$530,000	\$538,000	\$530,000	\$2,166,000

Budget Adjustment List Briefing Note

BN059 – Reduction in service outside of the urban core, by eliminating all career staffing (FTEs) at some stations, through attrition

COW Date: March 1, 2023

Business Unit: HRFE

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>		2024/25 Amount <small>(negative is savings/revenue)</small>																																											
BN059	Expense	(\$473,800 - 947,600) (On-going)		(\$473,800 - \$2,369,000)																																											
Four Year Impact	<p>The annual cost to operate a 10.5-hour Composite Station (known as an “E Platoon Station”) with at least 4 career firefighters each business day is approximately \$473,800.</p> <p>If Council chooses to reduce the level of service in these communities to a Volunteer Firefighter response only, the savings could be approximately \$473,800 per station with up to \$7,707,000 over the 4-year budget if all 5 stations were converted.</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #2c5e8c; color: white;"> <th colspan="6">Annual Estimated Savings of Converting E-Platoon Stations to Volunteer Only</th> </tr> <tr style="background-color: #d9e1f2;"> <th>YEAR</th> <th>2023/24</th> <th>2024/25</th> <th>2025/26</th> <th>2026/27</th> <th>Total 4-year Estimated Savings</th> </tr> </thead> <tbody> <tr> <td style="background-color: #2c5e8c; color: white;">Convert 1 E Platoon station</td> <td>473,800</td> <td>473,800</td> <td>473,800</td> <td>473,800</td> <td>1,895,200</td> </tr> <tr> <td style="background-color: #2c5e8c; color: white;">Convert 2 E Platoon stations</td> <td>947,600</td> <td>947,600</td> <td>947,600</td> <td>947,600</td> <td>3,790,400</td> </tr> <tr> <td style="background-color: #2c5e8c; color: white;">Convert 3 E Platoon stations</td> <td>947,600</td> <td>1,421,400</td> <td>1,421,400</td> <td>1,421,400</td> <td>4,264,200</td> </tr> <tr> <td style="background-color: #2c5e8c; color: white;">Convert 4 E Platoon stations</td> <td>947,600</td> <td>1,895,200</td> <td>1,895,200</td> <td>1,895,200</td> <td>5,685,600</td> </tr> <tr> <td style="background-color: #2c5e8c; color: white;">Convert 5 E Platoon stations</td> <td>947,600</td> <td>2,369,000</td> <td>2,369,000</td> <td>2,369,000</td> <td>7,107,000</td> </tr> </tbody> </table> <p>The budget reductions for consideration used an estimate of converting 2 E Platoon stations to Volunteer firefighter response only in 2023/24 for a savings of \$947,600 and converting an additional 3 stations in 2024/25 for a total of 5 stations and a savings of \$2,369,000. This would be accomplished through attrition. HRFE experiences roughly 1 retirement per month so the amount attainable in 2023/24 is roughly equivalent to 2 E Platoon Stations.</p>					Annual Estimated Savings of Converting E-Platoon Stations to Volunteer Only						YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Savings	Convert 1 E Platoon station	473,800	473,800	473,800	473,800	1,895,200	Convert 2 E Platoon stations	947,600	947,600	947,600	947,600	3,790,400	Convert 3 E Platoon stations	947,600	1,421,400	1,421,400	1,421,400	4,264,200	Convert 4 E Platoon stations	947,600	1,895,200	1,895,200	1,895,200	5,685,600	Convert 5 E Platoon stations	947,600	2,369,000	2,369,000	2,369,000	7,107,000
Annual Estimated Savings of Converting E-Platoon Stations to Volunteer Only																																															
YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Savings																																										
Convert 1 E Platoon station	473,800	473,800	473,800	473,800	1,895,200																																										
Convert 2 E Platoon stations	947,600	947,600	947,600	947,600	3,790,400																																										
Convert 3 E Platoon stations	947,600	1,421,400	1,421,400	1,421,400	4,264,200																																										
Convert 4 E Platoon stations	947,600	1,895,200	1,895,200	1,895,200	5,685,600																																										
Convert 5 E Platoon stations	947,600	2,369,000	2,369,000	2,369,000	7,107,000																																										
Adjustment Description	Options for the potential conversion of the E Platoon Staffing model to Volunteer only response in the rural areas in Halifax Regional Municipality.																																														
Priority Alignment	Communities - Safe Communities																																														

The savings could be approximately \$473,800 per station with up to \$7,707,000 over the 4-year budget if all 5 stations were converted. The budget reductions for consideration used an estimate of converting 2 E Platoon stations to Volunteer firefighter response only in 2023/24 for a savings of \$947,600 and converting an additional 3 stations in 2024/25 for a total of 5 stations.

E Platoon Stations operate outside of the urban footprint (>100ppl/sq.km) and are staffed by career firefighters from 0700-1730 M-F, to support the communities' need for emergency response when volunteer firefighters may be out of the community during business hours. During business hours, the volunteer firefighters still respond with the career firefighters, but between 1730 - 0700, and during weekends and holidays, the volunteer firefighters respond in isolation.

Career Composite Stations have career firefighters present 24/7 which are supported by volunteer firefighter complement 24/7.

Volunteer Stations in communities outside the urban footprint are reliant on volunteer firefighters 24/7 to respond to calls and are backed up by surrounding stations. Volunteer Stations require a healthy complement of volunteer firefighters at their station and the fire stations around them to respond safely and effectively to fires and other emergencies.

Currently, HRFE has nine E Platoon Stations strategically located across the municipality to support the volunteer firefighters and their communities outside the urban footprint. If Regional Council does not approve the addition of more career firefighters as outlined in BN061, four of the nine E Platoon Stations would not be available for this budget reduction option. The following E-Platoon Stations will be considered for staffing reductions in the communities below are in priority order:

- 1) Black Point (Station 56) or Shad Bay (Station 54)
- 2) Williamswood (Station 62)
- 3) Musquodoboit Harbour (Station 24)
- 4) Upper Tantallon (Station 65) or
- 5) Hammonds Plains (Station 50)

The cost to maintain E Platoon career staffing at a rural station is estimated at approximately \$473,000 annually based on the staffing of one (1) Captain and four (4) firefighters at each station. Firefighters work a 42hr work week, and to maintain this staffing, HRFE has a ratio of firefighters and officers to backfill vacancies.

The selection of stations to be converted to a volunteer firefighter only response is a very difficult one and based on many factors. Helping guide this decision is Regional Council's Emergency Response Time Targets, the strength of the volunteer firefighter complement in the station and surrounding fire district, population density, historical call volume, and community risk factors.

Community Impact

Eliminating career firefighters from any E Platoon or rural station puts all the response demands on volunteer firefighters, and nearly doubles the number of calls they are requested for which could lead to higher attrition and burn out rates. It could also increase response times in the communities affected during the hours that career firefighters would be removed from the stations. It would drop the level of service in the affected and surrounding communities, including the urban footprint, and reduce HRFE's surge capacity for large scale and long-lasting events such as wildfires, HAZMAT incidents, or other large buildings or high-rise fires.

Budget Adjustment List Briefing Note

BN060 – Grant Reductions to Ground Search and Rescue (GSAR) Teams

COW Date: March 1, 2023

Business Unit: HRFE

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN060	Operating	\$ (141,300) (Ongoing)	\$ (141,300)
Four Year Impact	(\$565,200)		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the Budget Reduction for consideration, Grant Reductions.		
Priority Alignment	Communities – Safe Communities		

The Ground Search and Rescue (GSAR) teams provide ground search and rescue services within HRM and are activated by RCMP, HRP and HRFE-EM. At the request of HRFE/EM, GSAR teams conduct wellness checks on unhoused individuals and encampments during all extreme weather events and provide assistance to access shelter when needed. At the request of HRP and RCMP, GSAR teams provide search and rescue for lost persons reported to police.

The current Halifax Regional Municipality grant policy allows for the operational expenses to be funded first; the remaining balance of the budget may be used to offset Capital needs for the teams. For the 2022/23 year, the operating expenses of the four GSAR teams included items such as vehicles, clothing, equipment, and life safety gear. It was slightly above the grant total of \$141,300 and therefore all of the budget was spent leaving zero funding for any capital items. Grants exclude search call-out claims that are reimbursed by the agent of jurisdiction (i.e. HRP, RCMP or HRFE).

If this grant funding is removed, the teams will likely struggle to offset this loss and this could affect their ability to support RCMP, HRP and HRFE-EM. The impact on the municipality, particularly the impact to the Council Priority Outcome of Safe Communities, would be that GSARs would struggle to provide missing person searches or wellness checks on unhoused persons during severe weather storms.

Budget Adjustment List Briefing Note

BN061 – Increase Staffing (by up to 15 Firefighters) to Convert Middle Musquodoboit (Station 38) to a 24/7 Career Composite Station

COW Date: March 1, 2023

Business Unit: Halifax Regional Fire & Emergency

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>		2024/25 Amount <small>(negative is savings/revenue)</small>		
BN061	Expense	\$0 - \$137,100 (Ongoing)		\$0 - \$1,065,900		
Four Year Impact	Annual Estimated Cost of New FTEs to Convert Middle Musquodoboit (Station 38) from a 10.5-hour Composite Station (E-Platoon Station) to a 24/7 Career Staffed Station					
	YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Cost
	Maintain all E Platoon stations - 15 New Firefighter FTEs	137,100	1,065,900	1,540,500	1,852,700	4,596,200
	Convert 1 E Platoon station - 10 New Firefighter FTEs	91,400	726,700	1,050,700	1,261,500	3,130,200
	Convert 2 E Platoon stations - 5 New Firefighter FTEs	45,700	387,400	560,800	670,300	1,664,200
	Convert 3 E Platoon stations - No New Firefighter FTEs	-	-	-	-	-
<p>To avoid converting any E Platoon stations to a volunteer response only would require 15 new FTEs and the financial impact over 4 years is estimated to be \$4,596,200. There will be a \$137,100 pressure at the end of the 2023/24 as the earliest training of new firefighters could start would be February 2024.</p> <p>It is expected the station could be converted in early September 2024, following the graduation of the 15 new firefighters, the promotion of 3 additional firefighter engineers, and 3 additional captains.</p> <p>The cost to renovate the station to accommodate 24-hour operation will be managed within HRFE's capital functional improvements budget, as was done for the Sheet Harbour conversion.</p>						
Adjustment Description	Increase staffing by up to 15 firefighters to convert Middle Musquodoboit (Station 38) from an E Platoon Station to a 24/7 Composite Station.					
Priority Alignment	Communities - Safe Communities					

Middle Musquodoboit (Station 38) is currently staffed as an E Platoon Composite Station. "E Platoon Stations" are stations that operate outside of the urban footprint (>100 ppl/sq.km) and staffed by career firefighters from 0700-1730 M-F, to support the communities' need for emergency response when volunteer firefighters may be out of the community during business hours. During business hours, the volunteer firefighters respond with the career firefighters, and between 1730 - 0700, and during weekends and holidays, the volunteer firefighters respond in isolation.

“Career Composite Stations” have career firefighters present 24/7 and are supported by a complement of volunteer firefighters.

“Volunteer Stations” are in communities outside the urban footprint and are reliant on volunteer firefighters (only) to respond to fires and emergencies and are backed up by surrounding stations. Fire Underwriters Survey (FUS) does recognize volunteer firefighter responses in their rating system for stations with a complement of at least 15 volunteer firefighters. This is partly due to the common understanding across Canada that roughly 50% of a volunteer complement should be expected to respond when the pager goes off.

HRFE has made a concerted effort to improve volunteer recruitment and retention within its ranks. There have been tremendous strides in some communities that have historically struggled to attract new volunteers. However, in the communities of Dutch Settlement (Station 40), Cooks Brook (Station 35), Meaghers Grant (Station 36), Middle Musquodoboit (Station 38) and Upper Musquodoboit (Station 39), HRFE has experienced an increased call volume, and an aging demographic of not only the communities but also the volunteer firefighters, which is affecting attrition of the current volunteer complements. Between 2016 and 2021 the Census data has verified the population of this area has remained relatively static, with an aging population.

Station	Authorized Volunteer Complement	Number of Active Volunteers
Cooks Brook (Station 35)	24	0
Meaghers Grant (Station 36)	24	1
Middle Musquodoboit (Station 38)	24	11
Upper Musquodoboit (Station 39)	24	7
Dutch Settlement (Station 40)	24	13
Totals	120	32

In the spring of 2022, the Volunteer Station Captains from the communities of Dutch Settlement (Station 40), Cooks Brook (Station 35), Meaghers Grant (Station 36), Middle Musquodoboit (Station 38) and Upper Musquodoboit (Station 39), expressed their concerns in writing about community and firefighter safety, given the small number of volunteers available to respond to the increasing number of emergencies in their communities. The volunteer firefighters in this fire district and across HRM are an important part of HRFE’s response model. They have worked through the challenges of COVID and increasing call volume and it is important to support them.

HRFE continues to monitor and adjust the deployment of firefighting resources to maximize response capabilities in accordance with Council’s Emergency Response Time Targets. As a result, and address the concerns raised by the volunteers, HRFE is looking to redeploy resources to Station 38. Up to 15 additional firefighters could be used to convert Station 38 (Middle Musquodoboit) to a 24-hour composite station and would eliminate the need to transfer all 5 career firefighters (including Captain), from up to 3 E Platoon Stations. Otherwise, E Platoon stations would need to be converted to volunteer stations, overtaxing the volunteer complements in the stations affected. It should be noted that this decision is consistent with Council’s previous direction to staff first in apparatus with 4 firefighters.

Up to three of the four following stations are currently identified as options for conversion to Volunteer only stations:

- Herring Cove (Station 60)
- Chezzetcook (Station 23)

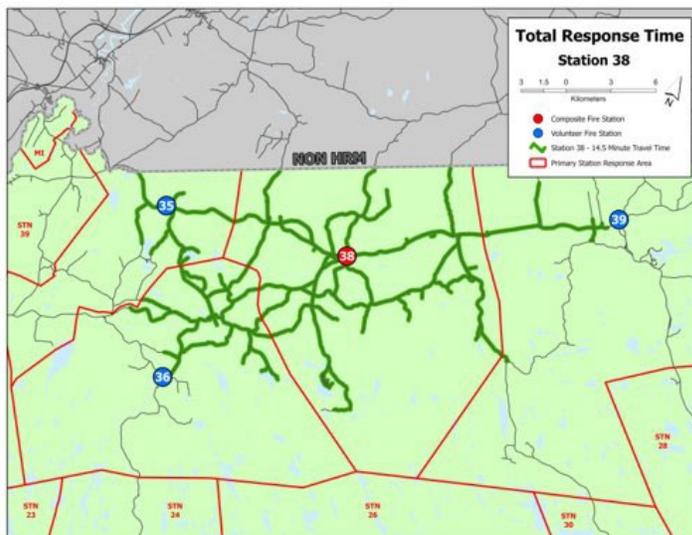
- Black Point (Station 56) or Shad Bay (Station 54)

Community Impact

Eliminating career firefighters from any E Platoon or rural station puts all the response demands on volunteer firefighters, and almost doubles the number of calls they are required to respond to. This would also increase response times in the communities affected during the hours that career firefighters are removed from the stations and reduce public safety and firefighter safety and drop the level of service in not only the affected communities but also the surrounding communities, including the urban footprint.

In order to support the needs of the communities and the firefighters who serve them, HRFE is planning to convert Middle Musquodoboit (Station 38) from an E Platoon Station to a 24/7 Composite Station. This enhancement will improve community and firefighter safety in Middle Musquodoboit (Station 38) as well as the surrounding communities of Dutch Settlement (Station 40), Cooks Brook (Station 35), Meaghers Grant (Station 36) and Upper Musquodoboit (Station 39). This 24/7 career staffing would provide an assured response but, would still need to be supported by volunteer firefighters.

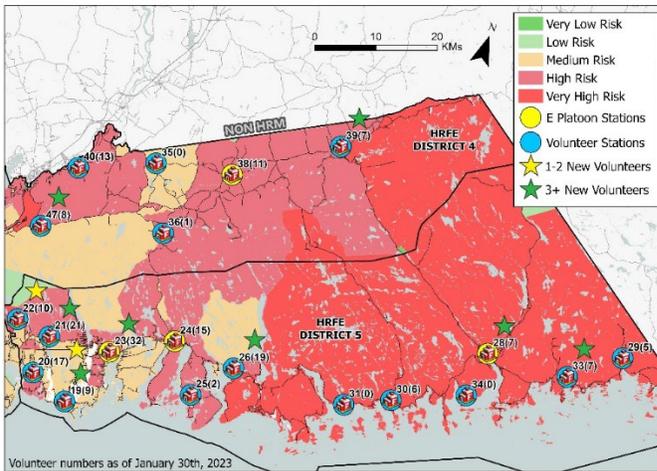
Station 38 14.5 Minute Response Area



As outlined in the graphic above, HRFE’s response data confirms that this station would achieve Council Emergency Response Time Targets outside of the urban footprint, for first due apparatus for most the region with the support from the volunteer firefighters. It would also reduce the need for the apparatus in Sheet Harbour to leave its response district, as has been the case recently.

During the 2020 budget process, HRFE outlined Community Risks associated in HRM, which included a mapping tool (as depicted below). To address the risk, Council supported the conversion of Sheet Harbour (Station 28) from an E Platoon Station to a 24/7 Career Composite Station staffing model. Similar risk conditions now exist in the Middle Musquodoboit area with an insufficient number of volunteer firefighters, an aging population, large distances between stations, limited road networks, a community hospital, seniors’ homes, schools, and industry with a long response for back up.

Community Risk Map



To address these risks, staff is recommending Budget Committee consider one of the following options to increase staffing levels to convert Middle Musquodoboit (Station 38) to a 24/7 Career Composite station.

Alternatively, Budget Committee could choose to not increase firefighter staffing. Under this alternative, three E Platoon stations would be converted to a volunteer firefighter response only.

Option 1: Increase firefighter staffing by 15. No E Platoon stations converted to Volunteer only

Annual Estimated Cost of 15 New FTEs for Converting Station 38 to 24/7					
YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Cost
15 New Firefighter FTE's	137,060	1,017,840	1,469,570	1,773,620	4,398,100
3 New FF Engineer FTE Premium	-	12,020	16,220	16,220	44,500
3 New Captain FTE Premium	-	36,070	54,730	62,840	153,600
Estimated Cost	\$ 137,100	\$ 1,065,900	\$ 1,540,500	\$ 1,852,700	\$ 4,596,200

Option 2: Increase firefighter staffing by 10. One E Platoon station converted to Volunteer only.

Annual Estimated Cost of 10 New FTEs for Converting Station 38 to 24/7					
YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Cost
10 New Firefighter FTE's	91,380	678,560	979,720	1,182,410	2,932,100
3 New FF Engineer FTE Premium	-	12,020	16,220	16,220	44,500
3 New Captain FTE Premium	-	36,070	54,730	62,840	153,600
Estimated Cost	\$ 91,400	\$ 726,700	\$ 1,050,700	\$ 1,261,500	\$ 3,130,200

Option 3: Increase firefighter staffing by 5. Two E Platoon stations converted to Volunteer only.

Annual Estimated Cost of 5 New FTEs for Converting Station 38 to 24/7					
YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Cost
5 New Firefighter FTE's	45,690	339,290	489,860	591,210	1,466,100
3 New FF Engineer FTE Premium	-	12,020	16,220	16,220	44,500
3 New Captain FTE Premium	-	36,070	54,730	62,840	153,600
Estimated Cost	\$ 45,700	\$ 387,400	\$ 560,800	\$ 670,300	\$ 1,664,200

Budget Adjustment List Briefing Note

BN062 – Emergency Management

COW Date: March 1, 2023

Business Unit: HRFE

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN062	Expense	\$10,000 - \$90,000 (Ongoing)	\$10,000 - \$90,000
Four Year Impact	\$40,000 - \$360,000		
Adjustment Description	This Briefing Note outlines the cost and impact associated with the overage requested for Emergency Management.		
Priority Alignment	Communities - Safe Communities		

Halifax Regional Municipality (HRM) continues to be one of the fastest growing communities in Canada. Over the last decade, the municipality has experienced unprecedented growth with many newcomers to the area from Canada and abroad. As housing insecurity continues to be an issue in the region, work by the municipality with community partners and other levels of government has significantly accelerated, and collaboration has expanded to help address these issues. Changing environmental conditions and the current economic climate has put even more strain on our most vulnerable in many communities across the municipality. HRFE and its Emergency Management (EM) division, work alongside many internal and external partners to overcome the challenges facing our community, but funding has not kept pace with these pressures.

The following options to support preparedness, mitigation, public education, response, and recovery efforts across the municipality are provided for Budget Committee’s consideration. Budget Committee may choose to fund all, some, or none of these options.

Emergency kits funding would be used to purchase and provide emergency kits to the increasing number of newcomers and vulnerable populations to decrease their risk during emergencies such as severe weather events. These groups have less access to other sources of social support during emergencies.

The training and education funding would help grow our Emergency Management volunteers to support their communities during emergencies.

HfxAlert Advertising funding would be used to increase our emergency communications and help improve public awareness of HfxAlert.

Maintenance for Amateur Radio Club Towers funding would be used for ongoing radio tower maintenance of the towers on the municipality’s property. Amateur Radio Club towers are a valuable ‘last option’ to provide emergency communications during both longer power outages and telecom service

provider outages, or when regular Trunk Radio systems are not working. They have been used to keep the Emergency Operations Centre functional during severe weather events.

Annual Estimated Cost of Emergency Management Budget Needs					
YEAR	2023/24	2024/25	2025/26	2026/27	Total 4-year Estimated Cost
Emergency Kits	50,000	50,000	50,000	50,000	200,000
Training & Education-Contractors	15,000	15,000	15,000	15,000	60,000
HfxALERT Advertising	15,000	15,000	15,000	15,000	60,000
Maintenance-Amateur Radio Club Towers	10,000	10,000	10,000	10,000	40,000
Estimated Cost	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 360,000

Budget Adjustment List Briefing Note

BN063 – Transfer of Management of School Crossing Guards from Halifax Regional Police to Halifax Regional Municipality

COW Date: March 29, 2023

Business Unit: Halifax Regional Police

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN063	Expense	\$2,364,600.00	To be determined by receiving business unit
Four Year Impact	To be determined by the receiving Business Unit		
Adjustment Description	Budget Committee has requested a briefing note regarding the potential transfer of management of school crossing guards out of Halifax Regional Police to Halifax Regional Municipality to the Budget Adjustment List.		
Priority Alignment	Communities – Safe Communities Responsible Administration – Well-Managed		

Program Description:

Currently, the Crossing Guard Program falls under HRP’s Support Division within the Traffic Unit. It consists of three Crosswalk Supervisors, approximately 150 full-time guards and 23 spare guards. The areas are broken down into three geographical zones, as follows:

- Dartmouth, Cole Harbour, North Preston, and Eastern Passage
- Peninsula Halifax, Spryfield, Armdale, Timberlea, and Tantallon
- Fairview, Clayton Park, Bedford, and Sackville

Guard locations are determined using historic criteria approved by the Board of Police Commission (BoPC).

The duties of the crossing guard staff include: safely escorting elementary school children across identified crosswalks throughout HRM, and enforcing related policies and procedures. The Crossing Guards are members of The Canadian Union of Public Employees (CUPE) Local 4814. The Crossing Guard Supervisors are seasonal employees and start work in August and work until the end of June. They handle day-to-day operations, hiring of spare guards, all payroll paperwork and training.

Stakeholder consultation:

HRP consulted the following representatives to inform this submission – supervisory and command staff overseeing the program, HRM Public Safety Office, HRM Public Safety Project Lead and Halifax District RCMP. HRP also received initial feedback from Labour Relations and Human Resources with some potential business units identified for Crossing Guards to be transferred. However, the final transfer of this service is yet to be determined, which would further help to specifically identify any additional financial and administrative impacts. For the 2023/24 fiscal year, a budget amount of \$2,364,600.00 would be transferred to whichever business unit is determined to operate the Crossing Guard Service in the future.

However, should Regional Council elect to approve this move, it is recommended that further consultation take place that includes the Board of Police Commissioners (BoPC), Halifax Regional Centre of Education (HRCE), and crossing guards themselves to explain the rationale and next steps associated with this move.

Benefits of proposed transfer:

- Administrative clarity and efficiency of moving a non-core function out of policing.
- The time spent by the HRP Traffic Sergeant on the administration and supervision of the Crossing Guards program can instead be redirected to traffic enforcement and core police functions. However, HRP does not anticipate a large time and capacity savings, as the program is relatively self-sufficient with the three supervisors overseeing staff and program administration day to day.

Considerations and risk:

- Further steps are required to identify a new home and managing resource for the program. However, the current structure with its three supervisors already provides a strong oversight layer, which should allow for a relatively efficient transition to a new location once identified.

Next steps:

- Subject to approval by Regional Council, in consultation with Human Resources, Finance, and other BUs, identify a new business unit and office space for the relocation of the program.
- Create a detailed transition plan and work towards a full transfer by mid-August so it is fully functional within a new structure ahead of the start of the next school year.

Budget Adjustment List Briefing Note

BN064 – Transfer of Victim Services from Halifax Regional Police to Halifax Regional Municipality

COW Date: March 29, 2023

Business Unit: Halifax Regional Police

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN064	Revenue and Expense	Expense budget: \$318,300 Revenue (Grant) budget: \$50,000 Net budget: \$268,300	To be determined by the receiving Business Unit in future years
Four Year Impact	To be determined by the receiving Business Unit in future years		
Adjustment Description	Budget Committee has requested a briefing note regarding the potential transfer of Victim Services from of the Halifax Regional Police to Halifax Regional Municipality and any resulting impact on the Halifax Regional Police Budget to the Budget Adjustment List.		
Priority Alignment	Communities – Safe Communities Responsible Administration – Well-Managed		

Background:

Given the focus of the requested briefing note as a supportive document for the Budget Adjustment List process, the information herein relates primarily to the financial and administrative impact of the proposed transfer of the Victim Services Unit (VSU) out of Halifax Regional Police. Therefore, this BN is not intended to provide a detailed program review. However, given the gravity and risk profile associated with the proposed move, a separate backgrounder is recommended to be submitted to Council in the future to provide further information and context. Additional and more detailed stakeholder consultation is also recommended.

Program Description:

The VSU is a support unit within HRP that offers timely and specialized services to victims of crime through a combination of case coordination, information sharing with primary service providers, advocating on victims’ behalf and connecting victims to community supports. VSU is part of HRP’s Support Division, and is comprised of civilian employees and volunteers, and is supported by a dedicated police officer who works closely with the unit. Victims do not have to come to a police station to report a crime nor do they need to come to a police station to receive support from Victim Services. VSU staff and volunteers are able to meet those requiring service at a location of their choice and discretion.

Of the five civilian positions, three are funded by the municipality and two are funded externally (one by the Province of Nova Scotia and the other through a funding grant). VSU is structured to optimize synergies within the unit as well as with other police employees, service providers, and community supports.

The current structure of the VSU is closely tied in with police case management, information systems, investigations, and operations. Additionally, many of the existing police resources help support the day to

day functioning of the unit. A consultation with stakeholders to date has not yielded any concrete ideas for a new home suitable for supporting and operating VSU as it exists today outside of HRP and within another HRM function without a significant corrosion of services offered.

Through initial stakeholder discussion, described in further detail below, it was emphasized that the current Victim Services Unit in its current form provides immense value, and any proposed changes would most likely not be able to replicate its impact in its current form. It was emphasized that a further consultation would be required to ensure that the recipients of the service are not negatively impacted.

Further, two key areas representing capacity gaps within the current structure were identified, which if enhanced through an additional FTE, can be supported from outside of VSU and potentially from within the Public Safety Office (PSO):

1. A new function that would allow for additional third-party access to victim services and trauma support. It would act as a skilled and culturally competent resource for victim referrals to external community resources that exist outside of HRP VSU to help facilitate victims' access to support without initial contact with HRP VSU.
2. Enhancing the continuum of support for victims from the current immediate post-event trauma support to long-term, community wide support, similar to the work being done by Community Mobilization Teams (CMTs).

It is noted that the HRP VSU does not serve the geographic areas patrolled by RCMP.

Stakeholder consultation:

In the limited time leading up to this submission, HRP consulted representatives and functional experts related to the following in order to inform this submission – HRM Public Safety Office, HRM Public Safety Project Lead, Halifax District RCMP, Supervisory and Command staff of HRP VSU, HRP Hate Crimes Detective, former and current Integrated CID Sexual Assault Investigative Team (SAIT) Detectives and Supervisor, recent HRP Patrol Supervisors, HRP's Employee and Family Assistance Program (EFAP), NS Chiefs of Police Association (NSCPA) and Cape Breton Regional Police. It is recommended that a much more extensive consultation take place that includes Nova Scotia Department of Justice (DoJ), Public Prosecutions Service of Nova Scotia, and established social service organizations that provide services for victims of domestic violence and sexual assault to identify additional considerations and receive feedback. Key highlights of the feedback received so far are summarized below:

- The success and benefits to victims, partners, and the municipality in having a police Victim Services team integrated within the service over the past two decades is underreported and not well understood.
- The HRP Victim Services staff and volunteers' role has evolved into that of trusted co-workers and partners with police officers, dispatchers, and support staff. Due to the success of this working relationship, HRP is recognized as a national leader in the field of Domestic Homicide Prevention.
- Victims always have the choice to reach out to community resources and other partners to receive support and the HRP VSU's work does not in anyway hinder that access – in fact on many occasions, VSU acts as a facilitator for referrals and specialized access.
- HRP was amongst the originating stakeholders in the development of the Nova Scotia High Risk Case Coordination Protocol Framework, which was recently reviewed at the Mass Casualty Commission (MCC).
- While the pandemic has certainly taken a toll on the size and availability of the volunteer contingent, HRP is fortunate and quite unique in this part of the country to have immediate on-scene response by staff and volunteers who provide support and referrals in response to a variety

of situations. That aspect can be very challenging to replicate without the benefit of the current structure and historic relationships.

- Since the creation of the Special Victims Section in Criminal Investigation Division (CID) in 2021, one Victim Services position has worked in the CID building one day a week, which is a benefit to both HRP and RCMP within Integrated CID. This provides opportunity to facilitate immediate in-person introductions when victims and/or support persons attend CID for interviews.
- Because of their enhanced security clearance, HRP has also been able to engage Victim Services staff pre-emptively in preparation for anticipated significant file developments.
- In a different structure, there is likelihood that related protocols are likely to become more complex and disjointed leading towards a referral-based type of service not experienced for over a generation. Similarly, the in-house training delivered jointly by the VSU and police officers on the topics of Trauma Informed Response, Domestic Violence and Risk Assessments such as Domestic Assault Risk Assessment (ODARA) are unlikely to become more enhanced or adopted.
- VSU is engaged as early as the first interaction with the victim or complainant of an investigation. If the complainant or victim declines, officers are consistently reassessing, and the support can be offered several times throughout the investigation depending on the nature of the emotional state and well-being of the victim or complainant.
- Most of the current VSU casework results from incidents to which the police respond directly and start investigations on. The transfer of VSU - as it exists today - would require researching and engineering a new system that would replicate the current system within which it operates.
- As no precedent has yet been identified for such a system to support the existing operation, HRP's best estimate is that the new cost could amount to a significant new investment to accommodate this service outside of police in a way that protects police information and investigations while providing many of the existing synergies and supports for the VSU operations in their current form. The internal and stakeholder discussions so far have not come up with any tangible alternative mechanisms to accomplish that without risking significant negative impacts.
- HRP VSU has a strong understanding of processes related to a police investigation and can assist with explaining processes to victims instead of that information coming from police officers. It is particularly important in sensitive investigations such as human trafficking and domestic violence.
- HRP VSU supports investigators in meeting with persons reporting crimes, especially if police believe it would be beneficial to have a VS person present to deliver news of no charges.
- On some occasions, service providers can only take on a limited number of clients, which is when support from VSU is invaluable.
- One of the benefits of VSU being integrated with police is that calls are made to victims of domestic violence where charges are laid within 48-72 hours post incident. HRP response takes place post-incident but through VSU, HRP is still engaged with victims long after the initial police investigation ends.
- A fail-safe in the HRP reporting system automatically routes Domestic files to VSU, without a need for the victim to self-advocate for services.
- At no time is a victim of domestic violence or sexual assault ever placed in the immediate vicinity of an area where the perpetrator is being processed or held at any HRP station.
- Most victims do not know about victim services until an officer offers the service immediately or provides them with a VSU staff card prior to leaving the scene. Often it is the police officer on scene who will reach out to bridge the gap and seek out resources for the victim

Alternative options:

Option 1:

- Continue to operate VSU within HRP while enhancing services in the two areas identified above led by another business unit for the latter. It would require at least one FTE that would operate in another business unit outside of HRP. Create collaborations between VSU and the new resource

especially in the areas of external agency navigation and referral support while providing additional back up support for the work of the Community Mobilization Teams that VSU already supports. A further consultation is recommended for this option.

- **Cost implication:** 1 new FTE and associated overhead located in another business unit. (Based on the addition of an appropriate compensation level in another business unit)

Option 2:

- Based on a further analysis of the work of VSU and in consultation with service providers, it is possible that another option may be identified that could allow for the transfer of some of the current areas of HRP VSU staff's work out of police – in particular related to those areas of VSU's work that are associated with the latter part of the continuum of victim support and beyond the first 24 to 72 hours of a police incident occurring - to another business unit through the development and implementation of appropriate case management, data governance and reporting protocols. However, an in-depth program review is suggested to take place this year in order to develop a recommendation.
- **Cost Implication:** Minimal cost implication is expected for this budget year. A cost estimate would require a further analysis to future financial impacts.

Option 3:

- Continue to operate VSU within HRP in its current form.
- **Cost implication:** None

Option 4:

- Remove VSU from HRP for relocation into another business units
- **Cost and administrative implications:** Please refer to the initial stakeholder engagement highlights above. A possible redesign of the case management and reporting process or establish new information would require new protocols and legal advice, potential privacy impact assessment, policy changes, and an analysis of associated costs.
- **Service implication:** High risk of operational continuity and client service challenges occurring especially in the short term, high risk cases, high potential of privacy and investigative information breaches, highest impact for clients in the 24 to 72 hour period after incidents take place and investigations are initiated.

Service and financial risks and implications:

- Implications will depend on the option selected and can range from increased budget expenditure related to staffing and equipment, requirements for new infrastructure and information management technology and service implications may include service delivery impacts.
- Options 1, 2 and 4 carry a risk of losing the current grant money associated with one of the VSU positions.
- The provincial funded position may require an MOU review with the NS Department of Justice.

Budget Adjustment List Briefing Note

BN065 – Transfer of the Lake Patrol from Halifax Regional Police to Halifax Regional Municipality

COW Date: March 29, 2023

Business Unit: Halifax Regional Police

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN065	Expense	(\$83,600)	To be determined by the receiving business unit, if a decision to proceed with the extension year option is made.
Four Year Impact	To be determined by the receiving Business Unit in future years, as the contract expires September 2023. A decision on proceeding with extension year option would be determined for following year.		
Adjustment Description	Budget Committee has requested a briefing note regarding the potential transfer of the Lake Patrol from of the Halifax Regional Police to Halifax Regional Municipality and any resulting impact on the Halifax Regional Police Budget to the Budget Adjustment List.		
Priority Alignment	Communities – Safe Communities		

Program Description:

Lake Safety Patrol and Lifeguard Services program is a proactive community safety program that involves patrolling of the waters of Lake Micmac and Lake Banook, and as required, other lakes in the Halifax Regional Municipality. Services include both proactive and reactive patrols with respect to water, boating and lifejacket safety, as well as responding to any water rescue calls or public complaints in these areas.

The Banook Lake patrol works from the last day of the school year (usually around June 29th of each year) to the Tuesday after Labour Day weekend. They are on the water every day from 8:00 AM to 8:00 PM. This provides approximately 75 straight days of coverage. Outside of this coverage, there is no other on water patrol in the city lakes. HRFE has responsibility for any on-water rescue calls that may occur.

It has been proposed that the contract for Lake Safety Patrol and Lifeguard Services on the waters of Lake Micmac and Lake Banook, currently held by Halifax Regional Police, be transferred to an alternate business unit.

Program financials:

The current contract is set to expire in September of 2023. The final year will cost \$79,900 plus net HST; however, there is an extension option for two additional years. The cost for Option year 1 is \$80,900.00 plus net HST and year 2 is \$82,300.00 plus net HST. This contract can be cancelled at any time due to the budget not being approved for this service, or the option years can be exercised.

Considerations:

- Since Fire Services is mandated to respond to all calls for service on the water, it is recommended that HRFE be considered to continue the program. A transfer to HRFE would allow for an efficient continuation of the program.

If approved for transfer, HRP would provide a more detailed transition note and/or any other information that may be required for the program to be transferred. It is anticipated that it will not involve any notable

logistical challenges as it doesn't have any associated human resources or infrastructure that would require a physical transfer.

Budget Adjustment List Briefing Note

BN066 – Extra Duty Tiered Rates Administrative Fee

COW Date: March 29, 2023

Business Unit: HRP-RCMP

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN066	Revenue	(\$68,700) Based on a 7% increase to 90% of hours fulfilled for applicable clientele	\$70,400 (\$68,200 + 2.5% wage increase based on collective agreement)
Four Year Impact	\$285,300 over 4 years ((\$68,700 in 2023/24 and then approx. 2.5% more each year after that.)		
Adjustment Description	This Briefing Note outlines the financial and administrative impact associated with establishing a two-tiered approach for applying the administrative fee, specifically with incorporating the addition of a 7% increase in the administrative fee for private, for-profit entities, while keeping the administrative fee at 3% for others.		
Priority Alignment	Responsible Administration – Well-Managed Communities – Safe Communities		

Breakdown of a Two-Tier method:

Tier 1: Non-profit organizations, Government, and Events requiring an HRM issued Permit: No increase. Administration fee remains at 3%.

Tier 2: For-profit, Private Businesses/Organizations: Administration fee increased by 7% from 3% to 10%.

The following hourly Pay Rates (established through the Halifax Regional Police Association collective agreement) are in place for extra duty jobs. A 3% administrative fee is included in the corresponding Billing Rates. If the proposed 7% increase in the administrative fee is applied to Extra Duty jobs completed for Private Businesses/ Organizations as of April 1, 2023, the billing rates highlighted in blue would become applicable:

	Pay Rate	Billing Rate (including 3%) Administrative Fee	Billing Rate (including 10%) Administrative Fee
October 1st, 2021			
Constable	\$ 76.49	\$ 78.78	n/a
Sergeant	\$ 91.02	\$ 93.75	n/a
April 1, 2022			
Constable	\$ 77.45	\$ 79.77	n/a
Sergeant	\$ 92.16	\$ 94.92	n/a
November 1, 2022			
Constable	\$ 104.54	\$ 107.68	n/a
Sergeant	\$ 124.40	\$ 128.13	n/a
April 1, 2023			
Constable	\$ 105.86	\$ 109.04	\$ 116.45
Sergeant	\$ 125.96	\$ 129.74	\$ 138.56
October 1, 2023			
Constable	\$ 107.18	\$ 110.40	\$ 117.90
Sergeant	\$ 127.54	\$ 131.37	\$ 140.29
HRP Vehicle	\$ 75.00	\$ 77.25	\$ 82.50
HRP Motorcycle	\$ 50.00	\$ 51.50	\$ 55.00

Service requests and rate of fulfillment:

Estimates of requested total hours for extra duty and total of hours fulfilled by HRP members up to and including February 2023 were provided by the Extra Duty Coordinator and are identified in the following table.

Tier Level	Client Type	Officer Type	Requested	Fulfilled	% of Types of Request Fulfilled	% of Total Fulfilled by Tier Level
Tier 1	Non-Profit Organizations, Government	Constable	3,970.00	3,954.00	99.6%	38.52%
		Sergeant	16.50	16.50	100%	
	Events requiring an HRM issued Permit	Constable/Sergeant	1,174.00	1,014.00	86.4%	
Tier 2	For-Profit Private Businesses/ Organizations (Tier 2)	Constable	21,249.75	7,923.75	37.3%	61.48%
		Sergeant	30.50	30.50	100%	
Total Hours			26,440.75	12,938.75		
% of Total Requests Fulfilled					48.93%	

The following is a list of revenue for each fiscal year recovered through the Extra Duty program for jobs completed for the clientele identified above. Due to the COVID-19 pandemic, Extra Duty jobs decreased significantly in 2020/21 and 2021/22 fiscal years. The significant increase in 2022/23 is due to an increase in the number of private business/organization Extra Duty jobs along with a significant increase in hourly rates that are set through the Halifax Regional Police Association's collective agreement process.

2017/18: \$776,400
 2018/19: \$800,700
 2019/20: \$871,700
 2020/21: \$305,100
 2021/22: \$624,200
 2022/23: \$1,369,700 (year to date up to and including February 2023)

Total revenue collected for Extra Duty jobs completed for the above clientele in 2022/23 up to early February 2023: **\$1,369,700.00**

Estimate for remainder of February and March 2023: **\$ 233,900.00**
 ((\$1,369,700/10.25 mos.) * 1.75 mos. remaining)

Estimated total revenue collected for Extra Duty jobs completed for the above clientele for the 2022/23 fiscal year: **\$1,603,600.00**

Based on the 2022/23 estimated total revenue, and as per the client breakdown of hours fulfilled (above), approximately 61.5% of client hours would be applicable for the 7% increase in administrative fees, and 38.5% of client hours would see no increase in administrative fees. However, these numbers are subject to change year over year.

Estimated Total 2022/23 Extra Duty Revenue	\$1,603,600
Private Businesses / Organizations & Other Government (61.5% of total clientele)	\$986,200
Private Businesses / Organizations & Other Government (with 10% Administrative Fee)	\$1,053,200
Private Business / Organizations & Other Government (Estimated budget increase based on 2022/23 estimated revenue)	\$67,000

As a result, the estimated increase in revenue by applying a 7% increase in the administrative fee to Private Businesses/ Organizations & Other Government based on the current 2022/23 fiscal year revenue collected would be: **\$67,000**

Given that the Constable and Sergeant hourly rates in 2023/24 are increasing by 1.25% in April and 1,25% in October, the increase in the 2023/24 fiscal year would be approximately: **\$68,700**

Option 1:

- Increase the administrative fee to 10% for all clients.
- Financial and administrative impact: Corresponding increase in revenue, however, it may be punitive to not-for-profit groups.

Option 2:

- Hold the administrative fee at 3% for all clients.
- Financial and administrative impact: Forgo the revenue increase but maintain administrative clarity associated with a single tier.

Option 3:

- Implement a two-tiered approach for fees based on ability to pay.
- Financial and administrative impact: Increase in revenue based on potentially 61.5% of the clientele that would be required to pay the higher fee. It is recommended that this change not be implemented without a further analysis to create detailed criteria for categorization of requests for the two-tier fee approach. Without such an analysis, the two-tier approach may cause confusion and additional administrative burden for staff processing such requests. In some cases, it may

lead to further financial burden for the municipality due to additional staff time spent on processing.

Risks and Considerations:

- Having a two-tier system may increase administrative burden related to accurate categorization of the events for the two fee tiers.
- Without a full prior analysis, the two tiers may also cause fee categorization to be disputed and increased administrative burden.

Budget Adjustment List Briefing Note

BN067 – HalifACT Resource Plan: 2023/24 Planned Position Roles, HalifACT Impact, and Budgetary Implications

COW Date: March 29, 2023

Business Unit: Property, Fleet & Environment

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN067	Expense	\$412,000 <small>(Ongoing salaries & benefits)</small>	\$592,000
Four Year Impact	Full four year impact of salaries and benefits for the seven positions listed below is \$2,392,000.		
Adjustment Description	Budget Committee has requested a briefing note on the positions originally planned as part of the HalifACT resource plan in 2023/24 including the role of each position, their potential impact on HalifACT, and budgetary implications		
Priority Alignment	Environment – Protected & Sustainable Environment Responsible Administration – Well-Managed		

ORIGIN

The purpose of this briefing note is to inform Budget Committee on staffing needs identified in the HalifACT presentation as part of Property, Fleet & Environment business plan and budget presentation on February 8, 2023, for consideration in the 2023/24 fiscal budget.

BACKGROUND

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.

To support the ongoing work of HalifACT, a multi-year resourcing plan was created in 2020. Developed in consultation with all business units, the plan reflects resources required over a three-year growth period to support the increasing and ongoing work outlined in the HalifACT plan. Eight of these positions were funded and approved in 2022/23, with the intention to create and fill the remaining 17 positions over the following two fiscal years (eight in 2023/24, nine in 2024/25). ECC is working to balance the need for growth while ensuring it is strategic and sustainable.

One of the eight positions that had originally been anticipated for fiscal 2023/24 based on the three-year resource plan is the Green Network Plan Coordinator. This proposed position is included in a separate briefing note (BN074) and is therefore not included in the table or discussion below. As requested, the remaining seven positions have been ranked in order of importance based on the HalifACT objectives and ECC business plan, along with staggered hire dates and estimated costs.

	Position	Proposed Hire Date	Estimated Annual Salary & Benefits
1	Manager of Resilience / Adaptation	June 1, 2023	\$112,425
2	Environmental Professional – Climate Change Measurement & Reporting	June 1, 2023	\$91,600
3	Environmental Professional – Retrofit Program	June 1, 2023	\$91,600
4	Junior Environmental Professional – Adaptation	September 1, 2023	\$71,200
5	Junior Environmental Professional – Engagement	September 1, 2023	\$71,200
6	Junior Environmental Professional – Policy	September 1, 2023	\$71,200
7	Junior Environmental Professional – Energy	September 1, 2023	\$71,200

Position Descriptions

1. Manager, Resilience / Adaptation

Over the past year, ECC has been creating a management structure to support its increased portfolio and workload. A team focused on climate adaptation and resilience is the last of the five teams envisioned for ECC and will support a large part of HalifACT that focuses on preparing communities, infrastructure, and ecosystems for the impacts of climate change. This work is currently supervised by the Director. This management position will oversee work in predicting and reducing climate risk by staying up to date on climate science and predictions, overseeing risk and vulnerability assessments and mapping, participating in policy development, programs and projects, community capacity building and more. Almost half of the actions in HalifACT focus on climate adaptation, and community capacity building is one of the municipality’s 7 core areas of focus for the first five years of implementing HalifACT. There are currently two Environmental Professional positions focused on climate change adaptation, with a need for further support.

Without a manager overseeing the city’s climate adaptation work, it will progress more slowly and less efficiently. As a result, the municipality will be delayed in the work of preparing the community for current and future climate impacts.

2. Environmental Professional – Climate Change Specialist

This Environmental Professional position is responsible for developing and overseeing climate-related KPIs, measurements and data for corporate and community-wide environmental and sustainability reporting and related efforts. Work in measuring and reporting on progress towards climate targets is central to supporting the mainstreaming of climate action across the organization as well as community implementation. This professional will implement the development of a measurement framework and a reporting hub and will coordinate and administer ongoing measurement and reporting work.

Clear and transparent tracking of climate progress is central to the successful implementation of the HalifACT Plan. There is currently no staff member in this role and this highly complex work has no central coordinator.

3. Environmental Professional – Retrofit Program

This Environmental Professional will be responsible for supporting the continued development and ultimate delivery of the community retrofit program. Developing this program is one of the key critical actions of HalifACT, as approximately 40% of all emissions within HRM come from existing buildings. This resource will continue work already underway with a pilot program, a third-party financing strategy and a developmental evaluation framework.

Without this position, the continued development and delivery of a community retrofit program will be delayed.

4. Junior Environmental Professional – Adaptation

This Junior Environmental Professional will support adaptation and resiliency work, progressing the 21 actions in HalifACT that are focused on climate adaptation. Current work in this area includes flood hazard mapping, assessing risks and vulnerabilities of critical infrastructure, building community capacity for understanding and preparing for climate change impacts, nature-based climate solutions and more.

Without this position, existing resources will not be supported effectively. There are only two full time positions dedicated to this work currently, and more support is needed.

5. Junior Environmental Professional – Engagement

This Junior Environmental Professional will support the Collective Impact and Engagement team in mobilizing and supporting action by all stakeholders to achieve climate objectives. This junior position will focus on engagement, collaboration, facilitation, capacity building and collective impact. Key Projects currently being developed include the mainstreaming climate work within the municipality, the Climate Action Challenges being done in partnership with the Innovation Outpost, ongoing HalifACT Network engagement, public engagement campaigns in association with the Halifax Public Libraries, engagement associated with developing the community retrofit program and more.

Council adopted a target of net-zero municipal operations by 2030. There is significant internal change management work needed to achieve this goal. Also, more than 95% of the emissions in HRM are the responsibility of the community, including other levels of government, the private sector, and residents. Engaging and mobilizing key partners takes a lot of time, effort, and skill, and ECC is under-resourced in this area.

6. Junior Environmental Professional – Policy

This Junior Environmental Professional will support the work of the Partnerships & Policy team. Under the direction of the Manager, Partnerships and Policy, this position conducts environment and climate policy analysis to support the work of ECC and the guiding principle of Integration & Accountability set out in HalifACT. This position will collaborate with internal and external stakeholders and support the senior policy analyst in reviewing and drafting policies, guidelines, and briefing notes.

Without this position, policy work cannot be conducted. This will be one of two FTEs dedicated to policy analysis and development to support the full scope of work in ECC and ensure alignment with best practices and policies across the environmental sector.

7. Junior Environmental Professional – Energy

This Junior Environmental Professional will support the Community Energy team in achieving the mitigation targets of HalifACT. Key projects currently being implemented include the development of a deep energy retrofit program, the implementation of the municipal electric vehicle strategy, administering the Solar City program and retrofitting municipal buildings to achieve net-zero municipal operations by 2030.

Without this position, existing resources will not be supported effectively. There are only two full time positions dedicated to the projects listed above and more support is needed.

SUMMARY

HRM has made great strides in moving HalifACT forward since it was approved in June 2020. This has been achieved with increased resources, working with internal and external partners, and taking an adaptative and prototyping approach to the work.

Adding resources in a staggered approach will allow the team to grow at a sustainable rate to ensure effective delivery of services.

Budget Adjustment List Briefing Note

BN068 – Supplementary Education Funding Allocation

COW Date: March 3, 2023

Business Unit: Fiscal Services

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN068	Operating	\$0	(\$1,778,800)
Four Year Impact	(\$5,336,400) – to 2026/27		
Adjustment Description	<p>This Briefing Note outlines projected savings and impacts associated with a forecasted reduction in Supplementary Education funding. Supplementary Education is funded by decision of Council through adoption of an MOU. The final year of the existing MOU ends effective fiscal year 2023/24. Staff recommend reducing the annual amount by the maximum set out in the existing MOU and will seek Regional Council approval for the next MOU (to be developed at the staff/technical level).</p> <p>As the MOU is in effect for the 2023/24 fiscal year, projected savings would start in 2024/25.</p>		
Priority Alignment	Responsible Administration - Financially Prepared		

Supplementary Education is not a municipal service obligation and Halifax Regional Council cannot direct how the funding is used. Rather, it is funded by direction of Regional Council to help augment programming in Halifax Regional Centre for Education (HRCE) and Conseil scolaire acadien provincial (CSAP) schools. When amalgamation occurred in 1996, the province legislated that the new regional municipality must continue to provide supplementary education funding for at least the amount of such funding that was provided to the former Halifax and Dartmouth school boards in 1995-96, and not decrease such guaranteed amounts by more than 10 percent annually. Supplementary Education funding is unique to the Halifax Regional Municipality.

Supplementary education is funded through area rates. Originally the funds were raised and spent solely in Halifax and Dartmouth. Since that time HRM has expanded supplementary education to include the entire Region. Due to changes in the Charter, funds are shared between HRCE and CSAP based on enrollment levels.

Budget Adjustment List Briefing Note

BN069 – Terminate and Re-negotiate Taxation Agreement with Halifax International Airport Authority (HIAA)

COW Date: Friday, March 3, 2023

Business Unit: Fiscal Services

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN069	Revenue	\$0	~ (\$1M - \$2M)
Four Year Impact	The 2024/25 impact would be a revenue increase of approximately \$1M-\$2M (i.e. \$4M-\$8M over 4 years), growing annually at the prescribed property tax bill increase.		
Adjustment Description	This briefing note outlines the revenue generated if the existing taxation agreement with the Halifax International Airport Authority is terminated and renegotiated. The agreement is in place until March 31, 2039 and can be terminated at HRM's discretion with 365 days' notice to HIAA.		
Priority Alignment	Responsible Administration – Well-Managed		

This briefing note is submitted to Budget Committee for consideration as an item to increase revenues beginning in 2024/25 by terminating the current taxation agreement with the Halifax International Airport Authority (HIAA) and renegotiating the terms of the agreement, the new terms to be effective April 1, 2024.

Halifax Stanfield International Airport is owned by Transport Canada and is leased to HIAA through a ground lease. HIAA is a not-for-profit, non-share capital corporation operating pursuant to the [Airport Transfer \(Miscellaneous Matters\) Act](#).

In 2019, the Halifax Regional Municipality (HRM) entered into a 20-year taxation agreement with HIAA scheduled to end March 31, 2039. The agreement was entered in acknowledgement of the airport's contribution to maintaining and expanding economic activity in HRM and the wish to support HIAA in that endeavor.

This agreement is comprised of a base amount and a per passenger amount. The original base amount was ~\$529K, which represented the Payments in Lieu of Taxes (PILT) due from the federal government (based on assessed value) at the time the airport authority entered the lease with Transport Canada. This base amount is increased annually by the Nova Scotia Consumer Price Index (NS-CPI). The passenger amount is based on a per passenger rate of \$0.22.

Although the HRM Charter permits Regional Council to enter into a tax agreement with HIAA as per section 92A, it is at Council's discretion whether they wish to have a tax agreement in place and the terms of that agreement.

A summary of the relief provided to HIAA over the past 5 years is outlined below:

	2017	2018	2019*	2020	2021
Full Tax Payable if no tax agreement **	3,456,133	3,511,840	6,178,919	6,758,316	6,522,606
Actual tax paid by HIAA	1,517,333	1,596,094	1,627,238	1,665,695	1,648,031
Relief provided	1,938,800	1,915,746	4,551,681	5,092,621	4,874,575

* Full payment had HIAA paid on assessed value. The assessed value increased substantially in 2019 when several large capital improvements were completed and became reflected in the assessed value.

** The full tax payable represents the amount that would have been payable by HIAA if no tax agreement was in place.

The HIAA agreement has a clause that requires them to pay on the highest number of passengers over a several year period. The impact is that for 2020, 2021 and 2022 HIAA was required to pay the per passenger fee on the 2019 number of passengers, not the actual reduced COVID passenger volumes.

It is difficult to compare the property tax treatment of other Canadian airports due to legislative differences across the country. Many airports appear to pay property tax based solely on their assessed value (Moncton, Regina, Calgary, Edmonton, Vancouver, and Victoria).

Two examples of a per passenger rate (with no additional base rate) were found:

- Toronto Pearson's rate per passenger is \$0.94
- Ottawa International airport is \$1.08 per passenger.

In 2019, the municipality of St. John's, Newfoundland signed a tax agreement with the St. John's International Airport which set the property taxes at \$1M (increasing annually by CPI) and included a settlement for prior years that was based on a per passenger rate of ~\$0.72 per passenger for the prior years subject to the settlement.

The \$0.22 per passenger rate appears low when compared to other airports who have such an arrangement, although HRM is additionally compensated by the inclusion of the base rate component of the agreement. The base amount indexed to CPI means that certain capital improvements that increase the overall airport value (e.g. that permit additional cargo volumes to be processed) do not result in an increased tax payment to the municipality. Council may wish to renegotiate the agreement to revise the terms to increase the per passenger rate to a higher rate and perhaps removing the base rate.

This table shows what the tax revenue would have been under a \$0.50, \$0.75 and \$1.00 per passenger rate (no base rate component and based on actual passengers) over the past 5 years, compared to the actual amount of tax paid.

Year	Passenger Count	Actual Tax Paid	Potential Payment with Updated Passenger Rates and no Base Amount		
			\$0.50	\$0.75	\$1.00
2022	3,107,119	\$1,668,356	\$1,553,560	\$2,330,339	\$3,107,119
2021	1,076,458	\$1,648,030	\$ 538,229	\$ 807,344	\$1,076,458
2020	995,426	\$1,665,695	\$ 497,713	\$ 746,570	\$ 995,426
2019	4,188,443	\$1,627,238	\$2,094,222	\$3,141,332	\$4,188,443
2018	4,316,079	\$1,596,094	\$2,158,040	\$3,237,059	\$4,316,079

In the absence of an agreement by the parties to renegotiate the existing agreement, HRM would need to provide HIAA with notice of termination of the existing agreement by March 31, 2023, and then enter into renegotiations with HIAA with the intent to have a revised agreement in place effective April 1, 2024.

HRM has one additional tax agreement (By-Law T-1100), however that agreement has specific termination clauses that have not been met which is why it has not been brought as a potential adjustment item.

Budget Adjustment List Briefing Note
BN070 – Overdue Interest Rate Increase

COW Date: March 3, 2023

Business Unit: Fiscal Services

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN070	Revenue	(\$1,300,000) (Ongoing)	(\$1,300,000)
Four Year Impact	\$5.2M over 4 years		
Adjustment Description	This Briefing Note outlines the revenue that would be associated with increasing the interest on overdue accounts from 10% to 15%.		
Priority Alignment	Responsible administration		

In response to COVID, on April 14, 2020, Council reduced the rate of interest charged on arrears from 15% per annum to 10% per annum effective June 2, 2020. This was intended to provide immediate, short-term relief to customers experiencing an income shock due to COVID.

At the time, the bank prime rate in Canada was 2.45%. The bank prime rate is now 6.70%. Best practice is to set the overdue interest rate strategically. If the rate is set too low, it encourages customers (residential as well as commercial) to delay payment to the municipality as they deploy their funds elsewhere. If all customers did this the municipality would not take in sufficient revenue to continually meet our obligations. Conversely, a high penalty interest rate hurts customers who are financially vulnerable and who fall behind on their payments. To curb undesirable late payment behaviour while alleviating the interest burden on vulnerable customers, HRM currently uses a dual interest rate structure:

1. The general late payment interest rate is set per AO14 and applied against all overdue accounts.
2. Low income customers who qualify for the HRM deferral program are able to defer their taxes, which accumulate interest at a rate of prime minus 2%.

With the COVID recovery underway and interest rate environment being much higher than it was in 2020, staff are bringing forward this recommendation to restore the rate on overdue interest from 10% to its pre-COVID level of 15%. Staff are not recommending a change to the interest rate structure for low income customers who qualify for a deferral under the low income exemption and deferral program.

This would result in an estimated \$1.3M of interest income each year.

A cross jurisdictional scan indicates an interest rate of 15% is reasonable and in line with other municipalities' practices.

Location:	Overdue Interest rate:
CBRM	10% annually
East Hants	10% annually
Truro	15% annually
Town of Yarmouth	14% annually
West Hants	15% annually
Queens Municipality, NS	12% annually
New Brunswick	9.5% annually
Toronto	15% annually
Hamilton	15% annually
Edmonton	15% annually

Budget Adjustment List Briefing Note

BN071 – Options to fund Library Capital Budget Projects

COW Date: February 8, 2023

Business Unit: Property, Feet & Environment

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN071	Capital	\$0 (One-Time)	\$3,000,000 (One-Time)
Four Year Impact	\$5.5 million capital budget one-time increase \$875,000 operating budget on-going increase beginning in 2026/27 (includes +12 FTE)		
Adjustment Description	Budget Committee has requested a briefing note with options to fund Library Capital budget projects at their 2022/23 approved allocations for 2023/24 budget approvals within the proposed 2023/24 Multi-Year Capital Plan to the Budget Adjustment List.		
Priority Alignment	Responsible Administration – Well Managed		

Table 1 outlines the details of the 2022/2023 Four-Year Capital Plan for Halifax Public Libraries projects:

Table 1 - 2022/2023 Four Year Capital Plan for Halifax Public Libraries Projects						
Project #	Project Name	Carry Forward	2022/23	2023/24	2024/25	2025/26
CB210004	Alderney Gate Library Renovations	----	\$250,000	\$1,000,000	\$2,000,000	\$2,000,000
CB190002	Bedford Library Replacement	---	---	\$500,000	\$500,000	\$2,000,000
CB190005	Captain William Spry Library Renovations	---	---	---	---	\$1,000,000
CB190003	Halifax North Memorial Public Library	\$1,350,000	\$5,000,000	\$3,000,000	---	---
CB190010	Keshen Goodman Library Renovations	\$2,275,000	\$1,000,000	---	---	---
CB200009	Regional Library Facility Upgrades	\$325,000	\$500,000	\$600,000	\$600,000	\$900,000

Table 2 outlines the details of the draft 2023/2024 Four-Year Capital Plan for Halifax Public Libraries projects:

Table 2 - 2023/2024 Four Year Capital Plan for Halifax Public Libraries Projects						
Project #	Project Name	Carry Forward	2023/24	2024/25	2025/26	2026/27
CB210004	Alderney Gate Library Renovations	\$190,000	---	---	\$1,000,000	\$2,000,000
CB190002	Bedford Library Replacement	---	---	---	---	\$500,000
CB190005	Captain William Spry Library Renovations	---	---	---	---	\$2,000,000
CB190003	Halifax North Memorial Public Library	\$6,200,000	---	---	---	---
CB190010	Keshen Goodman Library Renovations	\$2,300,000	---	---	---	---
CB200009	Regional Library Facility Upgrades	\$565,000	\$600,000	\$600,000	\$900,000	\$1,000,000

Halifax Public Libraries – Capacity to Deliver Priority Projects

Current priorities for Halifax Public Libraries (HPL) include the completion of the Keshen Goodman Library Renovation (CB190010) which is currently in construction phase, and the initiation of the design phase for the Halifax North Memorial Public Library Renovation (CB190003). Further details are provided following Table 3.

The Captain William Spry Library Renovation (CB190005) and Alderney Gate Library Renovation (CB210004) projects are currently in the project planning phase, and therefore funding for these projects are allocated further out in the Four-Year Capital Plan.

Amounts for Regional Library Facility Upgrades (CB200009), shown in the 2023/24 draft capital plan, have been increased since 2022/23 levels to provide a better level of state of good repair work to maintain the 14 Library branches.

Since the 22/23 capital plan (Table 1), Library priorities have changed as have current costs estimates due to scope revisions and current market factors. These updates are reflected in Table 3:

Table 3 – 2023/2024 Four Year Capital Plan for Halifax Public Libraries Projects						
Project #	Project Name	Carry Forward	2023/24	2024/25	2025/26	2026/27
CB210004	Alderney Gate Library Renovations	\$190,000	---	---	\$1,000,000	\$2,000,000
CB190002	Bedford Library Replacement	Refer to Information Report, "Mill Cove Library and West Bedford Area Fire Station"				
CB190005	Captain William Spry Library Renovations	---	---	---	---	\$2,000,000
CB190003	Halifax North Memorial Public Library	\$6,200,000	---	\$3,000,000*	\$2,000,000*	\$500,000*
CB190010	Keshen Goodman Library Renovations	\$2,300,000	---	---	---	---
CB200009	Regional Library Facility Upgrades	\$565,000	\$600,000	\$600,000	\$900,000	\$1,000,000
Capital amounts with an asterisk (*) are dependent on receipt of funding from the Federal Green and Inclusive Community Buildings Program. An application has been submitted for a gross project budget of \$35M. If funding is not received, the project will need to be re-evaluated by Council for additional capital funding.						

Keshen Goodman Library Renovation (CB190010)

Keshen Goodman is currently in construction phase and is anticipated to be completed in early 2024. It is expected that additional funds will be required to complete the project due to construction unknowns, additional design efforts, and additional scope. A funding request will be forthcoming through the Audit and Finance Standing Committee.

Halifax North Memorial Public Library Renovation (CB190003)

The Halifax North Memorial Public Library opened in 1966, and currently serves over 500 visitors daily. The branch's programming, activities materials, and staff reflect the diversity of the neighbourhood it serves; heavily represented by African Nova Scotians, newcomers, and Indigenous community members. This renovation project will involve the construction of a 560 square meter addition as well as an extensive renovation of the existing building and outdoor plazas.

The goals for the renovation include:

- Provision of much needed programming space and essential services to underserved community members in North end Halifax.
- Replacement of the existing mechanical and electrical systems which have reached their end of life.
- Provision of an updated fire protection and alarm system, improving building safety.
- Creation of an open floorplan to establish clear sightlines, improving safety and community connectivity.
- Abatement of asbestos containing materials, lead paint, and other hazards.
- Replacement of the existing roofing system, preventing further water infiltration.

- Integration of energy efficiency measures to significantly lower operating costs and improve energy efficiency.
- Establish a neighbourhood place of refuge during inclement weather through integration of climate resiliency measures.
- Improve access for patrons and staff by designing the renovation to meet Rick Hansen Foundation Gold Certification standard.
- Improve outdoor spaces along Gottingen and Maitland streets.
- Preservation of architectural and cultural heritage.

Halifax Regional Municipality and Halifax Public Libraries have applied for federal funding for this retrofit project through the Green and Inclusive Community Buildings Program, and the estimated Class D budget to complete this redevelopment is approximately \$35M. This amount includes consultant fees, hazardous materials abatement, construction costs, furniture, fixtures, and equipment, as well as the provision of a temporary branch that will operate during the construction phase of the project.

Should the project be selected for the Green and Inclusive Community Buildings initiative, the federal government could provide up to \$23M in financial support for eligible expenditures that are included in the renovation. The amounts allocated in Table 3 demonstrate the projected capital amounts required to complete the project should the Halifax North Memorial Public Library renovation be selected for this program. If federal funding is not received, these capital budget amounts for the project will need to be re-evaluated by Council for additional capital funding. The project budget is currently based on a preliminary 'Class D' level cost estimate and will be further refined as design work for the renovation progresses. Community consultation and design activities will be taking place during the 2023/2024 fiscal year utilizing the carry forward amount noted in the draft budget. If federal funding is not received for this project, Halifax Public Libraries will return to Council with an updated budget.

The impact to the approved capital four-year plan, approved on January 18, 2023, of escalating the project completion work on the Halifax North Memorial Public Library by three years could be funded by either an increase in capital-from-operating or by debt, as the increase can be accommodated within the current approved debt capacity. These impacts are listed in the table below:

Funding Source	Change to Capital Plan	2023/24	2024/25	2025/26	2026/27	2027/28-2032/33	Total Impact
Capital-from-Operating (Annual Tax)	\$(in Thousands)	\$ -	\$ 3,000	\$ 2,000	\$ 500	\$ -	\$ 5,500
	% to Average Tax Bill	0.00%	0.50%	0.33%	0.08%	0.00%	0.91%
Debt	\$(in Thousands)	\$ -	\$ -	\$ -	\$ 110	\$ 6,600	\$ 6,710
	% to Average Tax Bill	0.00%	0.00%	0.00%	0.02%	1.10%	1.12%

Based on the \$35M project scope submitted to the Green and Inclusive Community Buildings funding program, the increased operating budget for the refurbished Library is estimated to be \$875,000 annualized, which includes an additional 12 FTEs, facilities maintenance, and programing growth.

Risks

- Multiple briefing notes have been requested to consider advancing capital projects. There is a risk of impacts to project delivery as a result of internal staff resources and the construction industry.

Linked attachment: Information Report - Mill Cove Library and West Bedford Area Fire Station

Budget Adjustment List Briefing Note

BN072 – Options to fund West Bedford Fire Station

COW Date: February 8, 2023

Business Unit: Property, Fleet & Environment

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>		2024/25 Amount <small>(negative is savings/revenue)</small>
BN072	Capital	\$16,000,000 (One-Time)		\$24,000,000 (One-Time)
Four Year Impact	Fiscal Year	CB210014 Fire Station & HQ Campus	CV220015 Fire Fleet Expansion	Operating Budget Net Increase
	23/24	\$16,000,000		
	24/25	\$24,000,000		
	25/26		\$1,125,000	\$564,000
	26/27			\$564,000
Adjustment Description	The Budget Committee has requested a briefing note with options to fund the West Bedford Fire Station on Science Park Drive within the proposed 2023/24 Multi-Year Capital Plan and refer the matter for discussion as part of the Budget Adjustment List.			
Priority Alignment	Responsible Administration – Well Managed			

Advancing funds for the West Bedford Fire Station within the proposed 2023/24 Multi-Year Capital Plan would allow the fire station to be operational approximately three years sooner than the current plan. The new West Bedford Fire Station would enable HRFE to improve response times for the growing West Bedford and Sackville communities. Advancing these funds would also allow the municipality to terminate leases for the HRFE Logistics warehouse and the Fire Prevention Office. This would also allow the HRFE Headquarters currently located in Alderney Gate to be vacated and then renovated for municipal offices or leased to a new tenant.

The current scope for the West Bedford Fire Station and HRFE HQ Campus project includes the construction of a new headquarters connected to a new four-bay fire station. The new West Bedford Station and Fire Headquarters Campus facility would house fire HQ administrative staff, the fire prevention division, and logistics division and a logistics warehouse. Tender ready drawings are 95% complete for this facility; and it is anticipated that this work could be tender ready within three months.

The quickest option to have the new fire station constructed and operational would be to fund CB200014 to allow the planned project to proceed beginning in the 2023/24 fiscal year with cash flow as follows:

Fiscal Year	CB210014
23/24	\$16,000,000
24/25	\$24,000,000

If the funding for the entire headquarters and fire station facility were advanced, the tender documents could include specific language requiring the contractor to focus efforts on completing the fire station side of the facility in advance of completing the interior fit up of the headquarters portion of the facility.

To construct the fire station in advance of and independent of the headquarters would require extensive redesign of the existing plans. The redesign would be an additional cost above the approximately \$1,000,000 that has been spent on the current design package. The estimated cost for the redesign work is \$500,000. Redesign would also delay having a tender ready package to construct a fire station in West Bedford.

In addition, if the fire station was constructed in advance of the headquarters, the contractor would have to work between the operational HRFE Logistics warehouse and the new fire station. Working within those constraints would result in additional construction costs and an extended construction schedule. The estimated additional cost to a phased construction approach is between \$10,000,000 and \$12,000,000.

HRFE

This building will enable HRFE to eliminate the requirement for the staff of the Fire Prevention Division to work out two office locations and the staff of the Logistics Division to work out of two warehouses and the costs associated with maintaining these four facilities, including leasing. It will combine all Fire Prevention and Logistics staff in one location along with the administrative staff at Fire Headquarters (currently at Alderney) and a new Fire Station in one storm hardened facility built for purpose, to improve efficiency, effectiveness, and communication between the branches.

The addition of this fire station within the Bedford/ Larry Uteck response district will not only improve HRFE's emergency response capabilities in this area, but also in fire stations #9 and #10 in the Sackville area as well as areas of fire station #50 (Hammonds Plains) and fire station #7 (Knightsridge) with a new crew at this new West Bedford Station and Fire Headquarters Campus 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 and Sackville areas, as well as the Hammonds Plains and Knightsridge areas where the municipality continues to see more growth.

HRFE will be ready to staff the fire station based on the proposed time frame within the current staffing levels.

Corporate Accommodations

Once the new HRFE HQ is complete, the municipality will be able to terminate two existing lease agreements that will become surplus to municipal requirements. The total annual lease cost reduction from terminating these two agreements at 43 Borden (Logistics Warehouse) and 7 Mellor (Fire Prevention Office) will be \$111,312.

Corporate Fleet

To have the required fire apparatus delivered and in service for the opening of the new station, all fire apparatus manufacturers are identifying 24-26 months' delivery timelines from time of order. With this information, to have the required fire apparatus available at time of the station going into service, it would have to be tendered and awarded in the 2023/24 fiscal year. This would provide the best ability to have the apparatus in our possession by May 2025.

Halifax Regional Fire & Emergency have identified that they are requiring one 750-gallon fire engine to enable them to provide their required services from this station. This would be an expansion to the existing HRFE fleet compliment. Current pricing for a 750-gallon engine is estimated at \$1,125,000. There is currently \$1,025,000 identified in the 2026/27 Capital Fire Expansion account CV220015; this would be required to be adjusted to the revised amount and moved to the 2023/24 Capital account CV220015 – Fire Expansion.

Corporate Fleet are also identifying a requirement for OCC funding of \$160,137.90 to be applied in the 2025/26 Operating Budget R981. The cost breakdown is as follows:

- Annual Fuel Cost for one Fire Engine – \$9,700
- Average annual maintenance cost during unit lifecycle for one Fire Engine – \$23,300
- Addition of one Emergency Vehicle Technician (EVT) – \$127,138
 - The additional EVT is required due to the heavy specialized fire fleet having grown by 20 units since 2010 with no growth to the fleet technician compliment.

Finance

Advancing the West Bedford Fire Station and HRFE Headquarters Campus project by three fiscal years, increases the four-year capital plan by a net \$25.125M for building construction and expansion to the fire apparatus fleet. Currently, both capital projects are funded by a mix of annual taxes and debt. The proposed escalation of the building project schedule and increases to the four-year capital plan could be funded by an increase in annual taxes or by an increase in debt, since the increases can be accommodated within the current approved debt capacity. The impact of these options is listed in the tables below:

Funding Source	Change to Capital Plan	2023/24	2024/25	2025/26	2026/27	2027/28-2032/33	Total Impact
Capital-from-Operating (Annual Tax)	\$(in Thousands)	\$ 16,000	\$ 24,000	\$ -	\$ -	\$ -	\$ 40,000
	% to Average Tax Bill	2.67%	4.00%	0.00%	0.00%	0.00%	6.67%
Debt	\$(in Thousands)	\$ -	\$ -	\$ 740	\$ 5,106	\$ 39,294	\$ 45,140
	% to Average Tax Bill	0.00%	0.00%	0.12%	0.85%	6.55%	7.52%

Capital-from-Operating (Annual Tax)	\$(in Thousands)	\$ -	\$ -	\$ 1,125	\$ -	\$ -	\$ 1,125
	% to Average Tax Bill	0.00%	0.00%	0.19%	0.00%	0.00%	0.19%
Debt	\$(in Thousands)	\$ -	\$ -	\$ -	\$ 23	\$ 1,350	\$ 1,373
	% to Average Tax Bill	0.00%	0.00%	0.00%	0.00%	0.23%	0.23%

Existing HRFE staff and associated operating service costs from the fire stations in the Bedford and Sackville area will be transferred to the new campus. The tax implications of the required increases to the operating budget identified by staff to support the new facility within the next four fiscal years is estimated as follows:

Operating Budget Impacts	2023/24	2024/25	2025/26	2026/27
Lease Terminations (2)	\$ -	\$ -	\$ (111.31)	\$ (111.31)
Fire Apparatus Fuel & Mtce	-	-	33.00	33.00
New Fleet FTE (1 EVT)	-	-	127.14	127.14
Facility Operating Costs	-	-	515.00	515.00
New Fire FTE & Op Costs	-	-	-	-
Total \$ (in Thousands)	-	-	563.83	563.83
% to Average Tax Bill	0.00%	0.00%	0.09%	0.09%

Risks

Multiple briefing notes have been requested to consider advancing capital projects. There is a risk of impacts to project delivery as a result of internal staff resources and the construction industry.

Linked attachment: Information Report - Mill Cove Library and West Bedford Area Fire Station

Budget Adjustment List Briefing Note

BN073 – Eastern Shore Lifestyle Centre Capital Projects

COW Date: February 8, 2023

Business Unit: Property, Feet & Environment

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>		2024/25 Amount <small>(negative is savings/revenue)</small>
BN073	Capital	\$0 CB000080 \$0 CB210018		(One-Time) \$7,000,000 CB000080 – Sheet Harbour Recreation Center \$6,000,000 CB210018 – Sheet Harbour Fire Station
Four Year Impact	Fiscal Year	CB210018 - Sheet Harbour Fire Station	CB000080 - Sheet Harbour Recreation Center (Including Federal and Provincial Funds)	Operating Budget increases* (Facilities Maintenance)
	2023/24			
	2024/25	\$6,000,000	\$7,000,000	
	2025/26	\$4,000,000	\$8,000,000	
	2026/27			\$75,000
	* Additional impacts to future operating budgets upon the new facility opening will not be known until the design phase is complete and any related management agreements are developed.			
Adjustment Description	Budget Committee has requested a briefing note to provide options to advance the funding of the Capital Projects for the Eastern Shore Lifestyle Centre (Sheet Harbour Fire Station – CB210018 and Sheet Harbour Recreation Centre – CB000080) to commence over 2024/25 and 2025/26 fiscal years instead of the current timeline in the Capital Budget Book.			
Priority Alignment	Responsible Administration – Well Managed			

The proposed adjustment to the timing of funding being available in 2024/25 and 2025/26 for the construction of the new facility would improve the completion date by approximately seven months. Opening this facility earlier than currently planned would eliminate one annual service disruption experienced in Sheet Harbour due to the required winter closure of the Sheet Harbour Lions Centre.

The scope for the Eastern Shore Lifestyle Centre project is to construct a new facility that includes Halifax Public Libraries (the Library) space, a fitness centre, a community hall, and Halifax Regional Fire & Emergency (HRFE) Station 28. The new facility will be designed to meet Rick Hansen Gold designation as well as designed to be Net-Zero ready.

Municipal staff are currently completing due diligence activities to confirm that the most recently selected site is suitable for the construction of the Eastern Shore Lifestyle Centre and attached fire station. It is anticipated that the RFP for the design consultant team will be posted in April 2023 using previously approved funding.

The best option cash flow from both CB210018 – Sheet Harbour Fire Station and CB000080 – Sheet Harbour Recreation Center in order to have the new facility constructed and operational would be as follows:

Fiscal Year	CB210018 - Sheet Harbour Fire Station	CB000080 - Sheet Harbour Recreation Center (Including Federal and Provincial Funds)
24/25	\$6,000,000	\$7,000,000
25/26	\$4,000,000	\$8,000,000

Previously approved budgets are still available in both CB210018 – Sheet Harbour Fire Station (\$900,000) and CB000080 – Sheet Harbour Recreation Center (\$1,400,000), for a total of \$2,300,000 equating to 8% of the total budget which will be used toward the cost of design services for the facility.

HRFE is currently seeking alternative options to temporarily accommodate staff and apparatus and anticipates this will be available prior to construction.

There is a signed contribution agreement with the municipality, the provincial, and the federal government under the Investing in Canadian Infrastructure Funding Program (ICIP) for the Sheet Harbour Recreation Centre project. The municipality’s portion of the total \$15M project budget is \$8.4M and intended to be funded by debt. By escalating the project schedule by one year, there is sufficient overall debt capacity to increase the 2024/25 debt funding. There would not be any overall impact to the current expected long-term tax implications by escalating this project by one year as it was already intended to be debt-funded and the total project budget has not changed; annual debt capacity calculations and tax implications of debt repayments beginning one year earlier would need to be updated accordingly.

The Sheet Harbour Fire Station project is currently identified to be 100% funded by the Canada Community Building Fund (CCBF), formerly known as the Federal Gas Tax Fund. In order to escalate the work schedule by one year, the 2024/25 project budget of \$6 million would need to be funded instead by capital-from-operating or debt. The offset is that the CCBF funding would be adjusted accordingly in 2025/26 and 2026/27 among other eligible projects and allow additional work to be completed in other projects in those two fiscal years. The impact of this increase in 2024/25 budget is listed in the table below:

Funding Source	Change to Capital Plan	2023/24	2024/25	2025/26	2026/27	2027/28-2032/33	Total Impact
Capital-from-Operating (Annual Tax)	\$ (in Thousands)	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000
	% to Average Tax Bill	0.00%	1.00%	0.00%	0.00%	0.00%	1.00%
Debt	\$ (in Thousands)	\$ -	\$ -	\$ -	\$ 120	\$ 7,200	\$ 7,320
	% to Average Tax Bill	0.00%	0.00%	0.00%	0.02%	1.20%	1.22%

The tax implications to the operating budget within the next four fiscal years is estimated as follows:

- Facilities Maintenance – \$75,000 annualized increase for building operations;
- HRFE – none identified at this time;
- The Library – \$65,000 annualized increase for programming growth plus one additional new FTE;
- Recreation – TBD once design phase and management agreement development is complete.

Risks

- Multiple briefing notes have been requested to consider advancing capital projects. There is a risk of impacts to project delivery as a result of internal staff resources and the construction industry.
- The Provincial Department of Natural Resources and Renewables (DNR&R) is potentially submitting a formal request to lease space within the facility. If approved, this request would delay the project for various factors including negotiations, additional design and construction efforts, additional approvals, and additional capital.

Budget Adjustment List Briefing Note

BN074 – Green Network Coordinator

COW Date: March 29, 2023

Business Unit: Planning & Development

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount (negative is savings/revenue)	2024/25 Amount (negative is savings/revenue)
BN074	Expense	\$89,600* (Ongoing)	\$109,100
Four Year Impact	\$421,800		
Adjustment Description	This briefing note is in response to the February 7, 2023 motion of Regional Council to direct the Budget Committee to consider the inclusion of a full-time Green Network Coordinator staff position to lead implementation of the Green Network Plan and in alignment with Council's other strategic priority plans including Integrated Mobility Plan (IMP) and HalifACT as an option over budget as part of the Budget Adjustment Process (BAL) in the 2023/2024 Planning and Development budget and business plan.		
Priority Alignment	Environment		

* 2023/24 Amount is prorated based on estimated start date for FTE.

On January 25, 2022, Regional Council directed that staff evaluate the need for a coordinator to lead the Halifax Green Network Plan (GNP) and an updated parks strategy. A report responding to this motion was provided [to Regional Council on February 7, 2023](#).

Given the significant pressures on this year's budget, the report did not recommend that a new position be brought forward to Regional Council for consideration in this budget cycle. Recognizing the pressure on resources, staff advised that existing resources would focus on completing the Regional Plan review, which implements many GNP land use actions.

At Council's direction, this briefing note is being prepared to support Regional Council's deliberations on the Budget Adjustment List including the potential additional funding for a GNP coordinator position to advance work of the GNP sooner.

Background

The GNP is a priority plan. Over time, as staff and Regional Council have understood the wide-reaching nature of the priority plans, it has been recognized that the resources and budgets needed for implementation must also be provided as part of the approval process. Since the GNP was one of the earlier priority plans, this was not prepared as part of the Council report package.

After the GNP was adopted, the associated new Planner III position added to support the Plan's implementation relative to land use was likely insufficient. Since then, population growth and shifts in housing and market conditions have caused heightened concerns for HRM's natural areas.

To support full implementation of the GNP, an assessment of staffing levels across business units to align resources to the work is required, along with a phasing plan and proposed budget for any supporting staffing and/or consulting work. Until the Regional Plan is completed, there are insufficient existing resources within Planning & Development available to undertake this assessment.

GNP Coordinator Position

As noted in the February 7, 2023 report, should Regional Council choose to advance specific work on GNP matters other than those being considered through the Regional Plan, a Coordinator would aid in establishing appropriate resources for full plan implementation. Staff have consulted with the Environment & Climate Change team and there is agreement that it would be of benefit to both the GNP and HalifACT programs to hire a GNP Coordinator. The position could be housed in either group, but initially would reside in Planning & Development.

If funding for an additional position is not approved in the 2023/24 budget, implementation of the GNP will be advanced through the Regional Plan as initially indicated in the staff report. The broader assessment of overall resources and coordination across departments will be limited until that work is completed.

Budget Adjustment List Briefing Note

BN075 – Update on McDonald Park Ball Field Lighting

COW Date: February 17, 2023

Business Unit: Parks & Recreation

Tracking Id	Revenue, Expense, or Capital	2023/24 Amount <small>(negative is savings/revenue)</small>	2024/25 Amount <small>(negative is savings/revenue)</small>
BN075	Capital	\$0	\$0
Four Year Impact	One-Time Capital \$1,000,000 (+-25%) in 2025/26 On-Going Operating \$12,000 in 2026/27 (partial season cost in 2025/26)		
Adjustment Description	Budget Committee has requested a briefing note with an update on the 2014/15 approved project, “McDonald Park Ball Field Lighting” (deferred due to land tenure) including: a) Confirmation of the continuation of project planning in 2023/24; b) Information on tenure arrangements, leasing, timing related to land tenure, design & construction, and operating implications; and c) A recommendation for inclusion in the capital budget for design and construction to the Budget Adjustment List.		
Priority Alignment	Responsible Administration – Well-Managed		

In 2010, a new ball diamond site was selected for the area known as McDonald Sports Park (located at 280 Champions Way, Waverley, Nova Scotia). This area is on land owned by the Province of Nova Scotia, administered by the Department of Natural Resources and Renewables (“NSDNRR”) and leased to the Waverley Amateur Athletic Association (“WAAA”).

In 2010, Halifax Regional Municipality (HRM) and the WAAA entered into an Operating Agreement which provided HRM consent to construct a full-size ball diamond and HRM and WAAA would work together on maintaining and jointly developing the proposed playing field facility.

In 2011 the ball diamond was constructed with a proposed future phase 2 for playing field lights to allow for extended evening play and increased available hours for use. The approved 2014/15 Capital Budget allocated \$300,000 from Project Number CP000004 – Parks, Sports Courts & Fields – Service Improvement for McDonald Park Ball Field Lighting.

As indicated above, WAAA is leasing a significant portion of NSDNRR land which includes the ball diamond and parking lot. HRM does not have a direct property interest for the purpose of installing playing field lighting. For HRM to make the capital investment on the land, a direct property interest is required. To establish this interest, HRM began discussions to enter into a new land lease directly with the province for the ball diamond and parking lot areas, subject to the consent of WAAA and the Province. After significant reviews by both WAAA and HRM, as well as the province, a lease boundary has been conditionally accepted by the parties subject to a final plan of survey and confirmation agreement that WAAA can use the parking lot.

HRM is in the process of surveying the playing field and parking lot areas, which will serve as the new boundaries of a lease between HRM and NSDNRR. Prior to relinquishing their lease on the lands, WAAA has requested that HRM commit to allowing the use of the parking lot as WAAA has historically been

using it (parking and for maintaining trails). A draft agreement detailing these matters has been prepared by HRM and is currently under review by WAAA. The agreement will also be subject to approval of the province, as landowner. HRM continues to work with Nova Scotia Power Inc. (NSPI) on pole locations along Champions Way. This location exercise will enable an easement to be prepared for the power line to service future playing field lights. HRM has confirmed with the province that HRM will have the right to use Champions Way to access the final leased premises as part of the process to secure tenure and access.

Administrative Order 2018-004-ADM Respecting Real Property Transactions will guide the authority under which HRM approves the lease, with final agreement coming from the province, which is subject to provincial approval processes. While there is no confirmed date for approvals by the two orders of Government, HRM staff hope approvals can be achieved in 2023/24. An easement between NSPI and NSDNRR to allow NSPI to install poles and a powerline to service the playing field lighting will also be required. The approval authority for this easement does not rest with the municipality but HRM staff anticipate that this may occur at the earliest in 2024/25.

Once the lease, related easements, and access rights are finalized, detailed design will commence for the playing field lighting. Detailed design will include a geotechnical investigation for the proposed light bases, structural light base design, lighting design and detailed cost estimates. HRM staff are anticipating bringing forward the design portion of the project in 2024/25 and possible inclusion in the capital budget for construction in 2025/26. In addition to design and construction costs, HRM staff is projecting lease expenses based on the 2022 estimate of \$12,000 to be identified in a future operational budget.

The capital project (McDonald Park Ball Field Lighting) will only be brought forward by staff for Regional Council consideration in the budget once land tenure and associated agreements are confirmed.



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MEMORANDUM

TO: Chair Russell and Budget Committee members
CC: Cathie O'Toole, Chief Administrative Officer
FROM: Jerry Blackwood, CFO, Executive Director, Finance & Asset Management
DATE: February 8, 2023
SUBJECT: **VR001 – Information Technology Operating Budget Clarifications**

In response to the verbal request from Councillor Smith at the Budget Committee meeting of February 8, 2023, please see below for further explanation related to Information Technology's (IT) operating budget.

Question: Can you provide more information regarding the Service Management & Operations line item and the significant reduction in its budget?

Response:

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Chief Information Office	\$ 1,335,504	\$ 1,234,650	\$ 1,255,250	\$ 6,102,250	\$ 4,867,600	394.2
Data Analytics & Visualization	2,525,702	3,037,500	3,064,200	3,071,700	34,200	1.1
Architecture & Infrastructure	5,756,753	7,014,000	6,624,450	7,593,000	579,000	8.3
Strategic Planning & Delivery	1,429,320	2,829,200	2,226,950	2,691,200	(138,000)	(4.9)
Service Management & Operations	12,873,674	16,285,800	16,595,750	12,344,200	(3,941,600)	(24.2)
Cybersecurity	816,547	1,016,750	916,300	964,950	(51,800)	(5.1)
Net Total	\$ 24,737,500	\$ 31,417,900	\$ 30,682,900	\$ 32,767,300	\$ 1,349,400	4.3

The decrease of \$3,941,600 in this service area is attributed to the re-alignment of support and licensing contract costs tied to all our Enterprise Resource Planning (ERP) tools moving from the Service Management & Operations service area and now residing under the Chief Information Office service area.

The ERP function reports into the Chief Information Office. The ERP Delivery & Operations service area is responsible for the on-going management of these related contracts and support costs moving forward.

Question: Can you provide more information regarding the Office line item?

Response:

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 10,768,892	\$ 13,959,400	\$ 13,038,300	\$ 13,482,650	\$ (476,750)	(3.4)
Office	7,287,946	8,146,850	8,286,650	8,846,400	699,550	8.6
External Services	4,666,804	7,033,900	6,995,100	7,984,900	951,000	13.5
Supplies	40	-	-	-	-	-
Equipment & Communications	2,083,339	2,214,900	2,291,100	2,390,700	175,800	7.9
Vehicle Expense	196	-	-	-	-	-
Other Goods & Services	33,249	71,450	111,250	71,250	(200)	(0.3)
Interdepartmental	(75,394)	-	(31,400)	-	-	-
Total Expenditures	24,765,073	31,426,500	30,691,000	32,775,900	1,349,400	4.3

Revenues	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Other Revenue	\$ (27,572)	\$ (8,600)	\$ (8,100)	\$ (8,600)	\$ -	-
Total Revenues	(27,572)	(8,600)	(8,100)	(8,600)	-	-
Net Total	\$ 24,737,500	\$ 31,417,900	\$ 30,682,900	\$ 32,767,300	\$ 1,349,400	4.3

The Office expenditure category within the IT budget encompasses a variety of service contracts spread across several discrete categories as outlined in the table below. A brief explanation for the budget change is provided for your information.

Expenditures	2022/23 Budget	Budget Change	2023/24 Budget
6201 Telephone/Cable	1,275,800	49,450	1,325,250
6202 Courier/Postage	15,000	15,000	30,000
6203 Office Furniture	17,250	(1,400)	15,850
6204 Computer S/W & Licensing	6,423,800	603,200	7,027,000
6205 Printing & Reproduction	411,000	33,300	444,300
6207 Office Supplies	4,000		4,000
* Office	8,146,850	699,550	8,846,400

6201 – Telephone/Cable – anticipated increase in costs tied to mobile contract and related usage.

6202 – Courier/Postage – based on trends; expense is increasing due to volume of shipment of hardware to staff in remote locations.

6203 – Office Furniture – slight decrease anticipated.

6204 – Computer S/W & Licensing – combination of both inflationary increases and increased demand for licensing tied to several business systems.

6205 – Printing & Reproduction – anticipated increase tied to recently awarded Managed Print solution.

Question: Can you provide more information regarding the External Services line item?

Response:

The External Services expenditure category within the IT budget encompasses three discrete categories of costs as outlined in the table below. A brief explanation for the budget change is provided for your information.

Expenditures	2022/23 Budget	Budget Change	2023/24 Budget
6301 Professional Fees	3,500		3,500
6303 Consulting Fees	105,000	(105,000)	
6399 Contract Services	6,925,400	1,056,000	7,981,400
* External Services	7,033,900	951,000	7,984,900

6301 – Professional Fees – no change over previous budget year.

6303 – Consulting Fees – decrease of \$105,000 a result of reducing the expected spend on external services to support IT initiatives.

6399 – Contract Services – anticipated increase of \$1,056,000 is a direct result of general inflationary increases as well as the overall support costs attributed to the support, maintenance, and operational costs of the various business solutions leveraged by the municipality.



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TO: Chair Russell and Budget Committee members
CC: Cathie O'Toole, Chief Administrative Officer
FROM: John MacPherson, Executive Director, Property, Fleet & Environment
DATE: February 8, 2023
SUBJECT: **VR002 – Corporate Real Estate Position Clarification**

This Verbal Request was prepared with respect to Councillor Deagle Gammon's question at ~4:37:10 into the PFE Budget Committee video on February 8, 2023. A question was raised regarding the need for a real estate position when the municipality has a Corporate Real Estate division. It was advised that the additional Corporate Real Estate position is to address increased requirements on the Corporate Real Estate group (e.g., one IMP related, and one industrial park related works) and it is not accommodated within the positions now. Councillor Deagle Gammon asked for further clarification around the [2022 Auditor General Corporate Real Estate Audit Report](#) and whether that report was considered when the request for the new positions were put into the budget request, indicating that there may be implications from the Auditor General report.

In response to the verbal request from Regional Council at the Budget Committee meeting of February 8, 2023, staff offer the following:

Over the past several years, requests for services and support from Corporate Real Estate Acquisition, Disposal and Industrial Lands team have increased significantly with file load increases of 500%, driven by service and capital plan growth. Staff resources are beyond capacity resulting in project delivery delays, increasing file backlog, staff succession, and retention concerns. Implementation of these positions supports the municipality's Administrative Priorities – Responsible Administration, Our People, and Service Excellence and Council's Priority – Prosperous Economy.

The Industrial Lands Program Specialist will support staff efforts to successfully manage and deliver the municipality's long-term supply of industrial lands. The municipality is currently in a supply crisis and needs to get lands developed and to market or risk losing economic development opportunities and employment growth for the region. The Industrial Lands Program Specialist position will assist with the work ahead and address the recommendations of the 2022 Corporate Real Estate Audit Report.

The Senior Corporate Real Estate Officer position is a result of increased work from the Capital IMP corridors projects. The municipality-approved Integrated Mobility Plan has put unprecedented demand on acquisition work for several road corridors resulting a planned requirement for over 200 properties valued at over \$100M over the next two to seven years.

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TO: Chair Russell and Budget Committee members
CC: Cathie O'Toole, Chief Administrative Officer
FROM: David Thorpe, CIO, Executive Director, Information Technology
DATE: March 10, 2023
SUBJECT: **VR003 – Briefing note on Website Governance Review (IT) initiative**

This briefing note is in response to the verbal request from Regional Council at the Budget Committee meeting of February 8, 2023 (below):

Councillor Cuttell 1:11

How do we ensure content is current and accurate? How do we tighten that up? What is the process between IT and the other departments? How will the governance review seek to address these issues and streamline the functionality of the website? More information about the governance review was requested.

OVERVIEW



BACKGROUND

The current halifax.ca website was launched in 2017 as part of the Web Transformation Program. The goal for this updated website was to better connect residents, visitors and businesses to municipal information and services in a timely and accessible manner.

Since its launch, both the municipality and the role of a corporate website have evolved. Lack of clarity of roles and responsibilities, including the processes for adding and maintaining content, have led to concerns regarding the overall experience.

PURPOSE

The purpose of this initiative is to review the governance and service delivery models for the Halifax Regional Municipality's corporate web presence and develop an agreed upon operating model that aligns roles and responsibilities with current needs and direction.

The initiative will be led by Information Technology, in close collaboration with Corporate Communications. Business units across the organization will be engaged to actively support the project.

Key components of this initiative will be:

- A comprehensive review of existing documentation related to content management, service delivery and related processes
- Identification and engagement of key stakeholders to understand needs, challenges, and gaps. This will include workshops and consultation with a variety of stakeholders across the municipality, including business unit staff and content owners. These workshops will focus on identifying challenges based on resourcing, processes, and technology
- The development of a current state assessment of site governance and support, which will be based on a defined vision for the website and best practices from industry and jurisdictional scans. This will provide a holistic view of how to address gaps identified

The main deliverable from these activities will be a documented governance model for the creation and maintenance of municipal web content, including:

- A common vision for the municipality's web presence
- Recommendations and an action plan for the implementation of this future state including change management, training, and support materials for content owners
- Defined roles and responsibilities for the governance of the municipality's web presence
- Defined roles and responsibilities for the service and support of the municipality's web presence
- Documented processes in support of the governance and service delivery models
- Documented processes for the creation, maintenance, and deletion of content

TIMING

Initial assessment efforts have begun, with a target of completing a documented governance model by Q3 of 2023/24. Following approval by the CAO of the governance model, including associated recommendations and action plan, implementation is expected to begin by Q4 of 2023/24.



TO: Chair Russell and Budget Committee members
CC: Cathie O'Toole, Chief Administrative Officer
FROM: Ása Kachan, Chief Librarian & CEO Halifax Public Libraries
DATE: March 8, 2023
SUBJECT: **VR005 – Technology Lending Program**

In response to the verbal request from Regional Council at the Budget Committee meeting of February 10, 2023, Halifax Public Libraries is providing a summary of the **Bring The Library Home – WiFi Lending Program** at Captain William Spry Public Library (later expanded to Keshen Goodman Public Library).

In 2020, early in the global pandemic, Halifax Public Libraries was approached by TD Bank with an offer of a \$30,000 donation to the Library to support COVID-19 Emergency Relief.

Following Public Health guidelines, Halifax Public Libraries branches closed to the public on March 16, 2020 to reduce the spread of the COVID-19 virus. During the closure, Halifax Public Libraries observed a gap in community service for individuals and families who relied on the Library for internet access and free WiFi. The shift to digital services that accelerated during COVID-19 was difficult for individuals living in poverty who did not have access to technology and/or internet in their home. Whether it was to support a student completing homework, applying for benefits (CERB), virtual health appointments, simple personal banking and paying bills, accessing the latest COVID-19 updates, or staying connected to loved ones – without reliable access to internet in the home, individuals were challenged to complete vital tasks.

As part of the Library's immediate COVID-19 response, Library technology was provided on loan to shelters and group homes in high density areas (downtown Halifax and Dartmouth), however this approach did not reach low income people in suburban, residential communities such as Spryfield.

The Bring The Library Home – WiFi Lending Program was launched as a pilot program and focused on families and individuals in Spryfield who had financial barriers to internet access.

The Library was confident that there was an unmet need for internet access in Spryfield. Spryfield has the municipality's third highest Individual Poverty Rate (28.7%), and a critically high Child Poverty Rate (39.6%). In recent years, Spryfield has welcomed new Canadians and refugees, increasing its cultural diversity.

The staff at Captain William Spry Public Library leveraged their strong community connections to work with an active network of community partners in Spryfield, including Immigrant Services Association Nova Scotia (ISANS), Chebucto Connections, Nourish Nova Scotia, YMCA, Boys and Girls Club, Mobile Food Market, and the Chebucto Family Centre. These close community partners were instrumental in referring community members and families to the program.

Program Objectives:

1. To provide internet services and computer hardware to 50 vulnerable families in Spryfield, providing access to digital Library services, other digital information and services, and providing the means to virtual connections to friends and family, supporting their mental health and overall wellness.
2. To remove the financial burden associated with purchasing internet access during COVID-19 for families with financial barriers.

Program delivery & results

The donation from TD Bank allowed Halifax Public Libraries to purchase:

50 MiFi devices, which were loaded to provide 6-months of internet access; and

40 ChromeBooks.

The long-term loan period of six months was intended to ensure families had reliable internet for an extended period to deal with intermittent closures of public services. This was particularly important for individuals involved in online learning, who needed to be confident they would retain access through the school term.

The program was successful in Spryfield, but had room to grow; therefore in 2021 the initiative was extended to Keshen Goodman Public Library. To date, the library has loaned 99 Mi-Fi kits, and 71 ChromeBooks for six-month loan periods.

The items that were purchased with the TD Bank donation remain in the Library collection, and continue to be available to community.



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Halifax, Nova Scotia
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TO: Chair Russell and Budget Committee members
CC: Cathie O'Toole, Chief Administrative Officer
FROM: Brad Anguish, Executive Director, Public Works
DATE: March 8, 2023
SUBJECT: **VR006 – Clarification Regarding Public Works Presentation to Budget Committee**

ORIGIN

Response to the verbal requests from Regional Council at the Budget Committee meeting of February 14 and 15, 2023.

RESPONSE

Public Works is providing updates and acknowledges the following:

- Illegal dumping and littering fine details.
 - Illegal dumping tickets 2022/23 tickets to date = 42.
 - Fine amount is \$237.50; however, this will increase to \$697.50 per By-law S-600 Respecting Solid Waste Resource Collection and Disposal once accepted by the Department of Justice. The Municipality submitted a summary of offences for the Summary Offence Act on January 11, 2023.
- Semi-annual collision reporting.
 - Acknowledged.
 - Requires motion from Transportation Standing Committee. Public Works will implement upon direction.
- Senior Snow Removal Program report.
 - Attached.
- Cost of running Bayer's Lake household special waste facility per day.
 - Daily average facility operational costs are ~\$20,000.



**Senior Snow Removal
Program
2021/2022**

The 2021/2022 winter season was the eighth year the YMCA has operated the Senior Snow Removal Program.

The 2021/2022 program had 620 participants. This year we have moved away from the mailing system and we called every former client to confirm their participation in the program. Our maximum capacity was 638 clients. We also accepted many mail in application from new clients and connected with outside agencies who had individuals needing service.

Below is a breakdown of clients based on HRM District:

Senior Snow Removal 2020/2021 Client District List			
District	# of SSR Clients	Councillor	Catchment Area
District 1	35	Cathy Deagle Gammon	Waverley - Fall River - Musquodoboit
District 2	154	David Hendsbee	Preston - Chezzetcook - Eastern Shore
District 3	24	Becky Kent	Dartmouth South - Eastern Passage
District 4	30	Trish Purdy	Cole Harbour - Westphal
District 5	29	Sam Austin	Dartmouth Centre
District 6	32	Tony Mancini	Harbourview - Burnside - Dartmouth East
District 7	27	Waye Mason	Peninsula South - Downtown
District 8	35	Lindell Smith	Peninsula North
District 9	33	Shawn Cleary	Armdale - Peninsula West
District 10	27	Kathryn Morse	Halifax - Bedford Basin West
District 11	26	Patty Cuttell	Spryfield - Sambro Loop - Prospect Road
District 12	22	Iona Stoddard	Timberlea - Beechville - Clayton Park West
District 13	34	Pam Lovelace	Hammonds Plains - St. Margarets
District 14	35	Lisa Blackburn	Mid/Upp Sackville - Beaver Bank - Lucasville
District 15	44	Paul Russell	Lower Sackville
District 16	33	Tim Outhit	Bedford - Wentworth
Total	620		

SSR Contractors 2021/2022

SSR Contractors	HRM District Service Delivery
Anne Vincent Property Maintenance Limited	3, 5, 6
Never Greener Services	9, 11
Mark Gibeault Property Services	4, 8, 9, 11, 12, 16
Chris Mosher	1, 8, 13, 14, 15, 16
Kyle Conrad	7, 8, 9, 10, 12

SSR Contractors	HRM District Service Delivery
A & D Installations	6, 5
Tim Smith	2
Harry Marshall	2
Precise Property	2, 4, 6, 8, 9, 12
Nick Boutlier	3, 9, 11, 12, 13
Derek Burris	2, 4, 5
Miranda Cain	2, 4
Tyron Glasgow	2, 4

Concerns & Resolutions

This snow season was very challenging with all the strange weather. Most of our clients' concerns were quickly resolved such as; narrow walkway, back steps not being shoveled, no salt being put down and delays in snow being cleared. Most of these concerns were resolved by a matter of a phone call and/or a site visit by the Contractor. The Contractors and YMCA staff had many calls each snow/ice event with the above issues, causing the contractor to return to the property a second time.

Financial Report

The YMCA received the four financial installments from HRM for a total of \$600,000 as per the signed Five-year SSR Contract. We have **\$25,647.50** left in deferred which will be used for extra client capacity in the 2022/2023 snow season.

We are very happy to run this program in collaboration with HRM and we are excited for the 2022/2023 season.

Sincerely,

TL Johannesson
Senior Manager
The YMCA of Greater Halifax/ Dartmouth
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TO: Chair Russell and Budget Committee members
CC: Cathie O’Toole, Chief Administrative Officer
FROM: Kelly Denty, Executive Director, Planning & Development
DATE: March 13, 2023
SUBJECT: **VR007 –Additional Development Permit Fees Clarification**

This is further to a verbal request from Councillor Cleary at the Budget Committee meeting of February 17, 2023, regarding increased revenue following the adoption of additional development permit fees in 2019. The original staff report ([Proposed Amendments to Administrative Order 15, Respecting License, Permit and Processing Fees - Administrative Order for Planning and Development Fees](#)) projected a \$1.28M annual revenue increase with the approved planning application and subdivision fee increases in November 2019, the exception being the remainder of the 19/20 year, which noted an approximate \$500K projected increase. These estimates were based on volumes of the different types of fees being collected at that time.

The projected increases were not realized due to:

- The COVID-19 pandemic of March 2020; the financial effects of which could not be anticipated at the time of the report.
- Centre Plan policy changes moved projects from the ‘planning application’ stream to the as-of-right permit. Future policy changes were also not considered as part of the fee review and recommendations.

Planning & Development has experienced an approximately \$700K increase in revenue from 2021 onwards over the 2018/19 revenues as illustrated in the chart below.

