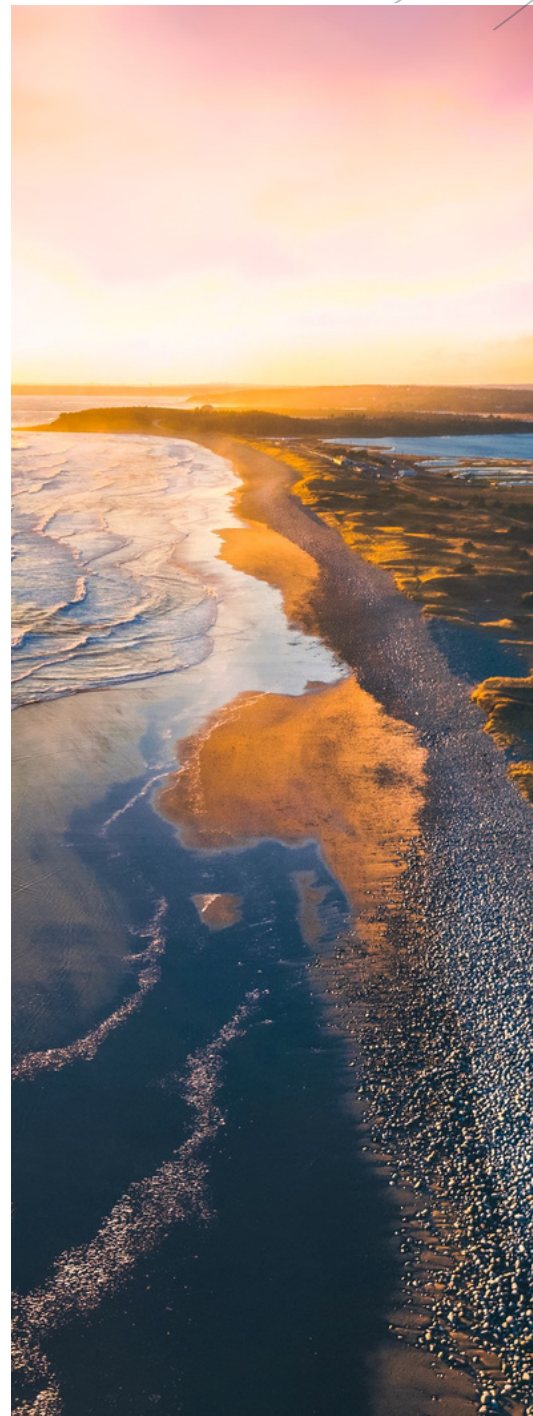


DRAFT

# Budget and Business Plan

2022-2023



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## Halifax Regional Municipality Key Map

**Population:** 465,000+ (more than one third of Nova Scotia's population)

Area: 5,577 square kms

**Coastline:** Over 400 km (250 miles) of coastline

**Trade:** 60 percent wholesale and 40 percent retail

**Port:** Second largest natural harbour, world's deepest harbour ice-free year round

**Travel:** Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

Other Facts:

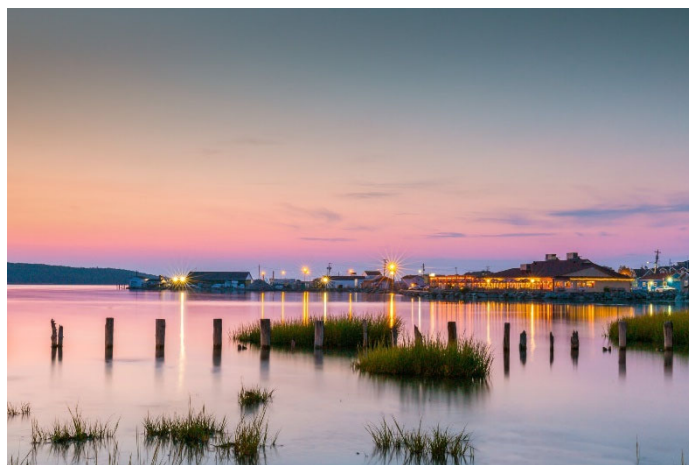
- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



# INTRODUCTION TO THE HALIFAX REGIONAL MUNICIPALITY

## PUBLIC SERVICES THAT SUPPORT A DYNAMIC AND INCLUSIVE REGION

The Halifax Regional Municipality (municipality) is the thriving economic hub of Canada's East Coast. For more than a decade, the municipality has been evolving its fiscal discipline and capacity to deliver quality public services, as well as form a solid foundation for future prosperity. The approach continues to deliver value for citizens and businesses. The results of the 2021 Resident Survey show that 76 per cent of respondents are at least satisfied with the delivery of all the services provided by the municipality. With the end of COVID-19 restrictions, business and consumer sentiment are expected to gradually return to pre-pandemic levels.



## OVERVIEW OF HALIFAX REGIONAL MUNICIPALITY

With a population of over 465,000 the Halifax Regional Municipality (municipality) is the largest and most diverse municipality within Nova Scotia. Approximately 47 per cent of Nova Scotia's population resides within the municipality, as well as over 52 per cent of the provincial gross-domestic product (GDP)<sup>1</sup>. The Halifax region has both significant suburban and rural areas, with a concentrated urban mix. Over the last five years, the Halifax Census Metropolitan Area (CMA) has experienced population growth well above its historical trend, even with the global impacts of the COVID-19 pandemic.



*Halifax City Hall*

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<sup>1</sup> Source: Canmac Economics, Halifax Region Economic Outlook- September 2021 Update

The municipality is dotted with coastline, islands and lakes. Halifax is considered as one of Canada's "hub" cities. Halifax is home to six university institutions, three community college campuses, various leading health centres, Canada's seventh busiest airport, one of Canada's most prominent container ports, as well as a wide variety of cultural, educational, scientific, financial and defence establishments. As the largest city east of Montreal, Halifax serves as the regional centre for approximately three million people<sup>2</sup>.

The Mi'kmaq First Nations were the original people to inhabit the Halifax region, and remain—the predominant Indigenous group in Nova Scotia.

The Mi'kmaq have existed here for thousands of years prior to contact with settlers. Today, the Mi'kmaq Nation have thirteen First Nations, with three located in the municipality (Kjipuktuk), including Acadia, Sipekne'katik and Millbrook.

The Indigenous population has been increasingly inclined to move to Halifax/Kjipuktuk urban area for school and employment opportunities. The Mi'kmaw Native Friendship Centre, located in Halifax, is the focal point for the urban Indigenous community, offering programming, social supports as well as community events and gatherings.

The French became the first European settlers briefly in the 1720s. The British landed in 1749, attracted by Halifax's large, ice-free harbour. Following the deportation of Acadians between 1758 and 1762, some Acadians settled in the Chezzetcook area – now the largest Acadian community in the Halifax region and one of the oldest surviving Acadian communities in Atlantic Canada.

In 1758, an election for the Nova Scotia Legislature took place in the town of Halifax, a forerunner to the later emergence of democratically elected governments in North America. Although originally founded by the English, early settlers included Swiss, Irish, Jews, Germans, New Englanders and United Empire Loyalists.

African Nova Scotians arrived both as Loyalists and later as Refugees during the War of 1812, settling in Preston, Hammonds Plains and the greater Halifax area. Today, the African Nova Scotian community continues to contribute to the rich history of the municipality.

Run largely by the Royal Navy, Halifax was on a war footing for most of its first 100 years. Halifax was a vibrant, busy port, as well as the birthplace of several of Canada's largest banks. Historical nuances have greatly influenced regional development, with over one million immigrants arriving in Canada through Pier 21 during the twentieth century post-war period in Europe.

Immigration has continued to this day. The municipality has strong, vibrant Lebanese, Greek, Arab and French communities.

The City of Halifax was first incorporated in 1842. It was later joined by the County of Halifax in 1879, City of Dartmouth in 1961 and the Town of Bedford in 1980. In 1996, these individual entities were amalgamated into the Halifax Regional Municipality.

The municipality's diverse economy spans many industries, including financial services; aerospace and defence; information and communication technology; ocean technology; energy; life sciences; and transportation and logistics. The municipality has one of the largest concentrations of post-secondary institutions and one of the most educated workforces in North America, with almost 70 per cent of the

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<sup>2</sup> Source: as calculated using Statistics Canada, Census 2016.

working age population with post-secondary certification. The municipality offers a sustainable, talented workforce for its knowledge-based economy.



# OUR STRATEGIC PRIORITIES PLAN

## VISION

The Halifax Regional Municipality's vision for the future is to enhance our quality of life by fostering the growth of healthy and vibrant communities, a strong and diverse economy, and a sustainable environment.

## MISSION

We take pride in providing high-quality public service to benefit our residents. *We make a difference.*

## VALUES

Respect • Collaboration • Diversity & Inclusion • Integrity • Accountability • Sustainability • Evidence-Based Decision Making

## COUNCIL PRIORITY AREAS

PROSPEROUS ECONOMY

COMMUNITIES

INTEGRATED MOBILITY

ENVIRONMENT

## ADMINISTRATIVE PRIORITY AREAS

RESPONSIBLE ADMINISTRATION

OUR PEOPLE

SERVICE EXCELLENCE

For the 2021 - 2025 Strategic Priorities Plan, a selection of key initiatives by Council Priority Area include:

### PROSPEROUS ECONOMY

A prosperous and growing economy positions the municipality as a business and tourism destination of choice, with economic opportunities for all.

- Cogswell District Project
- 2022 – 27 Economic Strategy
- African Nova Scotian Road to Economic Prosperity Action Plan
- Regional Plan
- Planning and By-law Simplification
- Community Land Trust Model
- Atlantic Immigration Program
- Halifax Connector Program

### Priority Outcomes

- Economic Growth
- Holistic Planning
- Talent Attraction, Retention, & Development

## COMMUNITIES

The municipality boasts strong social equity through meaningful engagement to build safer and more inclusive communities for all.

- Safe City and Safe Public Spaces Program
- Halifax Street Checks Report Response
- Community Risk Reduction
- Culture & Heritage Priorities Plan
- Youth Engagement and Support
- Park and Open Space plans
- Anti-Black Racism Strategy
- Implementation of HRM's Social Policy
- Response to Homelessness
- Increasing Food Security and Strengthening the Local Food System
- Affordable Housing and Development

### Priority Outcomes

- Safe Communities
- Involved Communities
- Inclusive Communities
- Affordable Communities

## INTEGRATED MOBILITY

The municipality offers safe, sustainable and accessible travel options to move conveniently throughout the region.

- Implementation of the Integrated Mobility Plan foundational policies
- All Ages and Abilities Regional Centre Bicycle Network (over 50km of connected bicycle facilities)
- Active Transportation Priorities Plan
- Windsor Street Exchange Redevelopment Project
- Rapid Transit Strategies (Ferry / Bus Rapid Transit)
- Strategic Road Safety Plan
- Transportation Capital Asset Renewal – Service Levels for Transportation Related Assets

### Priority Outcomes

- Connected & Healthy Long-Range Mobility Planning
- Safe & Accessible Mobility Network
- Affordable & Sustainable Mobility Network

## ENVIRONMENT

Leadership in climate change action and environmental protection – both as an organization and a region.

- Deep energy retrofits of municipal buildings
- Net-Zero new construction
- Incentive program for energy retrofits to existing buildings
- Implementation of the Electric Vehicle Strategy
- Decarbonization of public transit
- Increased protection and health of valuable ecosystems
- Improved waste diversion
- Climate Risk Management
- Protection of critical infrastructure against future climate and extreme weather impacts

### Priority Outcomes

- Net-Zero Emissions
- Climate Resilience
- Protected and Sustainable Environment



Key initiatives by Administrative Priority Area for the 2021 - 2025 Strategic Priorities Plan include:

### RESPONSIBLE ADMINISTRATION

The municipality enables appropriate stewardship of municipal affairs by being well managed, financially prepared, and community focused.

- Commercial Taxation Options initiative
- Corporate Performance Management Program (CPMP)
- Volunteer Strategy
- Fiscal Sustainability Strategy
- Service-Centered Budgeting and Reporting
- Community Engagement Strategy

### Priority Outcomes

- Well Managed
- Financially Prepared
- Community Focused

### OUR PEOPLE

The municipality is committed to diversity, inclusion and equity, and providing an engaging, healthy and safe work environment.

- Strategic Human Resources Planning
- Enhanced Workplace Culture
- Diversity & Inclusion Framework
- Diversity & Inclusion Recruitment Strategy
- Corporate Safety Strategy
- Corporate Health & Wellness Strategy

### Priority Outcomes

- Engaged & Skilled People
- Diverse, Inclusive & Equitable Environment
- Healthy & Safe Workplace

### SERVICE EXCELLENCE

The municipality innovates and makes evidence-based decisions to meet or exceed the expectations of the people we serve.

- Performance Excellence Program
- Digital Strategy
- Service Performance Measurement / Management

### Priority Outcomes

- Exceptional Customer Service
- Innovative Performance Excellence

# DISCUSSION AND ANALYSIS

The municipality's budget is driven by underlying economic, demographic and financial conditions. Regional Council sets the fiscal direction annually for the budget and prioritizes expenditures in accordance with their relative priorities. The budget is set within fiscal parameters underpinned by economic conditions.

## ECONOMIC ENVIRONMENT

The Halifax region's economy has higher real incomes and output per person than any other in the Atlantic region. The municipality accounts for 47 per cent of the provincial population, and approximately 52 per cent of the provincial GDP. Nova Scotia's economic fundamentals are mixed:

- According to the Nova Scotia Department of Finance, potential GDP growth for Nova Scotia (the economy's sustainable rate of growth over the long run) is roughly 1.5 per cent. This is largely due to slow growth in the labour force and relatively weak productivity growth, potential scarring from the effects of COVID-19 and trends seen in both Canada and other advanced economies.
- The full economic implications of the pandemic are being observed in real time; stagflation (high unemployment and trend inflation) is a higher probability risk due to historic tightness of labour markets, the legacy of unprecedented short-run fiscal and monetary support and a decline in trade propensities.<sup>3</sup>
- National monetary and fiscal policies are expected to remain supportive, with a short-term tightening of financial conditions expected to dampen headline inflation trends.
- Halifax's growth rate is *expected* to return to the pre-pandemic trend due to a combination of strong fixed investment (commercial and residential real estate), supportive financial conditions, return to above-trend immigration and public-private investments, such as federally funded shipbuilding, and the proliferation of higher productivity, export-oriented firms.

The Nova Scotia municipal sector faces the following challenges:

- While other Canadian municipalities receive cost sharing, collectively municipalities in Nova Scotia are net payers to the province. As such, the municipality will contribute \$180.2 million in 2022/23 to fund mandatory provincial costs including education, corrections, housing and assessment.
- Nova Scotian municipalities are heavily dependent on property tax. Approximately 83 per cent of the municipality's revenues come from property taxes. Property tax tends to be less responsive to short-run economic activity, but is a highly reliable source of revenue for local governments.
- Commercial real estate, already a volatile asset class, is facing higher relative uncertainty due to likely changes in behaviour from workers and demand per square foot per worker. This is likely to influence commercial assessment bases across Nova Scotia in the medium term, particularly in Halifax.
- Residential housing stock has experienced above-trend price growth, due to a combination of variable financial conditions and continued immigration. Predicting housing market behaviour requires an understanding of both macro conditions and local dynamics.

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<sup>3</sup> Bloomberg Economics, "The Era of Stagflation", January 2022

## FINANCIAL APPROACH

Regional Council's Fiscal Framework is designed to look out over the longer term with a one-year budget, a three-year overview and medium-term revenue forecasts. The annual Fiscal Framework focuses on balancing the municipality's economic profile with the following four key interrelated areas:

1. Operating expenditures and taxes;
2. Capital budget;
3. Debt stock and servicing costs; and
4. Reserve balances.

This adopted framework is illustrated in Figure 1 below.

*Figure 1A – 2022/23 Four Key Areas of Financial Management*



Each of these areas are fundamental to long-term sustainability. The **Operating Budget and taxes** fund recurring municipal services, as well as the following:

- Outstanding **debt servicing payments** (principal and interest);
- The cost of **capital projects** and the resulting operating costs; and,
- Contributions and withdrawals from **reserves**.

## ***Fiscal Sustainability Strategy and the Annual Budget Cycle***

In December of 2020, Regional Council passed its [Fiscal Sustainability Strategy](#) – fiscal sustainability is the capacity to provide and maintain existing programs without resorting to unplanned increases in rates or cuts in services. The Fiscal Sustainability Strategy puts a “speed limit” on municipal expenditures and lays the foundation to achieve the long-term goals of the community and safeguard its future. This strategy concluded the following:

- The municipality has entered a new phase of economic growth with historic growth in its population and economy. Prior to COVID-19, Halifax was one of the fastest growing CMAs in Canada.
- Concurrently, there has been an increase in public expectations for municipal services; and,
- Regional Council has approved a number of major city-building initiatives, where success is heavily dependent upon robust long-term planning, and significant new sources of revenue.

The [Fiscal Sustainability Strategy](#) recommends:

- Providing a Tax and Fee Revenue Strategy that will establish guiding principles for user fees and property taxes. Individual business units continue work on this with support from the municipality’s Finance & Asset Management department; and,
- Developing “Strategic Initiative” Reserves for projects that are tied to an approved Council strategy and are significant enough to lead to a discernable increase in the tax rate or special funding that is outside the normal budget process. This reserve business case was approved by Council on November 23, 2021.

## **ECONOMIC ASSUMPTIONS**

The municipality’s budget process establishes a series of economic assumptions and forecasts, including the following:

- Nominal Gross Domestic Product (GDP), personal disposable income and national fiscal and monetary policy levels affect both each other and economic welfare. These determine the fiscal parameters in which the municipality operates. Their influence on the municipal budget is significant over the medium/long-run;
- Demographics (population and dwelling units) and inflation are key drivers of the municipal budget and can have immediate impacts in the short run. Higher population levels and new homes lead to increased demands for services and bring additional tax revenues to help offset those costs. Inflation leads to immediate cost pressures and impacts both compensation and non-discretionary costs; and,
- Construction and leasing for new business and homes have a significant impact on municipal revenues. Other than tax rate changes, these revenues typically rise through the construction of new taxable properties or through higher leasing and occupancy of existing buildings.

Each year, the municipality’s Finance & Asset Management team establishes the economic assumptions for the budget through econometric estimates. In 2022/23 and forward, the municipality’s economic outlook is set to return to near trend growth. Additionally, there are consecutive years of historically high growth, largely from above-trend immigration, real estate investment and large-scale public projects getting under way. Core inflation remains a key driver affecting the costs of municipal services. The office market (Class A-B) has grown considerably, although due to slower rates of absorption and excess office space capacity,



office vacancy is likely to be a drag on future growth in commercial assessment. Current economic assumptions are shown in Figure 1B below.

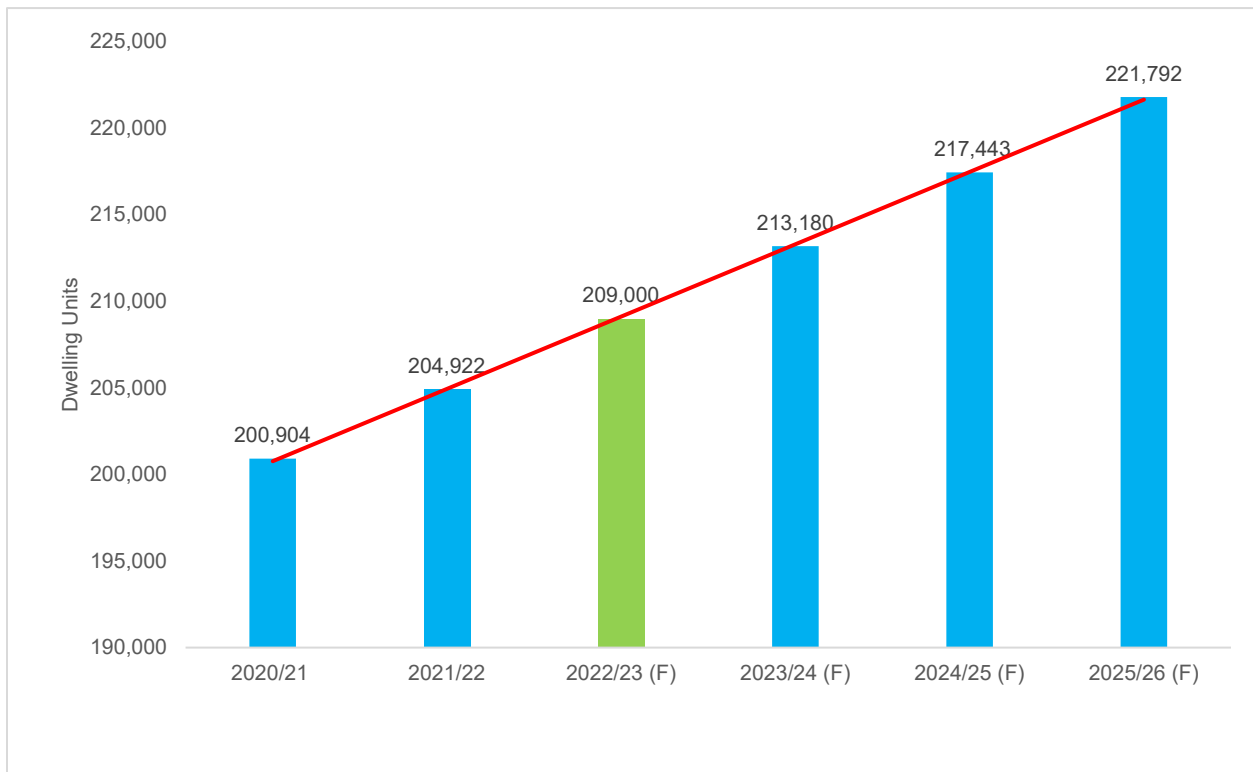
*Figure 1B – Halifax Region Economic Assumptions*

	2020/21	2021/22	Year 1 2022/23	Year 2 2023/24	Year 3 2024/25	Year 4 2025/26
Real GDP Growth (%)	-4.20%	3.20%	2.10%	2.50%	2.60%	2.60%
Personal Disposable Income	-3.00%	5.40%	4.30%	4.70%	4.80%	4.80%
Population Level	448,544	455,689	465,371	475,109	484,972	494,872
Percent change	2.10%	2.00%	2.10%	2.10%	2.00%	2.00%
Dwelling Units	200,904	204,922	209,000	213,180	217,443	221,792
Percent change	1.40%	2.00%	2.00%	2.00%	2.00%	2.00%
Inflation (NS CPI)	0.30%	1.10%	2.20%	2.30%	1.60%	2.80%
Employment Level (000)	227.6	235	237.3	239.6	241.9	244.3
Percent change	-2.70%	3.30%	1.00%	1.00%	1.00%	1.00%

Source: Canmac Economics, Halifax Region Economic Outlook – September 2021.

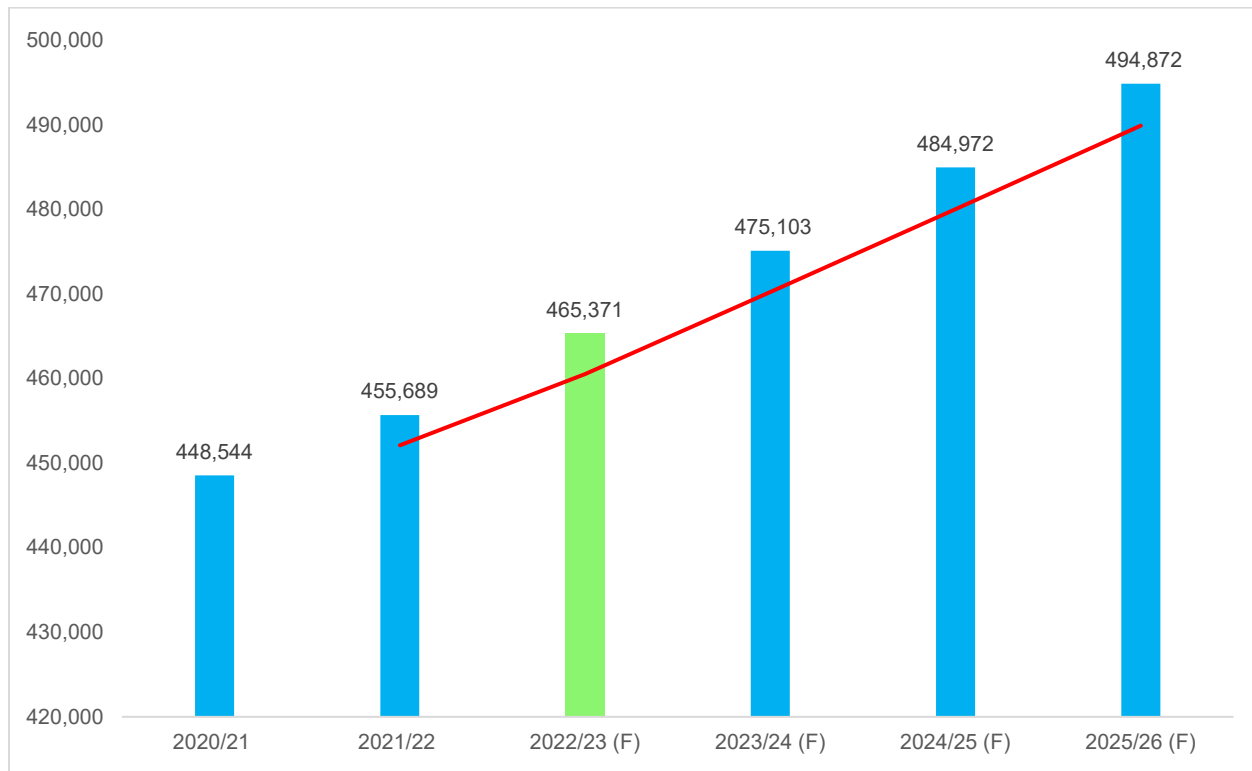
The municipality is currently experiencing above-trend levels of growth in both population and dwelling units. These trends are forecasted to continue following COVID-19 public health normalization. These trends are depicted in Figures 2 and 3 below. Longer-term impacts on labour markets, household and firm behaviours are uncertain.

*Figure 2 – Dwelling Unit Count, Actual and Forecast*



Source: Canmac Economics, Halifax Region Economic Outlook – September 2021

Figure 3 – Population Estimate, Actual and Forecast



Source: Canmac Economics, Halifax Region Economic Outlook – September 2021.

## OPERATING BUDGET

The Operating Budget includes expenditures that are required to run the municipality and provide essential services to citizens. The Operating Budget includes necessary items such as compensation for staff and contractors, fuel, building maintenance, materials, debt charges, and a transfer from the Operating Budget to the Capital Budget. These costs are offset by revenues, including property taxes (residential and commercial), tax agreements, payments in lieu of taxes, and a variety of fees and fines. Per provincial legislation, deficits are not permitted beyond one-year.

The 2022/23 municipal expenditures will total \$925.7 million. The municipality has both accountability and revenue-raising power for these expenditures. Major areas of cost increases are related to replacement and expansion of capital assets through capital from operating, restoring services that were removed during COVID-19 and public safety compensation increases. HRM's population has grown markedly since 2015. As a result, costs to provide municipal services have also increased, through growth in the number of new FTEs, compensation levels, and capital asset repair.

Figure 4 below shows the summary of the municipal budget balance, from 2021/22 to 2022/23:

*Figure 4 – Summary of Municipal Budget Balance, 2021/22 compared to 2022/23 (in millions)*

	<b>2021/22 Budget</b>	<b>2022/23 Budget</b>
<b>Gross expenditures</b>	1006.8	1105.9
Less: mandatory provincial costs	(173.8)	(180.2)
<b>Municipal expenditures</b>	<b>833.0</b>	<b>925.7</b>
Less: revenues	(260.2)	(312.8)
<b>Net municipal expenditures</b>	<b>572.8</b>	<b>612.9</b>
Less: general and transit tax levy	(572.8)	(612.9)
<b>Total</b>	<b>0.0</b>	<b>0.0</b>

The 2022/23 Budget dedicates \$180.2 million for provincial services, such as education, corrections, housing and property assessment. The municipality does not provide these services, nor is the municipality accountable for how the money is spent. Rather, under provincial law, all municipalities must levy taxes for these items and transfer the collected funds to school boards and other entities. The Figure above shows the share of Mandatory Provincial Costs that the municipality will collect in property taxes in 2022/23.

Historically, growth in per-dwelling unit municipal expenditures have correlated to the Nova Scotia Consumer Price Index (NS-CPI), with some built in volatility each year. As the number of dwellings increases (function of population growth), pressure on service costs increase. Because property taxes are levied on a market value proxy, taxes *broadly* reflect services provided, but not on a pricing basis as seen in power or water utilities.

The municipality's largest expenditure is compensation and compensation-related costs, driven by local labour market dynamics. Often, improved services mean more staff. For instance, expansion to transit services in the municipality is influenced by higher population levels as well as a demand for more services. In turn, this means a higher Capital Budget is required to support the purchase of additional buses. This also leads to additional bus drivers and transit support employees, funded through the Operating Budget. Please see the appendix for further details on full-time equivalent (FTE) employee counts.

Other significant costs for the municipality include contract costs (for services that are not provided by in-house municipal staff), fuel costs and Capital from Operating (which supports the Capital Budget). A full list of costs is included in Figure 5 below.



Figure 5 – Budgeted Expenditures by Category from 2021/22 to 2022/23

Expenditure by Category (\$ millions)	2021/22 Budget	2022/23 Budget	% Change
Compensation and Benefits	\$433.6	\$458.3	5.7%
Office	12.6	13.0	3.2%
External Services	132.3	155	17.2%
Supplies	4.7	4.6	-2.1%
Materials	3.7	3.6	-2.7%
Building Costs	17.2	17.6	2.3%
Equipment & Communications	8.7	8.8	1.1%
Vehicle Expense	26.1	31	18.8%
Other Goods & Services	26.5	26.9	1.5%
Interdepartmental	0.4	0.2	-50.0%
Debt Service	47.4	44.2	-6.8%
Other Fiscal	119.8	162.5	35.6%
<b>Total Municipal Expenditures</b>	<b>\$833.0</b>	<b>\$925.7</b>	<b>5.4%</b>

The municipality provides services through its various business units. These expenditures are detailed below in Figure 6.

*Figure 6 – Expenditures by Business Unit (in millions)*

<b>Business Unit</b>	<b>2021/22 Budget</b>	<b>2022/23 Budget</b>
<b>Public Safety Service:</b>		
Halifax Regional Fire and Emergency	76.9	78.5
Halifax Regional Police	99.4	100.9
RCMP	<u>29.4</u>	<u>32.3</u>
<b>Total</b>	<b>205.7</b>	<b>211.7</b>
<b>Public Services:</b>		
Halifax Transit	117.5	123.6
Halifax Public Libraries	29.3	29.2
Corporate & Customer Services	43.4	46.4
Parks & Recreation	43.0	50.2
Planning and Development	23.2	27.4
Transportation and Public Works	<u>110.1</u>	<u>119.1</u>
<b>Total</b>	<b>366.5</b>	<b>395.9</b>
<b>Governance and Support Services:</b>		
Auditor General	1.2	1.1
CAO Business Unit	13.2	15.6
Finance & Asset Management	19.1	19.5
Human Resources & Corporate Communications	12.0	11.7
Legal and Legislative Services	9.0	9.0
Information Technology	<u>26.9</u>	<u>31.4</u>
<b>Total</b>	<b>81.4</b>	<b>88.3</b>
<b>Total</b>	<b>653.6</b>	<b>695.9</b>
Fiscal Services	179.4	229.8
<b>Total Municipal Expenditures</b>	<b>\$833.0</b>	<b>\$925.7</b>

## TAXATION

Canadian municipalities rely on property tax as their major source of revenue. The municipality is similarly dependent. Approximately 17 per cent of total revenues come from sources other than residential and commercial property tax, various tax agreements and payments in lieu of tax.

Property tax is based on the theory that higher valued properties have a greater ability to pay tax – this largely holds true. There are two major components to the calculation of property tax: the assessed value of the properties and the property tax rate. The value of the assessment base is established annually by an independent agency, the Property Valuation Assessment Corporation (PVSC), using established international standards of real property assessment. Property tax is a reliable, stable source of revenues for local governments. It is less responsive to short-run economic conditions and experiences less drastic moves in revenue during economic expansions or contractions.<sup>4</sup>

Nova Scotia's assessment represents market values from the previous year, although single-family homes are eligible to have their values capped at the consumer price index (CPI). While growth in the residential sector continues, it is likely to moderate. Of note are the increasing number of new dwellings under construction, particularly apartments. The rate of growth in commercial assessment has fallen relative to its historic trend and is not expected to return until substantial vacancy is worked through.

The external shock of COVID-19 appears to have had opposing effects on real property. Residential markets (within Canada and within the municipality) have experienced even higher price growth since April 2020, while commercial real estate is experiencing falling prices and structural shifts due to uncertainty in worker and firm behaviour. Attempts at re-opening indicate a greater shift toward hybrid working and relatively less intense use of commercial space.

Figures 7 and 8 show residential and commercial assessment taxable values from previous years, as well as the actual assessment growth, respectively.

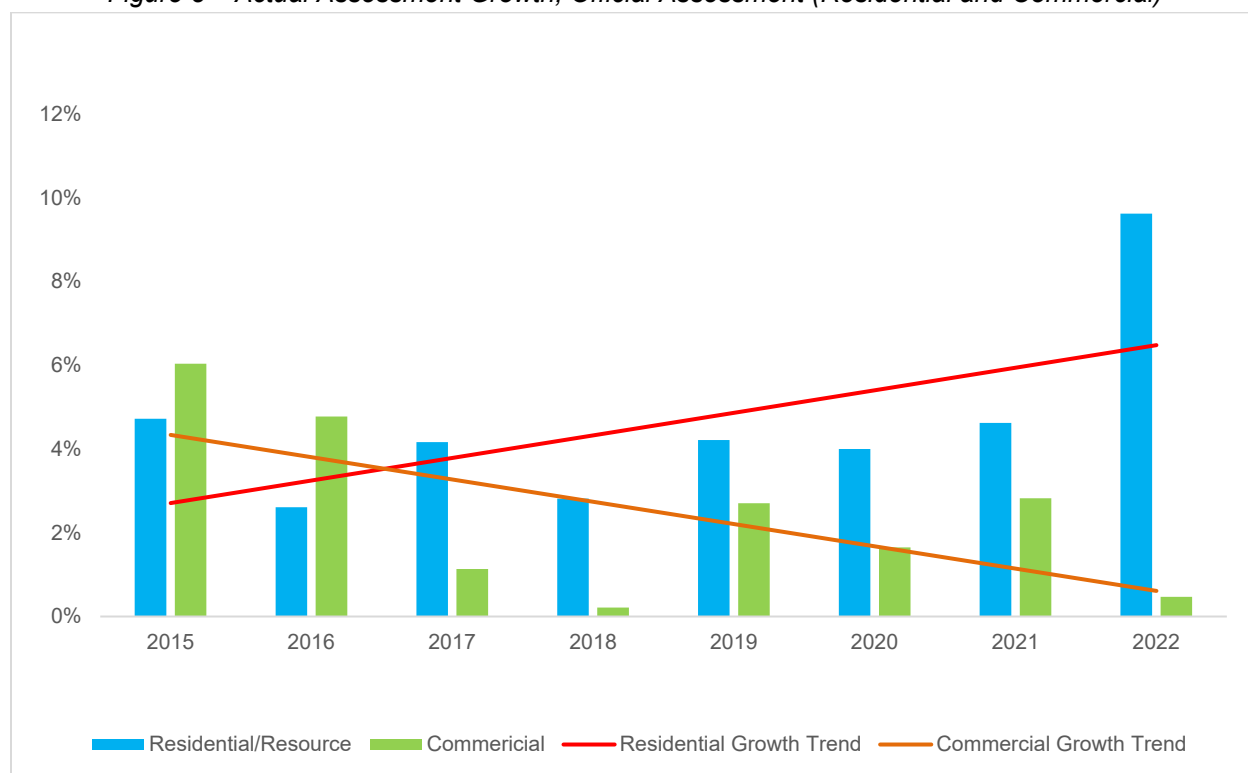
*Figure 7 – Residential and Commercial Assessment Taxable Value: 2015/16 to 2022/23 (in billions)*

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Residential</b>	34.46	35.36	36.84	37.87	39.47	41.05	42.69	46.79
<b>Commercial</b>	7.80	8.17	8.26	8.28	8.50	8.64	8.88	8.93

Source: Property Valuation Services Corporation (PVSC)

<sup>4</sup> The Economist Magazine, Property Taxes: An Unexploited Resource, June 27, 2013.

Figure 8 – Actual Assessment Growth, Official Assessment (Residential and Commercial)



Commercial property values experience substantial volatility in their price level compared to the residential market. The municipality has undertaken independent analysis of these trends through econometric modelling to better determine future fluctuations in the commercial market. The growth rate in the value of commercial properties exhibits a relationship with construction GDP (a sub-category of economic activity related to construction and real estate activity) with values set to grow moderately in the near term, largely due to excess supply of commercial space, increasing but still low real interest rates and revised space requirements by Firms.

For budget purposes, the municipality focuses not on the tax rate but instead on the final tax bill, which is a combination of changes in assessment and the tax rate. At the start of the budget process each year, Regional Council makes an initial decision as to the change in the average tax bill for residents and businesses through the Fiscal Framework. Council then reviews the proposed budget for each business unit, as well as the impact on services. After this review, Council then confirms or adjusts their decision on the average tax bill and calculates the final tax rates. Final tax rates, assessment and average tax bills are summarized below in Figure 9.



Figure 9 – Average Assessments, Tax Rates and Tax Bills

<b>Residential</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Δ 2021/22-2022/23</b>	<b>Δ% 2020/21-2021/22</b>
<b>Average assessment</b> (single family home)	<b>\$252,100</b>	<b>\$270,000</b>	<b>\$17,900</b>	<b>7.1%</b>
Urban tax rate (including transit rates)	0.813	0.794	-0.019	-2.3%
<b>Average tax bill</b>	<b>\$2,050</b>	<b>\$2,144</b>	<b>\$94</b>	<b>4.6%</b>
Change in average tax bill		4.6%		

<b>Commercial</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Δ 2020/21-2021/22</b>	<b>Δ% 2020/21-2021/22</b>
<b>Average assessment</b>	<b>\$1,469,900</b>	<b>\$1,462,000</b>	<b>(\$7,900)</b>	<b>-0.5%</b>
Urban tax rate	2.953	3.105	\$0.152	5.1%
<b>Average tax bill</b>	<b>\$43,406</b>	<b>\$45,395</b>	<b>\$1,989</b>	<b>4.6%</b>
Change in average tax bill		4.6%		

Available benchmarks for property taxes indicate that average taxes in the Halifax region compare favourably to other Canadian cities. While average taxes are growing, growth and income levels are outpacing residential taxes. In the 2022/23 fiscal year, residential taxes are expected to represent just over 1.2 per cent of regional income. Similarly, commercial taxes represent just over 2 per cent of GDP and 37 per cent of total tax revenues as of 2022/23, down from over 50 per cent in 1996/97.

The municipality has various tax rates, including three general tax rates that vary by urban, suburban and rural areas. Additionally, the municipality has two dedicated residential taxes for transit – a Local Transit tax (paid by those within one kilometre of a local route), and a Regional Transportation tax (applicable to a much larger area within the municipality). Specific tax rates are detailed below in Figure 10.

Figure 10 – Residential and Commercial Tax Rates

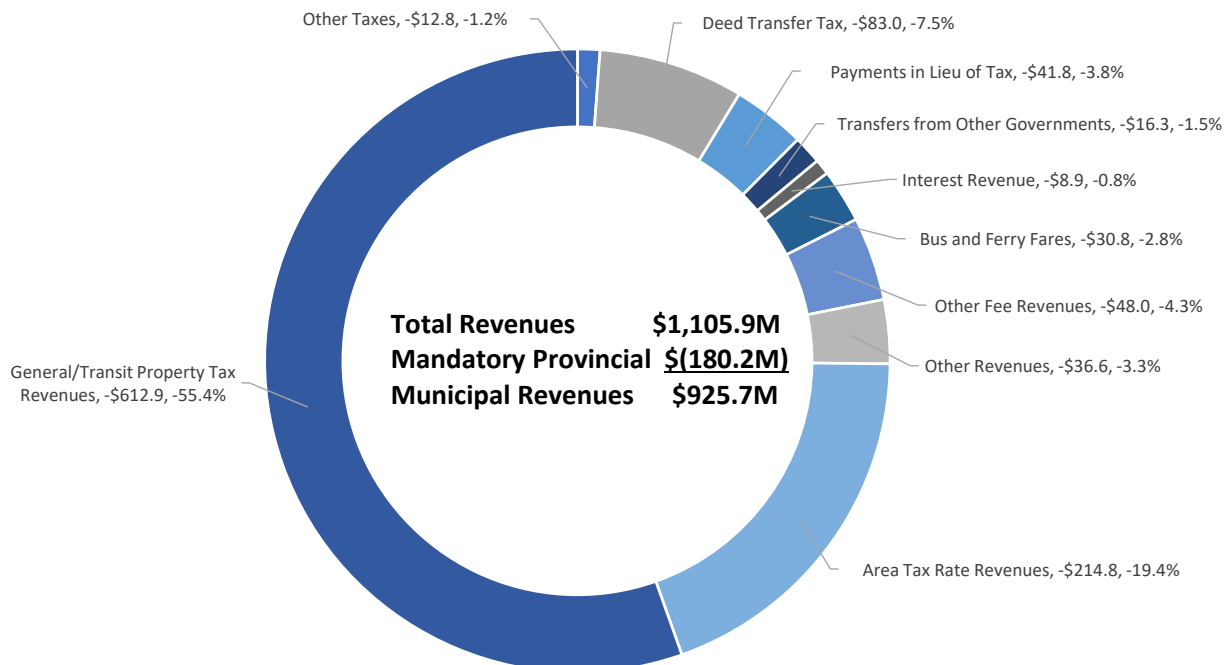
<b>Tax Rate (per \$100 Assessment)</b>	<b>2021/22</b>	<b>2022/23</b>
Urban residential	0.667	0.649
Suburban/rural residential	0.634	0.616
Transit: local + regional	0.146	0.145
Urban/suburban commercial	2.953	3.105
Rural commercial	2.616	2.751

## OTHER REVENUES

Property taxes and payments in lieu of taxes (PILT) form the most significant share of municipal revenues, as shown below in Figure 16. Due to above-trend growth in housing volumes and investment inflows, Deed Transfer Tax (a 1.5 per cent tax on the sale of properties) is the municipality's second largest source of revenues. In 2022/23, Deed Transfer Tax is forecast to raise \$83 million.

Deed Transfer Tax has seen historic growth, even relative to recent trends due to events in the residential market. Housing is now viewed by many as the new "risk-free asset," meaning demand for single-family homes and their prices have risen well-above trend in the last 24 months in the municipality. This is due to a combination of factors, including low real interest rates, demand for work-from-home preferences and a tentative shift from commercial office space to at home office space.

Figure 11 – Municipal Revenues by Type: 2022/23 (in millions)



## CAPITAL BUDGET

The Capital Budget funds the purchase, construction, and rehabilitation of assets. The municipality has a considerable asset base exceeding \$3.9 billion, that includes over 300 buildings, 921 parks and playgrounds, 3,800 lane kilometres of roads, 1,500 vehicles, and many other assets. The municipality uses capital from operating and reserve funds to avoid debt financing and to plan for known and recurring asset needs. The municipality's Capital Budget is also classified according to projects that repair assets ("Asset Renewal") and projects that enhance current services and/ or serve new homes and communities ("Growth"). In addition, there are a series of specific strategic initiatives.

Strategic initiatives refer to expenditures which require specific funding sources due to their scale. In the medium term, the municipality expects to fund these through targeted reserve contributions and making optimal use of debenture funding.

Many capital projects take more than a single year to plan, design and develop, with the associated capital funding approved within each budget year until project completion. Regional Council continues to recognize the need to be diligent in balancing the municipality's ability to fully complete capital projects against the desire for additional capital investment.

The upcoming Capital Budget allocates \$318.9 million in resources for 2022/23. Given federal policy changes to Cost-Sharing Programs and available reserve funding, new capital investment can fluctuate from year to year. 2022/23 Capital expenditures are detailed below in Figure 12.

*Figure 12 – Gross Capital Budget Summary (in thousands)*

Asset Category/Strategic Initiative	2021/22	2022/23
Buildings/Facilities	\$ 32,811	\$ 53,361
Business Systems	19,637	16,324
District Capital Funds	1,504	1,504
Outdoor Recreation	10,010	11,030
Roads, Active Transportation & Bridges	54,834	78,795
Traffic & Streetlights	3,712	5,944
Vehicles, Vessels & Equipment	41,650	22,708
Other Assets	2,355	31,747
<b>Total Base Capital</b>	<b>\$ 166,513</b>	<b>\$ 221,413</b>
Cogswell Interchange Redevelopment	\$ -	\$ 16,030
Halifax Forum Redevelopment	-	-
HalifACT Climate Action Plan Projects	4,900	73,373
Integrated Mobility Plan (IMP) Projects	6,500	8,165
<b>Total Strategic Initiatives</b>	<b>\$ 11,400</b>	<b>\$ 97,568</b>
<b>TOTAL CAPITAL BUDGET</b>	<b>\$ 177,913</b>	<b>\$ 318,981</b>

There are several major sources of capital funding. Capital from the Operating Budget is a transfer from the Capital Budget. The municipality has a policy that sets specific growth targets for Capital from Operating. Likewise, there is a debt policy which has traditionally focused on reducing debt levels. Following approval of the Fiscal Sustainability Strategy, additional debt will eventually be issued to accommodate growth within the municipality. Reserves and Gas Tax are also major sources of funding. Figure 13 below shows Capital Budget funding, matching expenditures in figure 12.

*Figure 13 – Capital Budget Funding (in thousands)*

<b>Source of Funds</b>	<b>2021/22</b>	<b>2022/23</b>
Capital from Operating	\$ 52,576	\$ 65,920
Reserves	34,811	52,054
Cda Community-Building Fund (Gas Tax)	26,265	47,275
Debt	53,413	91,553
Cost Sharing Agreements	10,848	62,179
<b>Total Base Plan Funding</b>	<b>\$ 177,913</b>	<b>\$ 318,981</b>

## DEBT

Debt is a financial tool used to help fund long-term capital expenditures. In 1999, the municipality began setting specific targets for debt. Overtime, this steadily reduced the debt level and associated debt charges (principal and interest) that must be repaid each year. Since that time, the municipality's debt has decreased by approximately 30 per cent. As a result of this debt management approach, the municipality now has the flexibility to fund future growth initiatives. In 2022/23, the total principal and interest payments (supported through property tax) is 4.8 per cent of expenditures. This 4.8 per cent is well below the 15 per cent ceiling, as established by the Province of Nova Scotia for municipalities as an indicator of financial health.

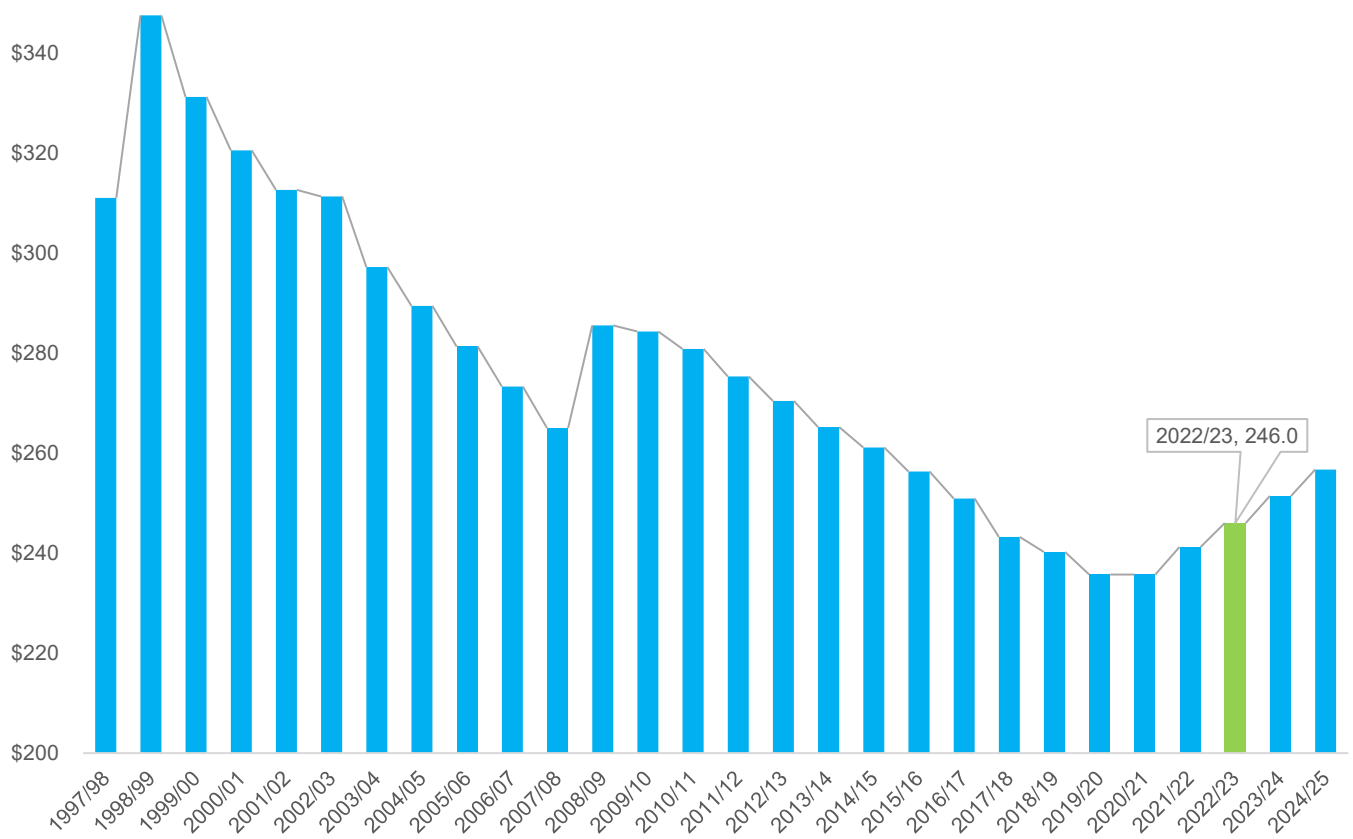
Under the [Fiscal Sustainability Strategy](#), the municipality adjusted its debt targets to ensure that:

- The municipality is on track to fund all ongoing renewal projects through non-debt revenues;
- Debt targets support advancing major Council Strategic Initiatives, such as objectives under HalifACT, the electrification of Halifax Transit buses, and the Integrated Mobility Plan (IMP); and,
- The level of debt is appropriate for the current growth and economic trajectory, and as the capacity gap on capital expenditures declines, the municipality will have the debt flexibility to support its planned infrastructure growth and the fiscal capacity to support debt servicing costs.

Figure 14 below shows the historical stock of municipal debt since amalgamation.



Figure 14 – Historical Stock of Nominal Municipal Debt, Trend Post Amalgamation (in millions)



## RESERVES

Reserves are funds set aside for future expenditures. Reserves are either capital or operating in nature – either part of the Capital Budget or Operating Budget. Certain reserves are required by legislation and have set restrictions. Reserve contributions come from operating funds or the sale of assets, such as surplus land or the sale of business park parcels.

Withdrawals from reserves must be authorized by Regional Council, through the budget process or by resolution (via the Audit and Finance Standing Committee). Used properly, reserves support long-term planning and enhance financial sustainability, by allowing unexpected or large expenditures to occur without significant impact to other services or tax rates.

The Financial Reserves Administrative Order (2014-015-ADM) outlines the Reserve Policy. Each reserve is supported by a business case outlining the reserve's objectives and the source and use of funds. Reserve balances are reported to Regional Council as part of quarterly financial reporting. The below Figure 15 shows a summary of reserves balances, from 2022/23 to 2025/26.

*Figure 15 – Summary of Reserve Balances, 2022/23 to 2025/26 (in millions)*

	2022/23	2023/24	2024/25	2025/26
Risk reserves	10.1	10.3	10.4	10.6
Obligation reserves	49.6	50.5	20.6	19.5
Opportunity reserves	207.6	212.7	251.7	277.9
<b>Total</b>	<b>267.3</b>	<b>273.5</b>	<b>282.7</b>	<b>308.0</b>

Note: Figures may not add due to rounding

# HALIFAX

## HALIFAX REGIONAL FIRE & EMERGENCY

2022/23 BUDGET AND BUSINESS PLAN



### MISSION

OUR MEMBERS ARE DEDICATED TO ENHANCING AND PRESERVING QUALITY OF LIFE, PROPERTY AND ENVIRONMENT THROUGH EDUCATION, LEADERSHIP, PARTNERSHIPS AND EFFECTIVE RESPONSE TO EMERGENCIES TO ENSURE THE CITIZENS OF HRM LIVE IN SAFE, INCLUSIVE AND WELCOMING COMMUNITIES.

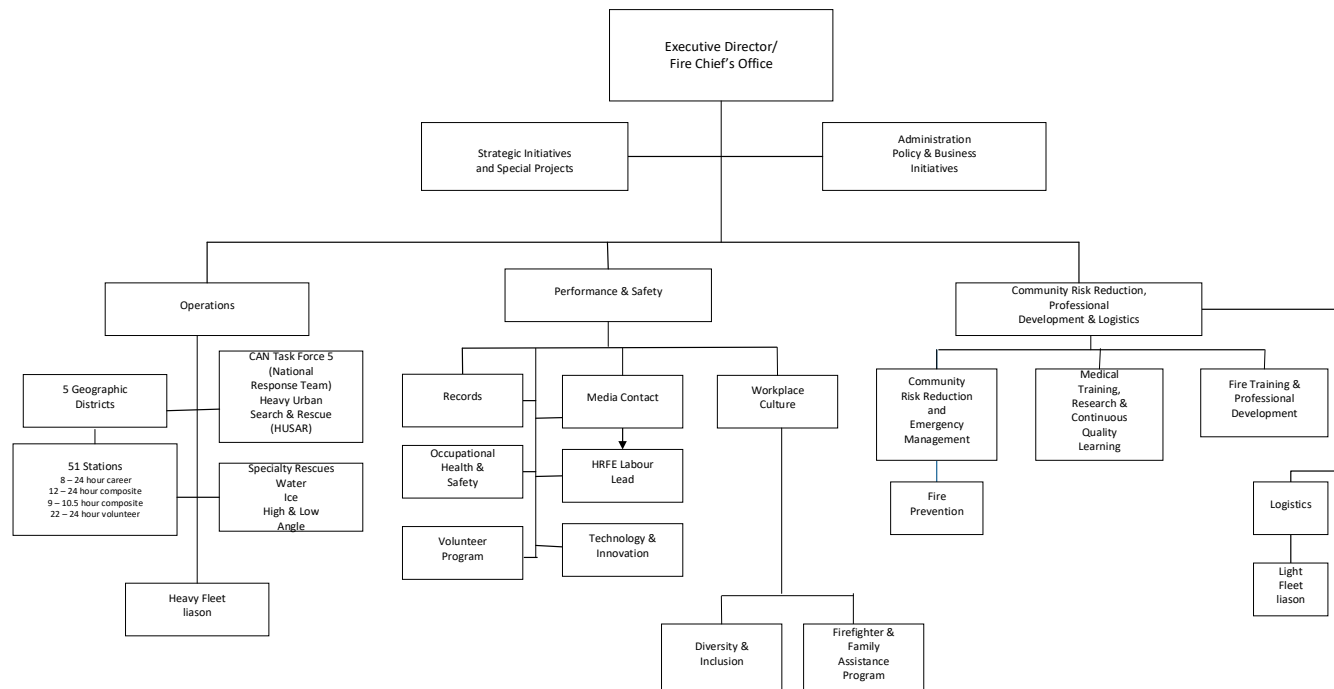
## HALIFAX REGIONAL FIRE & EMERGENCY OVERVIEW

Halifax Regional Fire & Emergency (HRFE) is committed to supporting Regional Council and Administrative Priorities through leadership of community safety initiatives, collaboration in holistic community planning and growth, and providing service excellence using innovation and best practices.

Halifax Regional Fire & Emergency (HRFE) serves and protects over 459,938 residents in a 5,577 km<sup>2</sup> area. Strategically located in 51 fire stations throughout the Halifax Regional Municipality (HRM or “the municipality”), career and volunteer fire crews provide a full range of services including:

- Fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education)
- Fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, collapse rescue, hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear & explosive), and heavy urban search and rescue (HUSAR))
- Pre-hospital emergency medical first response
- Emergency management (planning, response, mitigation, and recovery)

## HALIFAX REGIONAL FIRE & EMERGENCY ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	550.0	-	25.6	575.6	2,325,400
Capital	-	-	-	-	-
<b>Total</b>	<b>550.0</b>	<b>-</b>	<b>25.6</b>	<b>575.6</b>	<b>\$ 2,325,400</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

The Full Time Equivalent (FTE) increase of 14.6 includes: 8.0 FTE's for Fire Inspectors, 4.0 FTE's for specialist positions to address concerns raised in the Auditor General's Fire Prevention report, 1.0 FTE for an Assistant Coordinator, Emergency Management to address ongoing needs of the homelessness file, 0.8 FTE for a Volunteer Sector Outreach Intern and 0.8 FTE for a Quality Improvement Intern. 12 Firefighters were included in the 2021/22 FTE count, but, were partially funded within the existing budget; the fully funded amount was included in the 2022/23.

10 new Firefighter FTEs with an expected training start date of February 2023 were added and approved as part of the Budget Adjustment List (BAL) to be funded by reducing the existing overtime budget in 2022/23 and an offsetting reduction in the Overtime Budget in the 2023/24 budget. 1 new Assistant Emergency Management Coordinator (for a one year term) was also added, following the BAL decisions, as a one time operating expense. As vacancies are filled, it is expected there will be some capacity within the overtime budget to address future staffing pressures. HRFE currently has 506 active volunteer firefighters who are not included in this table.

## STRATEGIC INITIATIVES (2022/23)

## INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

**Comfort Centres / Emergency Generators**

The municipality is mandated under the Emergency Management Act to prepare and approve emergency management plans. Part of the preparedness strategy is to have facilities which can be used as emergency comfort centres available to citizens when needed. Emergency generators are being strategically located in facilities throughout the municipality to ensure adequate coverage and availability to all citizens. HRFE works with other internal municipal business units (Halifax Public Libraries, Parks and Recreation) on selecting appropriate locations.

**Participation in Federal Heavy Urban Search and Rescue Program (HUSAR)**

As per Council direction in 2018, HRFE has re-engaged with the Federal Heavy Urban Search & Rescue (HUSAR) Program. HUSAR Task Forces are interdisciplinary teams comprised of specialists from across the emergency response spectrum. HUSAR teams are required to be completely self-sufficient for up to seven days during a crisis event. Their capabilities include technical skills including structural assessment, building collapse, confined space rescue, trench rescue, emergency medical treatment, logistics, communications, technical search, canine search as well as search and rescue. HRFE is in phase two of a multi-year HUSAR implementation plan. In 2021, HRFE was successful in moving to a more sustainable funding model, where two grants are provided throughout the year and is cost-shared at 25% municipal and 75% federal funding.

## **Community Risk Reduction**

The Community Risk Reduction division will continue to conduct risk assessments in conjunction with our partners (when resources permit) throughout the municipality that will use data to identify high risk areas, based on information such as population density, response times, and Critical Infrastructure Protection and Hazard Risk Assessments. The information will be used to identify measures to protect these assets so they remain accessible during crisis events. HRFE conducts Fire Safety Maintenance Inspections (FSMI) as part of its legislated responsibility to conduct inspections on selected occupancy types.

## **Enhance Crisis Communication Capacity**

As part of an overall emergency management strategy to enhance the municipality's emergency response capacity, Incident Command System (ICS) training and crises communication exercises will resume when current COVID-19 restrictions/limitations permit to prepare Regional Council and staff to continue operating the municipality and support emergency response during a disaster. The Emergency Management Division will lead the development and execution of an Emergency Communications Solutions Strategy (ECSS).

## **COVID-19 Community Protection / Service**

In response to COVID-19, the municipality is meeting the needs of residents in a variety of ways, such as partnering with the Province of Nova Scotia, Nova Scotia Government Employees Union (NSGEU), and International Association of Fire Fighters (IAFF) to train our career firefighters to administer COVID-19 testing to our residents. After completing the "Return To Work" Framework for the municipality, HRFE continues to work closely with Public Health and Corporate Safety to support all business units as they implement the framework and adjust to the evolving situations to provide a safe workplace for staff and service delivery to our residents.

## **INITIATIVES SUPPORTING HALIFACT**

### **Capacity Building for Climate Adaptation - Improve Emergency Management Communications and Coordination (Environment – Climate Resilience)**

Develop inclusive and diverse policies and procedures for emergency management incorporating neighbouring jurisdictions, emergency management stakeholders, and First Nations communities. This includes public facing literature in multiple languages.

### **Capacity Building for Climate Adaptation - Integrate Climate Change Initiatives into Emergency Management Planning (Environment – Climate Resilience)**

The Emergency Management Committee approved an Emergency Management Technology Roadmap to support managing multiple new projects associated with HalifACT dependent on technology including but not limited to: exploring options for additional hydrometric sensor stations; and working with business units and Halifax Water to capitalize on existing resources available to support various Emergency Management incentives.

### **Risk and Vulnerability Assessments - High Level Risk Assessment (HLRA) for Critical Infrastructure (Environment – Climate Resilience)**

HRFE will support Planning and Development (P&D) in the development of a Hazard Risk Vulnerability Assessment project charter and program road map which will provide the information needed for an HLRA.



## Risk and Vulnerability Assessments - Hazard Risk Vulnerability Assessment (HRVA) (Environment – Climate Resilience)

The Municipal Emergency Plan requires an updated HRVA in order to be complete. The HRVA covers the entire municipality and involves identifying community risk profiles and possible strategies to minimize these risks. From this assessment, HRFE will generate a report and submit for Regional Council's consideration including an updated Municipal Emergency Plan. The HRVA has a very large component of both climate impacts and also public safety.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

### Diversity & Inclusion

HRFE will continue to embed diversity & inclusion into all operations by:

- Continuing the Building a Better Fire Service – a learning program with specific training for leaders
- Reviewing all aspects of the Strategic Plan with a diversity and inclusion lens
- Commence working on a code of conduct that reflects the values of diversity and inclusion

HRFE will build a community of practice for diversity and inclusion partners, allies, and champions. This will include ongoing work by HRFE outreach and cultural advisory committees working with communities and groups in the municipality as well as participation in national communities of practice and fire service associations. HRFE will also continue to be active contributors to the Diversity Champions Committee and Accessibility Committee.

Finally, HRFE will build on hiring practices and policies which support an equitable and inclusive workforce. HRFE will evaluate the impact of the competency & equity-based hiring approach for firefighters and make recommendations to senior leaders where opportunity for improvement is identified. Also, HRFE will seek opportunities for outreach activities with underrepresented groups and communities.

## HRFE BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Fire Chiefs Office	\$ 455,765	\$ 489,400	\$ 489,400	\$ 500,000	\$ 10,600	2.2
Performance and Safety	5,023,848	5,339,700	5,382,400	5,434,000	94,300	1.8
Operations	58,388,948	61,549,400	61,629,600	61,133,900	(415,500)	(0.7)
Comm. Risk Reduction Prof. Dev., Logistics	7,529,595	9,242,800	9,271,600	11,152,100	1,909,300	20.7
<b>Net Total</b>	<b>\$ 71,398,156</b>	<b>\$ 76,621,300</b>	<b>\$ 76,773,000</b>	<b>\$ 78,220,000</b>	<b>\$ 1,598,700</b>	<b>2.1</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 76,621,300</b>
Compensation Changes:	
New Positions and Salary Adjustments	2,344,300
Assistant Emergency Management Coordinator	75,000
JEM education and programming	55,000
Increase in Vacancy Management	(897,000)
Other Budget Adjustments:	
Increase to Snow Clearing Contract	31,400
Enfield Volunteer Station Agreement	25,000
Reduce Personal Protective Equipment (PPE)	(58,800)
Miscellaneous Adjustments	23,800
<b>Total Changes</b>	<b>\$ 1,598,700</b>
<b>2022/23 Budget</b>	<b>\$ 78,220,000</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 69,420,081	\$ 73,392,200	\$ 74,035,600	\$ 74,914,500	\$ 1,522,300	2.1
Office	174,652	243,700	222,200	243,700	-	-
External Services	319,339	312,500	395,000	343,900	31,400	10.0
Supplies	570,374	936,200	776,500	906,200	(30,000)	(3.2)
Materials	1,668	-	1,000	-	-	-
Building Costs	215,245	220,600	184,600	216,600	(4,000)	(1.8)
Equipment & Communications	578,200	579,600	717,600	578,600	(1,000)	(0.2)
Vehicle Expense	11,729	-	84,000	-	-	-
Other Goods & Services	571,769	1,032,900	1,006,000	1,112,900	80,000	7.7
Interdepartmental	15,094	-	5,000	-	-	-
Other Fiscal	155,618	156,300	156,300	156,300	-	-
<b>Total Expenditures</b>	<b>72,033,767</b>	<b>76,874,000</b>	<b>77,583,800</b>	<b>78,472,700</b>	<b>1,598,700</b>	<b>2.1</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Fee Revenues	\$ (21,146)	\$ (21,100)	\$ (21,100)	\$ (21,100)	\$ -	-
Other Revenue	(614,466)	(231,600)	(789,700)	(231,600)	-	-
<b>Total Revenues</b>	<b>(635,612)</b>	<b>(252,700)</b>	<b>(810,800)</b>	<b>(252,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 71,398,156</b>	<b>\$ 76,621,300</b>	<b>\$ 76,773,000</b>	<b>\$ 78,220,000</b>	<b>\$ 1,598,700</b>	<b>2.1</b>

## HRFE SERVICE AREA PLANS (2022/2023)

### CHIEF'S OFFICE

The Chief's Office provides strategic leadership in the advancement of HRFE's mission and vision to serve and protect the residents of Halifax Regional Municipality.

#### CHIEF'S OFFICE KEY DELIVERABLES (2022/23)

Responsible Administration – Well Managed
<p><b>Fire Emergency Fleet Operational Review and Optimization – Phase I</b> (Est. Completion: Q4 2022/23)</p> <p>A collaborative review of Fire emergency heavy fleet will be conducted with representatives from Corporate &amp; Customer Services (CCS), HRFE, and Enterprise Asset Management. The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, provide better data for future asset management planning and budget considerations. The project will also look at more opportunities to make HRFE's heavy and light fleet greener.</p>
<p><b>Emergency Fleet &amp; HRFE Service Level Agreement</b> (Target: Q4 2022/23)</p> <p>In partnership with CCS, HRFE staff will develop a Service Level Agreement document and present to the Executive Directors for sign off, review and update the HRFE Vehicle Inspection process, and continue to monitor key performance indicators to adjust where necessary.</p>
<p><b>Facility Maintenance Service Level Agreement</b> (Target: Q4 2022/23)</p> <p>In partnership with CCS, HRFE staff will develop a Facility Maintenance Service Level Agreement and present to the Executive Directors for sign off. Staff will monitor key performance indicators to identify areas for improvement.</p>
<p><b>HRM &amp; Halifax Port Authority Risk Assessment Evaluation</b> (Target: Q4 2023/24)</p> <p>HRFE is working with the Halifax Port Authority (HPA) on a Risk Assessment evaluation and will be continuing to address the identified risks in the harbour and on HPA lands.</p>
<p><b>Fire Underwriters Survey (FUS) - Superior Tanker Shuttle Accreditation</b> (Est. Completion: Q4 2022/23)</p> <p>To facilitate the FUS recertification process for the Superior Tanker Shuttle Accreditation, HRFE will work with Corporate Fleet to complete the department profile on the Fire Underwriters Survey (FUS) Municipal Portal Site. FUS postponed their evaluation due to COVID 19 and it is expected that this work will be completed in 2022/23.</p>
<p><b>Implementation of HRFE's Strategic Plan</b> (Target: Q4 2022/23)</p> <p>This year, HRFE will publish and share its Strategic Plan and commence implementing the actions and goals identified in the plan and will work to transition that work into future business plans.</p>

**Progress towards Council's Emergency Response Time Targets** (Target: Q4 2022/23)

To address the Administrative Order's service levels and progress towards Council's Emergency Response Time Targets, HRFE will continue to improve its ability to recruit and train new volunteer firefighters and review career firefighters requirements while also growing. In addition, HRFE will review staffing requirements to advise Council on future staffing options.

**Service Excellence – Exceptional Customer Service**

**Agency Accreditation** (Target: Q4 2022/23)

HRFE has registered an "Expression of Intent" with the Center for Public Safety Excellence (CPSE) and this year will establish an HRFE "Standards of Cover" in alignment with Council's Administrative Order and continue required self-assessments for future accreditation.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion  
Target applies to new deliverables and is the original target completion date*

## OPERATIONS

Operations is committed to supporting Council priorities through the provision of emergency service to every part of the municipality operating out of 51 fire stations:

- 8 - 24hr Career Firefighter Stations
- 12 - 24hr Composite Stations (Career & Volunteer Firefighters)
- 9 - 10.5hr Composite Stations (Career & Volunteer Firefighters)
- 22 - Volunteer Firefighter Stations

### SERVICES DELIVERED

#### Fire & Emergency Services

This service consists of career and volunteer firefighters providing a full range of emergency services including:

- Fire Suppression and Rescue
- Technical Rescue & Auto Extrication
- Hazardous Materials/Dangerous Goods Response
- Trench Rescue
- Confined Space Rescue
- Pre-hospital Emergency Medical First Response Services
- High/Low Angle Rope Rescue
- Marine Firefighting/Shore Line Protection
- Ice/water Rescue
- Chemical biological radiological nuclear & explosive (CBRNE) – Provincial Team
- Heavy Urban Search and Rescue (HUSAR) – National Emergency Response Team (Task Force 5)
- Remote Piloted Air Systems (Drone) Program

SERVICE DELIVERY MEASURES<sup>1</sup>

*\*HRM is excluded from the 2019/20 Municipal Benchmarking Network Canada (MBNC) Median Calculations as the municipality is no longer a member of MBNC*

**Total Fire Cost Per Staffed Fire In-Service Vehicle Hour (entire municipality)**

Fiscal Year	2017/18	2018/19	2019/20	2020/21
HRM	\$66.37	\$69.73	\$71.00	\$69.52
MBNC MEDIAN	\$318.31	\$295.97	NA	NA

**Number of Staffed Fire In-Service Vehicle Hours per Capita (entire municipality)**

Fiscal Year	2017/18	2018/19	2019/20	2020/21
HRM	3.15	3.17	3.11	2.97
MBNC MEDIAN	0.65	0.65	0.58*	0.55*

**Rate of Residential Structural Fires with Loses per 1,000 Population**

Fiscal Year	2017/18	2018/19	2019/20	2020/21
HRM	0.69	0.70	0.52	0.58
MBNC MEDIAN	NA	0.40*	0.37*	0.44*

*MBNC Rate of Residential Structural Fires with Loses per 1,000 Households was converted to Rate of Residential Structural Fires with Loses per 1,000 Population*

**Residential Fire Civilian Related Fatalities Per 100,000 Population**

Fiscal Year	2017/18	2018/19	2019/20	2020/21
HRM	0.69	1.86	0.23	0
MBNC MEDIAN	0.49	0.62	0.58*	0.47*

**Residential Fire Related Injuries Per 100,000 Population**

Fiscal Year	2017/18	2018/19	2019/20	2020/21
HRM	1.39	2.32	1.14	0.65
MBNC MEDIAN	5.27	4.85	NA	NA

<sup>1</sup> MBNC Median Performance Measures are from "2018 Performance Measurement Report – Fire & Rescue Services" and "2019 Fire & Rescue Services Performance Measurement Report" available at [mbncanada.ca](http://mbncanada.ca)

## OPERATIONS KEY DELIVERABLES (2022/23)

Communities – Safe Communities
<p><b>Heavy Urban Search &amp; Rescue (HUSAR) Implementation Plan</b> (Target: Q4 2022/23)</p> <p>Develop a multi-year HUSAR implementation plan in partnership with Public Safety Canada and strategy to improve resiliency for the municipality, Nova Scotia, and Canada.</p>
<p><b>Improve Emergency Response Times</b> (Target: Q4 2022/23)</p> <p>To meet the 2018 Council-Approved Response Time Targets, HRFE will continue to analyze and implement continuous quality improvement initiatives and apply strategies (technology and deployment of staff and resources) to improve emergency response times and validate current capabilities regarding emergency response times. This year HRFE will be reviewing data provided by a consultant on station location and staffing options in conjunction with the new tools developed by Corporate Planning and Performance and IT, to determine the most appropriate use of current and future resources to address these continuing challenges.</p>
<p><b>Emergency Response Agreements</b> (Est. Completion: Q4 2022/23)</p> <p>HRFE will continue to review and update all Emergency Response agreements with neighbouring fire departments over the next few years to create a seamless delivery of service throughout the municipality. This work continues from last year.</p>
Responsible Administration – Well Managed
<p><b>Roster and Scheduling Project</b> (Target: Q4 2023/24)</p> <p>HRFE will work with Information Technology (IT) and a new vendor to assess business unit requirements, develop, and prepare implementation of a rostering and scheduling solution based on new timelines and budget, using lessons from previous work. HRFE Operations will provide staff to manage and support this implementation.</p>
<p><b>Fire Safety Maintenance Inspection (FSMI)</b> (Target: Q4 2022/23)</p> <p>Working in collaboration with the Fire Prevention Division and building on the success of the FSMI pilot, the program will be expanded to include the inspection of bars and restaurants, mercantile, and business and personal service-related occupancies by in-service operational crews.</p>



## COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT, LOGISTICS

Community Risk Reduction, Professional Development, Logistics is committed to supporting Council priorities through the provision of fire and emergency management, public safety education and information, prevention inspections and code enforcement, professional development, fire and emergency medical training and logistical services in addition to supporting emergency management operations for the municipality. The division operates from several satellite locations across the municipality.

### SERVICES DELIVERED

#### **Fire Prevention**

Responsible for Public Safety Education, Fire Code Inspections/ Code Enforcement, Fire Plan Review and Fire Investigations. These include: providing fire/life safety public education programs and training, responding to technical public inquiries, conducting mandatory fire safety inspections as well as those received by complaint and requests, performing minimum residential standards inspections, building plan examinations and issuing permits to support fire safety activities. HRFE is required under the Fire Safety Act to ensure, the origin and cause is identified for every fire where property is damaged.

#### **Professional Development and Training**

Responsible for ensuring appropriate fire and rescue training and certification of firefighters and members to industry and regulatory standards.

#### **Medical Training, Research and Continuous Quality Improvement**

Responsible for ensuring appropriate medical training for firefighters and members is evidence-based and follows industry best practices.

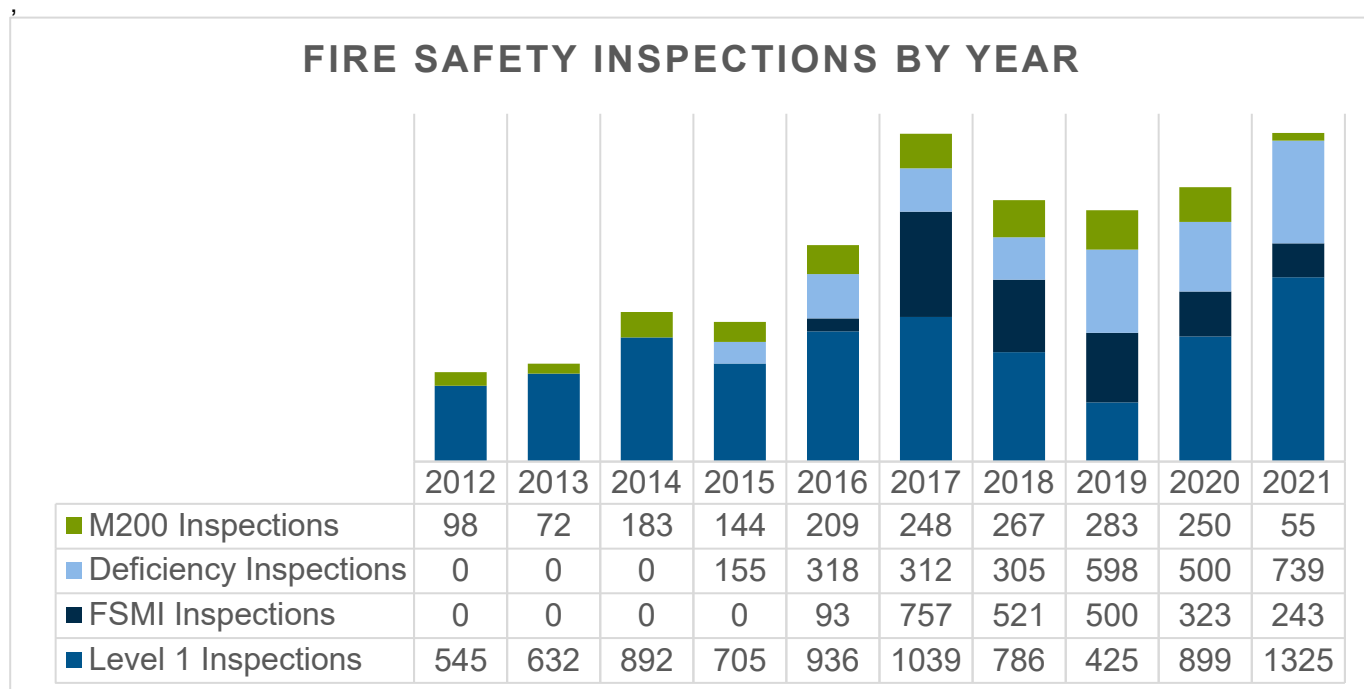
#### **Logistics**

Responsible for the provision and maintenance of all personnel protective equipment, supplies and physical assets to support HRFE's mission (24x7x365).

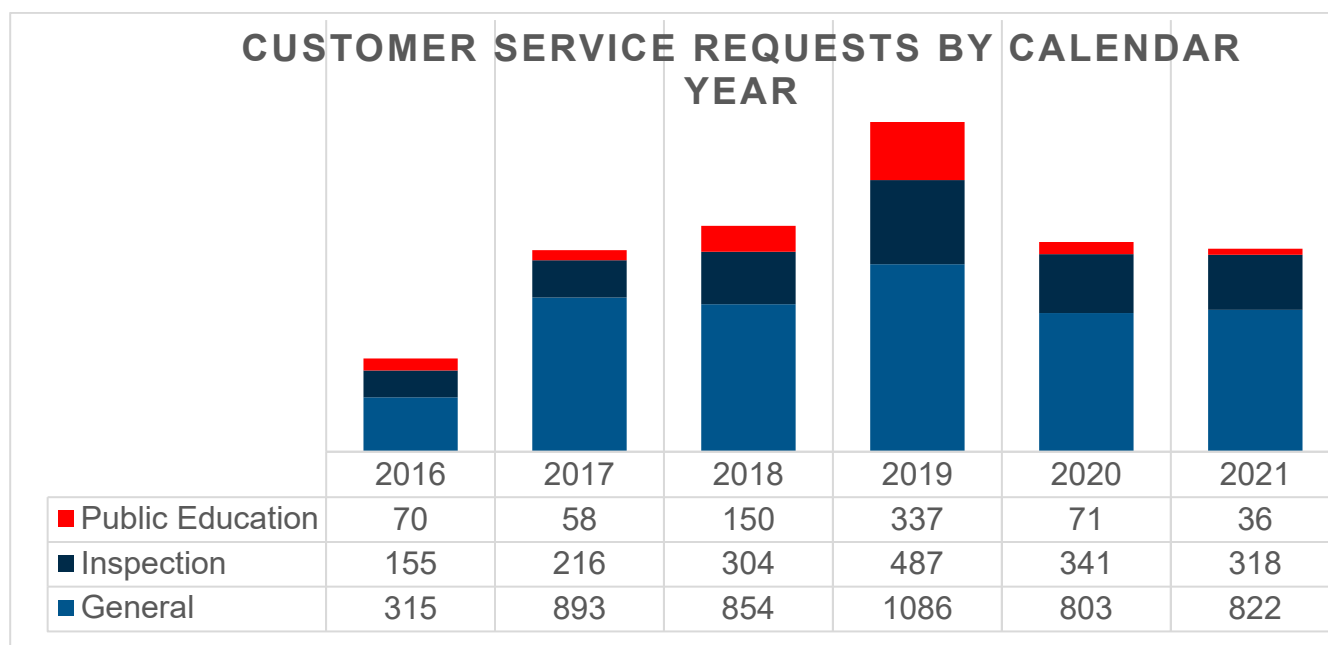
#### **Emergency Management**

Emergency Management (EM) helps plan and coordinate multi-agency/multi-jurisdictional response and the municipality's response to emergencies. This includes providing leadership and support to municipal business units and outside agencies in their preparations and readiness for a disaster or large-scale emergency.

## SERVICE DELIVERY MEASURES



Additional buildings were added to the list in 20/21 as a result of the M200 exchange with P&D. In addition, the building data model continues to be improved, which increases the total number of building in our system that require inspection. The Fire Prevention Division is working to increase performance in this area with the deliverables identified in this plan.



## BREAKDOWN OF TYPE AND NUMBER OF OCCUPANCIES INSPECTED

Occupancy Type	Number of Occupancies	Frequency	Cases Required per year	2021 Closed Cases	2021 Percent
Assembly	3070	3	1023	222	21.7%
Residential	4100	5	820	152	18.5%
Business and Personal Services	3631	5	726	132	18.2%
Mercantile	2326	5	465	83	17.8%
Industrial F1	108	2	54	7	13.0%
Industrial F2	1578	3	526	25	4.8%
Industrial F3	1104	3	368	35	9.5%
<b>TOTAL</b>	<b>15917</b>		<b>3983</b>	<b>656</b>	<b>16.5%</b>

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
# Career Recruits Trained	20	17	0	41	TBD*
# Volunteer Recruits Trained	47	60	33	57	70-88

\*TBD is To Be Determined based on budget deliberations

## PERFORMANCE ANALYSIS

**Legislated Inspections** – The tables and charts above show that 2021 is the record year for completed inspections. This is despite difficulties related to COVID-19 which includes a temporary halt to Fire Safety.

**Maintenance Inspections** (FSMI) by operational crews - Most of the occupancies being inspected by Fire Prevention staff are first time inspections, which can take longer due to the number of deficiencies present. It is expected that over time the rate of inspections will increase as more of the major deficiencies are resolved. The additional resources currently being recruited will also have a major positive impact on the results in subsequent years.

**Career Recruits Trained** - HRFE, in collaboration with HR, completed the design of a competency and equity-based firefighter recruitment process which has resulted in 2 firefighter recruit classes which are highly representative of the communities we serve. During this process 2081 applications were received, 182 physical

tests were completed, and 130 applicants were interviewed, and 41 career firefighters were hired. We intend to use this same process for recruitment in the coming year.

**Volunteer Recruits Trained** - Despite the impacts of the COVID-19 pandemic, HRFE recruited additional volunteer firefighters. During this process, 102 applications were received, 101 physical tests were completed, and 130 applicants were interviewed, and 87 volunteer firefighters were onboarded for recruit training. HRFE also reduced barriers to volunteerism, including online background checking, academic equivalency testing, improved scheduling of physical ability testing, and reduced red tape for applicants.

## COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT, LOGISTICS KEY DELIVERABLES (2022/23)

<b>Communities – Safe Communities</b>
<p><b>Contingency Plans</b> (Est. Completion: Q4 2022/23)</p> <p>HRFE will continue to create contingency plans for potential crisis events/hazards throughout the municipality. Crises events include floods, wildland fires, extreme weather events, pandemics, cyber-attacks, power outages, etc.</p>
<p><b>Critical Infrastructure Protection (CIP)/Hazard Identification Risk Assessment (HIRA)</b> (Est. Completion: Q4 2022/23)</p> <p>HRFE will work with communities to identify critical infrastructure throughout the municipality to help ensure this infrastructure is protected and accessible during crisis events. This work was delayed due to redeploying our focus and resources towards the COVID-19 response.</p>
<b>Environment – Climate Resilience</b>
<p><b>Wildland Urban Interface Strategy</b> (Target: Q4 2023/24)</p> <p>In recognition of the increased risk of wildland fires due to climate change, in order to assist the municipality in building its climate resilience, HRFE will develop a comprehensive Wildland Urban Interface Strategy, with tactics to include education for crews on property risk assessments, critical infrastructure protection, as well as focus on public education on inspection programs and neighbourhood collaboration. HRFE will work with stakeholders at the provincial and federal level as well as educational groups such as FireSmart Canada on ensuring all opportunities for collaboration are leveraged.</p>
<p><b>Develop Wildland Urban Interface Fire Webpage</b> (Target: Q4 2022/23)</p> <p>To address the increasing need for public education related to Wildland Urban Interface fires, in partnership with IT and Corporate Communications, HRFE will develop an interactive educational webpage for residents, providing information pertaining to wildland fires as part of an overall Wildland Urban Interface Strategy.</p>

**Responsible Administration – Well Managed**

**Business Continuity Plans** (Est. Completion: Q4 2022/23)

HRFE will continue to support each business unit to ensure their continuity plans provide policy and procedures to maintain operational readiness in the event of a crisis event. Guidance will include contingency planning for staff shortages and disruptions, alternate locations for operations, and service delivery implications through the confirmation of critical staffing requirements, critical/backup communications planning and identifying necessary changes to policies. This work was delayed due to COVID-19 but is continuing through various standing committees.

**Fire Prevention Audit Recommendation Implementation – IT** (Target: Q4 2022/23)

HRFE will implement several technology-related Auditor General recommendations including: Develop and operationalize performance reporting, improve building data, pilot a software solution that will allow staff to correct inaccurate building-related records in near real-time, and improve records management, case accountability, and risk-based inspection capability.

**Fire Prevention Audit Recommendation Implementation – Policy and Performance** (Target: Q4 2022/23)

Several policy and performance initiatives are underway as a result of the recommendations provided by the Auditor General.

By working with P&D and the IAFF Local 268, the responsibility for M200 By-law and Fire Safety related inspections are now redistributed. This change will improve customer service and better align staff with their respective skillsets. The deliverable for 2022/23 will be to focus resources on the new buildings now under HRFE's jurisdiction.

To respond to training availability deficiencies, an internal course will be developed that will be delivered to current and new staff in 2022/23.

Following Public Health guidelines, the Operations Division has restarted the Fire Safety Maintenance Inspection (FSMI) program, with a major enhancement planned for the 2022/23 fiscal year that will incorporate mercantile and business and personal service type occupancies into the program.

**Fire Prevention Audit Recommendation Implementation – Staffing and Quality Assurance** (Target: Q4 2022/23)

A modern organizational structure has been developed that will enhance and transform the Fire Prevention Division. The changes necessary to achieve this new structure are currently in the early implementation stage, which will involve several new positions including one dedicated to continuous improvement and quality assurance.

One immediate outcome is the posting for 8 additional Fire Inspector positions, which is now open for candidates to apply and involves a national advertising recruitment campaign.

### Our People – Engaged & Skilled People

#### **Fire Officer Program – Phase II** (Est. Completion: Q4 2022/23)

As part of the department's overall Succession Plan, HRFE will implement Phase II of the Fire Officer Program to develop future leaders. This phase will expand to include not only curriculum on incident command and day to day responsibilities, but also leadership, diversity and inclusion, Fire Safety Maintenance Inspections and organization management requirements. This work was delayed due to competing priorities of the training division, and COVID-19, but will continue this year.

#### **Accredited Training** (Est. Completion: Q4 2022/23)

HRFE will implement plans to provide accredited training through International Fire Service Accreditation Congress (IFSAC) and Pro Board certification in 2021 for all new firefighters, new officers and new instructors. Part of this initiative will include starting a Prior Learning Assessment Report (PLAR) and utilize internal training expertise to ensure the training and professional development of firefighters is meeting industry best practices.

#### **Medical First Responder (MFR) Training** (Target: Q4 2022/23)

HRFE will deliver Phase II of its Internal Medical First Responder Continuing Medical Education training to all existing frontline staff to improve and upgrade medical training, skills, and services for emergency medical calls in coordination with community partners. HRFE will adjust operational response based on assessment results. HRFE will continue to deliver the new MFR program to Volunteer and Career Recruit Training classes and expand the MFR educator pool.

## PERFORMANCE & SAFETY

The Performance & Safety division has four key focus areas:

- Health & Safety
- The Volunteer Program
- Technology & Innovation
- Diversity & Inclusion/Workplace Culture

This division operates out of Headquarters and is committed to supporting Council priorities through innovative, safe, and effective service performance measurement and delivery.

### SERVICES DELIVERED

#### **Communications and Technology**

HRFE relies heavily on voice, data, and information technology to carry out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Staff stay abreast of innovation in the industry to consider changes that improve firefighter safety and emergency service delivery using technology and streamlining business processes.

## Safety

The Occupational Health & Safety division provides on-shift incident safety officers at emergencies leading workplace inspections, supervision of accident investigations and providing expert advice to all divisions of the organization. The Division Chief of Safety also leads policy and operational guidelines development related to safety and supports the Joint Occupational Health & Safety Committee. During the COVID-19 pandemic, the safety division continues to provide expert advice, research and development of procedures directly targeted at preserving our workforce safety and capacity.

## Workplace Culture/ Diversity & Inclusion

Workplace Culture oversees and provides Diversity & Inclusion programming, Critical Incident Stress Management services, Firefighter & Family Assistance Program services and advocates for HRFE's ongoing initiative to develop competency and equity-based hiring practices and improve community outreach programs.

## Volunteer Program

The Volunteer Program conducts recruitment of volunteers for 32 communities within the municipality, provides oversight on promotional and selection processes, manages the volunteer recognition program and budget, develops policies and procedures and advises leadership at all levels on matters relating to volunteer recruitment, retention and effectiveness.

## PERFORMANCE & SAFETY KEY DELIVERABLES (2022/23)

Service Excellence – Innovative Performance Excellence
<p><b>Technology and Innovation</b> (Target: Q4 2022/2023)</p> <p>HRFE will advance technology projects critical to the delivery of timely and effective emergency response. This will include upgrades to the firefighter paging system to ensure reliable notification of an emergency and station alerting to ensure career firefighters are alerted quickly and with information to plan their response. HRFE will work in collaboration with Halifax Regional Police to implement quality assurance tools to measure performance as outlined in the Integrated Emergency Services Service Level Agreement. In addition, HRFE will develop methods to use Automated Vehicle Locators to measure our emergency response times.</p>
Service Excellence – Exceptional Customer Service
<p><b>HRFE Business Intelligence Tools</b> (Target: Q4 2022/2023)</p> <p>HRFE will focus this year on using the new business intelligence tools developed previously by HRFE staff, Corporate Planning &amp; Performance, and IT partners as well as those developed by a consultant. HRFE will train staff on using these new tools and develop methodologies to check performance regularly and act on those findings (moving towards a continuous improvement culture).</p>



Our People – Skilled & Engaged People
<p><b>Recruitment of Volunteer Firefighters</b> (Target: Q4 2022/2023)</p> <p>HRFE will continue with its volunteer recruitment efforts. Emphasis will be placed on recruiting volunteers in rural communities, especially those with low or declining membership, as well as outreach to underrepresented communities. HRFE intends to hold a volunteer recruitment training program in both Spring 2022 and Fall 2022, dependent on COVID-19 restrictions.</p>
<p><b>Recruitment of Career Firefighters</b> (Target: Q1 2022/2023)</p> <p>Recruitment of career firefighters will continue in fiscal year 2022/23. HRFE will draw applicants from the existing applicant pool and screen them for possible employment as firefighters based on operational need. It is anticipated that two career recruit training classes will be required. As a result, HRFE will conduct physical abilities testing, interviews, integrity testing and medical assessments of applicants. The recruitment process continues to be based on competence and equity with a goal to create recruit classes which are reflective of the communities of the municipality.</p>
Our People – Healthy & Safe Workplace
<p><b>Occupation Health and Safety</b> (Target: Q4 2022/23)</p> <p>HRFE will evaluate internal safety policies, programs and practices against the benchmarks described in National Fire Protection Association Standard 1500 “Standard on Fire Department Occupational Safety, Health, and Wellness Program”, identify opportunities for revision and improvement and create a phased implementation plan for consideration by senior staff.</p>

## Summary of Net Expenditures - Fire & Emergency Services

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
F121 Succession Planning	10,764	60,000	60,000	65,000	5,000	8.3
F122 Fire Chief's Office	438,514	424,400	424,400	435,000	10,600	2.5
F123 Strat & Safety Init.	6,487	5,000	5,000	-	(5,000)	(100.0)
<b>** Fire Chief's Office</b>	<b>455,765</b>	<b>489,400</b>	<b>489,400</b>	<b>500,000</b>	<b>10,600</b>	<b>2.2</b>
F140 Performance & Safety	798,729	819,600	919,300	882,700	63,100	7.7
F141 Comm. Rel. & Events	60,234	53,000	26,000	-	(53,000)	(100.0)
F165 Firefighter & FAP	230,865	234,500	234,500	233,200	(1,300)	(0.6)
F180 Sfty, comp, Hlth Wel	266,374	308,700	253,700	315,200	6,500	2.1
F190 Technology and Innovation	687,537	648,900	648,900	657,800	8,900	1.4
F724 Enfield Fire Dept.	20,000	-	25,000	25,000	25,000	-
F727 Milford Fire Department	2,400	2,400	2,400	2,400	-	-
F793 Volunteer Coordination	2,957,709	3,272,600	3,272,600	3,317,700	45,100	1.4
<b>** Performance and Safety</b>	<b>5,023,848</b>	<b>5,339,700</b>	<b>5,382,400</b>	<b>5,434,000</b>	<b>94,300</b>	<b>1.8</b>
F110 Operations	58,338,632	61,549,400	61,629,600	61,133,900	(415,500)	(0.7)
F115 HU Search & Rescue	50,316	-	-	-	-	-
<b>** Operations</b>	<b>58,388,948</b>	<b>61,549,400</b>	<b>61,629,600</b>	<b>61,133,900</b>	<b>(415,500)</b>	<b>(0.7)</b>
C801 Emergency Measures	352,404	443,600	443,600	573,300	129,700	29.2
F120 Prof. Dev. & Train.	2,319,238	2,972,400	3,373,300	3,147,800	175,400	5.9
F125 CRR, PROF, DEV, LOG	425,707	617,300	461,800	617,000	(300)	(0.0)
F130 Fire Prevention	2,110,320	2,653,100	2,598,100	4,230,900	1,577,800	59.5
F135 Fire Buildings	266,790	155,100	173,100	155,100	-	-
F160 Logistics & Equipment	2,055,135	2,401,300	2,221,700	2,428,000	26,700	1.1
<b>** Comm. Risk Reduction Prof. Dev.</b>	<b>7,529,595</b>	<b>9,242,800</b>	<b>9,271,600</b>	<b>11,152,100</b>	<b>1,909,300</b>	<b>20.7</b>
<b>Net Total</b>	<b>71,398,156</b>	<b>76,621,300</b>	<b>76,773,000</b>	<b>78,220,000</b>	<b>1,598,700</b>	<b>2.1</b>

## Summary Details - Fire & Emergency Services

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	52,370,600	55,464,300	52,615,100	57,371,200	1,906,900	3.4
6002 Salaries - Overtime	3,152,081	4,016,500	7,703,300	4,016,500	-	-
6005 PDP & Union Con Incr	(105,993)	-	(47,100)	-	-	-
6054 Vacation payout	182,280	-	202,300	-	-	-
6100 Benefits - Salaries	9,986,894	10,450,300	9,359,500	10,819,400	369,100	3.5
6110 Vacancy Management	-	(980,700)	-	(1,877,700)	(897,000)	91.5
6150 Honorariums	2,587,442	2,839,300	2,839,300	2,839,300	-	-
6151 Vehicle Allowance	19,663	-	-	-	-	-
6152 Retirement Incentives	434,121	502,800	403,400	526,800	24,000	4.8
6154 Workers' Compensation	721,698	793,700	654,000	838,000	44,300	5.6
6155 Overtime Meals	1	-	-	-	-	-
6156 Clothing Allowance	94,200	96,000	96,000	96,000	-	-
6199 Comp & Ben InterDept	(28,017)	210,000	193,400	285,000	75,000	35.7
9200 HR CATS Wage/Ben	5,115	-	25,000	-	-	-
9210 HR CATS OT Wage/Ben	(6)	-	(8,600)	-	-	-
<b>* Compensation and Benefits</b>	<b>69,420,081</b>	<b>73,392,200</b>	<b>74,035,600</b>	<b>74,914,500</b>	<b>1,522,300</b>	<b>2.1</b>
6201 Telephone/Cable	103,629	96,100	96,100	96,100	-	-
6202 Courier/Postage	18,120	16,000	17,500	16,000	-	-
6203 Office Furn/Equip	20,589	71,600	71,600	71,600	-	-
6204 Computer S/W & Lic	16,820	15,000	15,000	15,000	-	-
6205 Printing & Reprod	3,429	10,000	5,000	10,000	-	-
6207 Office Supplies	12,064	35,000	17,000	35,000	-	-
<b>* Office</b>	<b>174,652</b>	<b>243,700</b>	<b>222,200</b>	<b>243,700</b>	<b>-</b>	<b>-</b>
6301 Professional Fees	114,072	180,000	180,000	180,000	-	-
6302 Legal Fees	147	-	-	-	-	-
6304 Janitorial Services	6,550	-	6,000	-	-	-
6308 Snow Removal	186,109	100,000	166,000	131,400	31,400	31.4

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6311 Security	6,538	25,000	25,500	25,000	-	-
6312 Refuse Collection	4,258	-	7,000	-	-	-
6399 Contract Services	1,666	7,500	10,500	7,500	-	-
<b>* External Services</b>	<b>319,339</b>	<b>312,500</b>	<b>395,000</b>	<b>343,900</b>	<b>31,400</b>	<b>10.0</b>
6401 Uniforms & Clothing	283,418	602,000	311,400	602,000	-	-
6402 Med & First Aid Supp	34,102	60,000	80,000	60,000	-	-
6404 Rec Prog Supplies	40,279	100,000	141,000	100,000	-	-
6405 Photo Supp & Equip	1,172	2,500	3,100	2,500	-	-
6406 Bridge Tolls	237	-	4,000	-	-	-
6407 Clean/Sani Supplies	151,498	102,000	138,300	102,000	-	-
6409 Personal Protect Equ	56,222	60,000	85,500	30,000	(30,000)	(50.0)
6499 Other Supplies	3,445	9,700	13,200	9,700	-	-
<b>* Supplies</b>	<b>570,374</b>	<b>936,200</b>	<b>776,500</b>	<b>906,200</b>	<b>(30,000)</b>	<b>(3.2)</b>
6502 Chemicals	164	-	-	-	-	-
6504 Hardware	405	-	-	-	-	-
6505 Lubricants	77	-	-	-	-	-
6511 Salt	979	-	1,000	-	-	-
6517 Paint	43	-	-	-	-	-
<b>* Materials</b>	<b>1,668</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
6607 Electricity	19,495	10,000	12,600	10,000	-	-
6608 Water	27,929	26,500	40,000	26,500	-	-
6611 Building - Interior	326	-	-	-	-	-
6616 Natural Gas-Buildings	8,461	8,000	5,000	8,000	-	-
6699 Other Building Cost	159,034	176,100	127,000	172,100	(4,000)	(2.3)
<b>* Building Costs</b>	<b>215,245</b>	<b>220,600</b>	<b>184,600</b>	<b>216,600</b>	<b>(4,000)</b>	<b>(1.8)</b>
6701 Equipment Purchase	131,015	206,500	486,400	201,500	(5,000)	(2.4)
6702 Small Tools	52,450	35,000	33,300	35,000	-	-
6703 Computer Equip/Rent	11,882	25,000	25,000	25,000	-	-
6704 Equipment Rental	3,476	-	-	-	-	-
6705 Equip - R&M	220,986	236,800	95,600	236,800	-	-
6706 Computer R&M	611	-	-	4,000	4,000	-
6707 Plumbing & Heating	(625)	-	-	-	-	-
6708 Mechanical Equipment	6,832	-	-	-	-	-
6711 Communication System	151,573	76,300	77,300	76,300	-	-
<b>* Equipment &amp; Communications</b>	<b>578,200</b>	<b>579,600</b>	<b>717,600</b>	<b>578,600</b>	<b>(1,000)</b>	<b>(0.2)</b>
6801 Vehicle Purchase	-	-	80,000	-	-	-
6802 Vehicle R&M	3,087	-	-	-	-	-
6803 Vehicle Fuel - Diesel	774	-	4,000	-	-	-
6804 Vehicle Fuel - Gas	553	-	-	-	-	-
6806 Vehicle Rentals	7,008	-	-	-	-	-
6811 Shop Supplies	263	-	-	-	-	-
6899 Other Vehicle Expense	44	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>11,729</b>	<b>-</b>	<b>84,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	21,085	12,500	13,800	12,500	-	-
6903 Travel - Local	10,200	20,000	5,100	20,000	-	-
6904 Travel - Out of Town	1,747	5,000	12,200	5,000	-	-
6905 Training & Education	101,564	335,000	455,300	335,000	-	-
6906 Licenses & Agreements	27,698	2,400	30,000	27,400	25,000	1,041.7
6908 Medical Examinations	26,338	60,000	30,000	60,000	-	-
6911 Facilities Rental	103,070	175,000	131,000	175,000	-	-
6912 Advertising/Promotio	24,222	35,000	18,000	30,000	(5,000)	(14.3)
6913 Awards	60,019	50,000	50,000	50,000	-	-
6914 Recruiting	64,042	95,000	70,000	95,000	-	-
6916 Public Education	5,080	65,000	10,200	65,000	-	-
6917 Books and Periodicals	15,791	25,000	18,300	25,000	-	-
6918 Meals	24,697	55,000	26,100	55,000	-	-
6919 Special Projects	-	-	-	55,000	55,000	-
6933 Community Events	1,055	5,000	10,000	5,000	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6938 Rewarding Excellence	2,883	20,000	12,000	20,000	-	-
6943 Health and Wellness	64,583	50,000	61,000	55,000	5,000	10.0
6999 Other Goods/Services	<u>17,696</u>	<u>23,000</u>	<u>53,000</u>	<u>23,000</u>	<u>-</u>	<u>-</u>
<b>* Other Goods &amp; Services</b>	<b>571,769</b>	<b>1,032,900</b>	<b>1,006,000</b>	<b>1,112,900</b>	<b>80,000</b>	<b>7.7</b>
7008 ItnTrsf IT & Commun	2,622	-	-	-	-	-
7009 Internal Trfr Other	3,003	-	5,000	-	-	-
7011 Int Trf Record Check	106	-	-	-	-	-
7012 Int Trf Print/Reprod	<u>9,364</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>* Interdepartmental</b>	<b>15,094</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
8001 Transf Outside Agenc	553	-	-	-	-	-
8003 Insurance Pol/Prem	13,766	15,000	15,000	15,000	-	-
8004 Grants	<u>141,300</u>	<u>141,300</u>	<u>141,300</u>	<u>141,300</u>	<u>-</u>	<u>-</u>
<b>* Other Fiscal</b>	<b>155,618</b>	<b>156,300</b>	<b>156,300</b>	<b>156,300</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>72,033,767</b>	<b>76,874,000</b>	<b>77,583,800</b>	<b>78,472,700</b>	<b>1,598,700</b>	<b>2.1</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
5102 Facilities Rentals	<u>(21,146)</u>	<u>(21,100)</u>	<u>(21,100)</u>	<u>(21,100)</u>	<u>-</u>	<u>-</u>
<b>* Fee Revenues</b>	<b>(21,146)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	(613,255)	(223,900)	(782,000)	(223,900)	-	-
5600 Miscellaneous Revenue	<u>(1,211)</u>	<u>(7,700)</u>	<u>(7,700)</u>	<u>(7,700)</u>	<u>-</u>	<u>-</u>
<b>* Other Revenue</b>	<b>(614,466)</b>	<b>(231,600)</b>	<b>(789,700)</b>	<b>(231,600)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(635,612)</b>	<b>(252,700)</b>	<b>(810,800)</b>	<b>(252,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>71,398,156</b>	<b>76,621,300</b>	<b>76,773,000</b>	<b>78,220,000</b>	<b>1,598,700</b>	<b>2.1</b>

**HALIFAX**

**HALIFAX REGIONAL POLICE &  
ROYAL CANADIAN MOUNTED  
POLICE**

2022/23 BUDGET AND BUSINESS PLAN

**MISSION** WORKING TOGETHER TO KEEP OUR COMMUNITIES SAFE

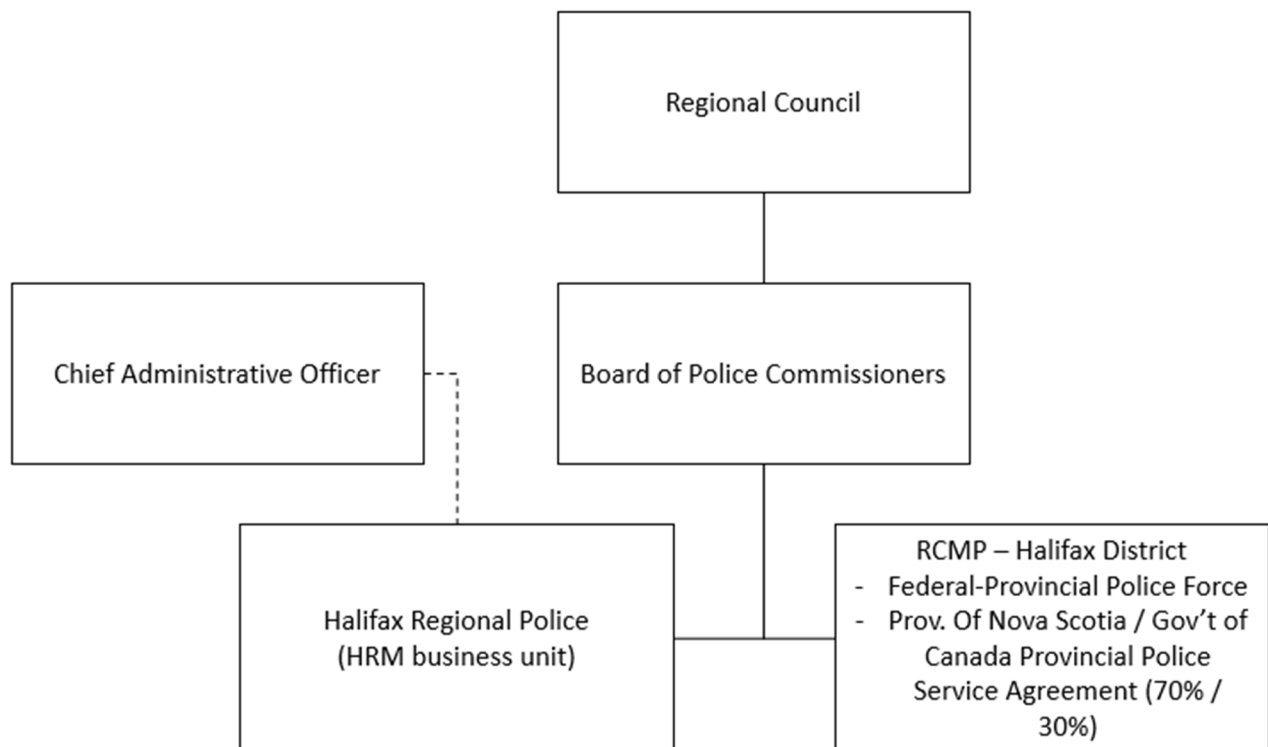
## HALIFAX REGIONAL MUNICIPALITY POLICE SERVICES OVERVIEW

Policing Services in the Halifax Regional Municipality are provided by Halifax Regional Police (HRP) and the Royal Canadian Mounted Police (RCMP). Halifax Regional Police report to the Board of Police Commissioners who report to Regional Council. The Halifax District RCMP services are delivered through the Provincial Police Service Agreement where the Province bills the municipality quarterly for 70% of these costs. The remaining 30% is covered by Public Safety Canada. It is an integrated service model with responsibilities for specific areas including Criminal Investigation Division, Courts Section, and Records Section. Both Halifax Regional Police and Halifax District RCMP utilize a COMSTAT intelligence-based policing model to focus and prioritize policing objectives related to people, places, patterns, and problems.

Halifax Regional Police is responsible for policing Halifax, Dartmouth, Bedford, and all communities extending from Bedford to Sambro Loop. Halifax District RCMP is divided into West Operations and East Operations. West Operations includes the communities of Tantallon, Lower Sackville, and Cole Harbour. East Operations include Musquodoboit, Sheet Harbour, North Preston, and North Central.

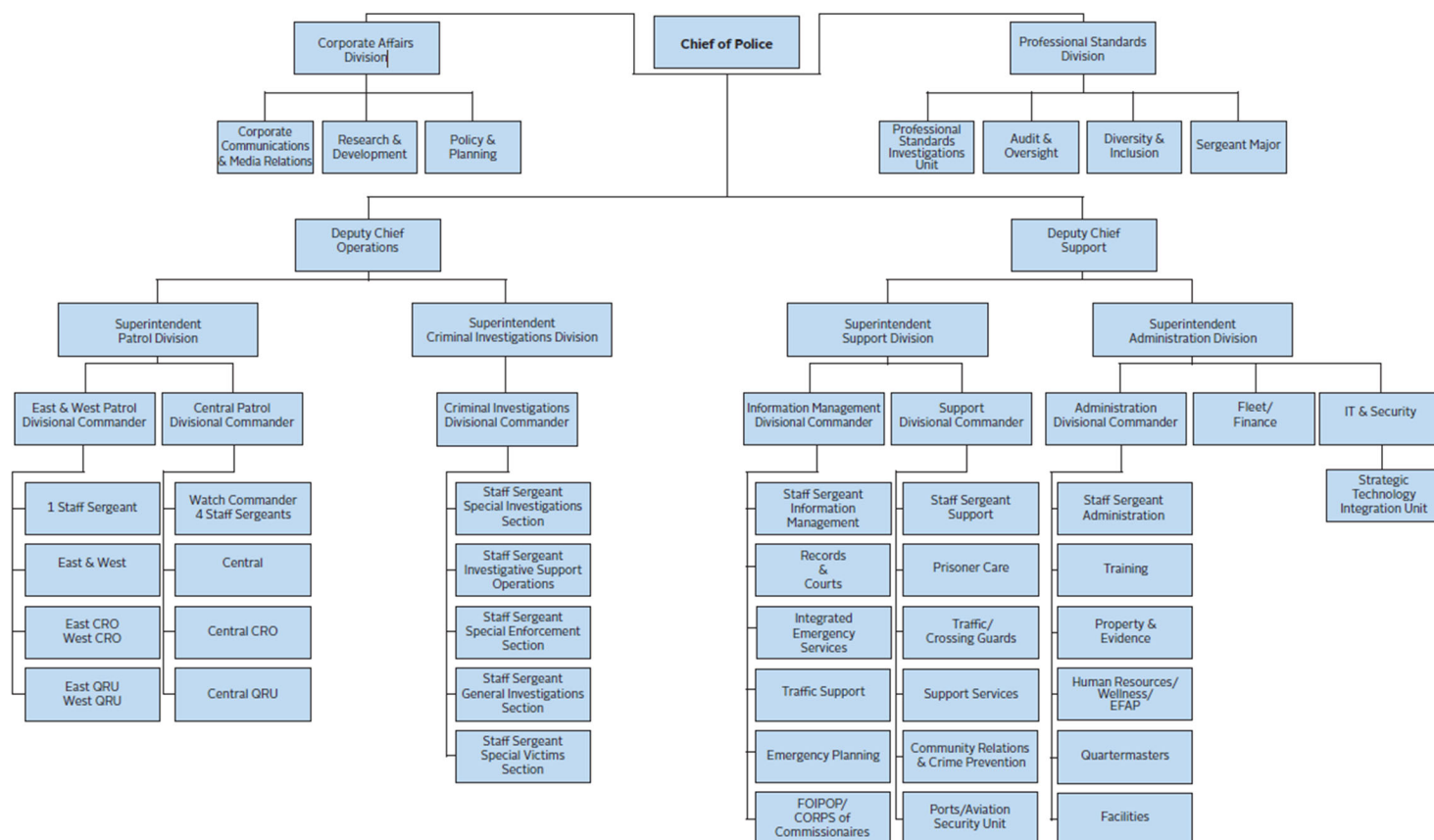
HRP & RCMP are Partners in Policing with a model that facilitates mutual assistance and a coordinated response providing for professional police service for all HRM.

## POLICE SERVICES ORG CHART



## HALIFAX REGIONAL POLICE ORGANIZATIONAL CHART

## Halifax Regional Police | Organizational chart



## HRP FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	806.4		14.7	821.1	1,239,000
Capital					N/A
<b>Total</b>	<b>806.4</b>	<b>-</b>	<b>14.7</b>	<b>821.1</b>	<b>1,239,000</b>

Includes all approved & funded positions - calculated value based on the normal working hours of each position. \$ Budget Change amount reflects the cost of newly funded positions in the 2022/23 Budget.

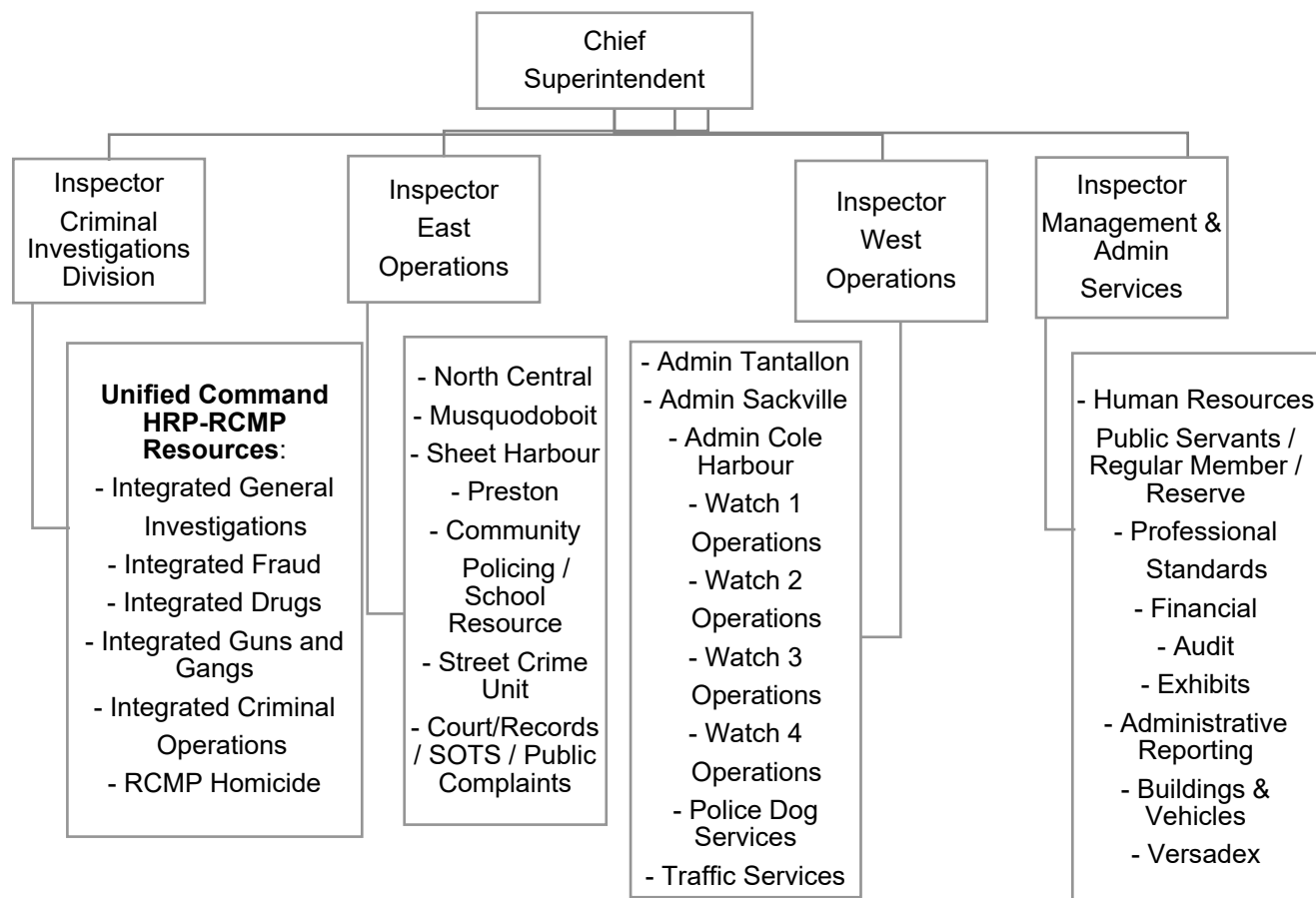
Change from year to year reflects the increase of 1.9 term civilian positions during 2021/22 plus 16.5 FTE's in Service Enhancements (14 sworn, 2.5 civilian) offset by a decrease of 2.0 FT civilian Crime Analyst positions and 1.7 term civilian positions.

2021/22 Approved FTE Complement: 530 Sworn Officers/ 276.4 Civilians

2022/23 Approved FTE Complement: 544 Sworn Officers/ 277.1 Civilians



## ROYAL CANADIAN MOUNTED POLICE ORGANIZATION CHART



## RCMP HALIFAX FUNDED (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	184.0	-	-	184.0	-
Capital					N/A
<b>Total</b>	<b>184.0</b>	<b>-</b>	<b>-</b>	<b>184.0</b>	<b>\$ -</b>

## STRATEGIC INITIATIVES

The Halifax Regional Police is guided by a ten-year strategic plan (2015 – 2025) with three key strategic commitments.

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### Crime Reduction and Improved Quality of Life

HRP will work to reduce crime and the victimization caused by criminal behavior.

#### Safe Communities and Partnerships

HRP commits to building and sustaining safe communities by working collaboratively with our partners.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### Effective and Innovative Police Services

HRP is committed to operational performance excellence through continuous improvement, creating a learning culture, and progressive leadership.

#### Diversity & Inclusion

HRP is committed to becoming an increasingly more diverse, inclusive and culturally competent service, reflecting this focus both within its ranks as well as its interactions with the public.

## HALIFAX REGIONAL POLICE BUDGET

### HALIFAX REGIONAL POLICE OPERATING BUDGET BY SERVICE AREA

Service Area	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Chief's Office	\$ 3,113,144	\$ 3,256,400	\$ 3,244,200	\$ 2,996,700	\$ (259,700)	(8.0)
Support Division	25,339,259	27,662,200	26,656,900	26,543,000	(1,119,200)	(4.0)
Operations Division	55,630,538	57,892,200	57,666,400	59,655,300	1,763,100	3.0
<b>Net Total</b>	<b>\$ 84,082,940</b>	<b>\$ 88,810,800</b>	<b>\$ 87,567,500</b>	<b>\$ 89,195,000</b>	<b>\$ 384,200</b>	<b>0.4</b>

## OPERATING - SUMMARY OF CHANGES – PROPOSED BUDGET

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 88,810,800</b>
Compensation Changes:	
<b>Compensation</b> - Pressures including HRPAs step increases, NSUPE 13 annual rate increase, non-union adjustments/ISA approved in 2021/22 fiscal year, term positions added/removed that were approved in 2021/22 and an increase in the credit for attrition and turnover. <b>Contractually obligated.</b>	(433,900)
<b>Overtime</b> - Pressure as a result of estimated HRPAs annual rate increase. <b>No impact on service delivery.</b>	68,000
<b>Court Time</b> - Pressure as a result of court appearances resuming after COVID 19 pandemic. <b>No impact on service delivery.</b>	137,500
<b>Court Time</b> - Pressure as a result of estimated HRPAs annual rate increase. <b>No impact on service delivery.</b>	30,900
<b>Extra Duty Expenses</b> - Increase in compensation costs as a result of the presumed ending of the COVID 19 pandemic and Extra Duty jobs resuming. <b>No impact on service delivery.</b>	292,500
Revenue Adjustments:	
<b>Summary Offence Ticket (SOT) Service Fees</b> - Increase in services provided related to SOTs with the presumed ending of the COVID 19 pandemic. <b>No impact on service delivery.</b>	(48,000)
<b>Extra Duty Jobs</b> - Increase in the number of requests for jobs as a result of presumed ending of the COVID 19 pandemic. <b>No impact on service delivery.</b>	(310,000)
<b>Workers Compensation Board (WCB) Recovery</b> - Increase in recoveries received due to an increase in HRP SWORN members who are on workers compensation. HRP pays SWORN member on workers compensation directly and get reimbursed by WCB. <b>No impact on service delivery.</b>	(488,000)
<b>911 Call Transfers to other Provincial and Municipal Agencies</b> - Increase to reflect an increase in call fee and call volumes identified in 2021/22. <b>No impact to service delivery.</b>	(335,000)
<b>Miscellaneous Cost Recovery Increases</b> - Other billed back services including Airport Security, Port's Policing, etc. as a result of inflation and compensation related increases. <b>No impact to service delivery.</b>	(48,200)
Other Budget Adjustments:	
<b>Personal Protective Equipment</b> - Decrease in costs for masks, sanitizing supplies, signs, gloves, etc. as a result of the presumed ending of the COVID 19 pandemic. <b>No impact on service delivery.</b>	(80,000)
<b>Facility Lease/Operating Costs</b> - Removal of contribution from reserve to operating to offset lease/O&M costs associated with the Integrated Criminal Investigations building, as a result of the reserves reconfiguration proposed in the 2022/23 Fiscal Framework report presented to HRM Budget Committee on November 23, 2021. <b>No impact to service delivery.</b>	258,400
<b>On the Job Injury (OJI) Contribution to Reserve</b> - Removal of contribution to reserve from operating to fund the OJI reserve that was required when SWORN members were not covered through WCB. As a result of the reserves reconfiguration proposed in the 2022/23 Fiscal Framework report presented to HRM Budget Committee on November 23, 2021. <b>No impact to service delivery.</b>	(25,000)
Approved Service Enhancements	1,365,000
<b>Total Changes</b>	<b>\$ 384,200</b>
<b>2022/23 Budget</b>	<b>\$ 89,195,000</b>

## HALIFAX REGIONAL POLICE OPERATING - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 88,541,121	\$ 92,600,700	\$ 92,469,000	\$ 93,982,300	\$ 1,381,600	1.5
Office	515,374	447,400	447,400	446,400	(1,000)	(0.2)
External Services	2,523,801	2,253,500	2,284,100	2,253,500	-	-
Supplies	618,398	712,200	833,800	698,900	(13,300)	(1.9)
Materials	22	-	-	-	-	-
Building Costs	40,646	53,700	70,700	53,700	-	-
Equipment & Communications	1,788,392	1,588,600	1,510,700	1,668,100	79,500	5.0
Vehicle Expense	8,352	4,000	4,000	4,000	-	-
Other Goods & Services	1,509,552	1,979,400	1,777,700	1,912,600	(66,800)	(3.4)
Interdepartmental	104,660	(18,000)	69,400	(128,000)	(110,000)	611.1
Other Fiscal	(185,440)	(179,300)	(179,300)	54,100	233,400	(130.2)
<b>Total Expenditures</b>	<b>95,464,879</b>	<b>99,442,200</b>	<b>99,287,500</b>	<b>100,945,600</b>	<b>1,503,400</b>	<b>1.5</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Transfers from other Govts	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ -	-
Fee Revenues	(440,366)	(560,000)	(439,600)	(608,000)	(48,000)	8.6
Other Revenue	(7,141,573)	(6,271,400)	(7,480,400)	(7,342,600)	(1,071,200)	17.1
<b>Total Revenues</b>	<b>(11,381,938)</b>	<b>(10,631,400)</b>	<b>(11,720,000)</b>	<b>(11,750,600)</b>	<b>(1,119,200)</b>	<b>10.5</b>
<b>Net Total</b>	<b>\$ 84,082,940</b>	<b>\$ 88,810,800</b>	<b>\$ 87,567,500</b>	<b>\$ 89,195,000</b>	<b>\$ 384,200</b>	<b>0.4</b>

## RCMP BUDGET

### RCMP - SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
External Services	\$ 27,854,148	\$ 29,419,000	\$ 36,119,000	\$ 32,303,000	\$ 2,884,000	9.8
<b>Net Total</b>	<b>\$ 27,854,148</b>	<b>\$ 29,419,000</b>	<b>\$ 36,119,000</b>	<b>\$ 32,303,000</b>	<b>\$ 2,884,000</b>	<b>9.8</b>

### RCMP OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 29,419,000</b>
Contractual Changes:	
Estimated increase on RCMP Contract	2,884,000
Total Changes	\$ 2,884,000
<b>2022/23 Budget</b>	<b>\$ 32,303,000</b>

The 2012 Provincial Police Service Agreement (referred to as the PPSA or PSA) is a 26 Article agreement that outlines the roles and responsibilities of the two contract partners (Canada and Nova Scotia), as well as the service provider (RCMP). The RCMP are not a party to the PPSA. The RCMP is provided an annual budget cap (also known as a cap letter) that denotes funding each fiscal year.

Financial oversight for the PPSA is robust and consistent with National standards for financial reporting requirements. There is Provincial awareness for all large purchases as well as the ability for amortization of purchases.

In 2012, the Halifax Regional Municipality was grandfathered into the contract negotiations and retains a 70/30 cost share arrangement, despite the population size. In essence, HRM pays 70% of the cost of RCMP policing services while Public Safety Canada absorbs the remaining 30%. As a result, the HRM benefits from considerable savings within the PPSA.

If Halifax Regional Municipality were to join the PPSA today, due to population size, the cost share would be 90% Province/Territory and 10% Public Safety Canada. The Province is responsible for the cost of some central services thus reducing the cost of policing to municipalities. For example, the Emergency Response Team and the Halifax Forensic Identification Section that are funded by the Province of Nova Scotia and by the Government of Canada (70% provincially funded and 30% federally funded) resulting in cost-avoidance for HRM. In some cases, these centralized teams are staffed utilizing a hybrid model, comprised of provincial and federal resources. In other cases, some of these teams / units are comprised of provincially funded resources only. This Service Exchange is accomplished through direct billing.

RCMP H Division submits their Multi-Year Financial Plan (MYFP) by June 1st of each year as stipulated under Article 18 of the Provincial Police Service Agreement. The MYFP reflects the RCMP's determination of "need" to maintain an adequate level of policing services for municipalities.

Department of Justice analyzes and reviews the MYFP and have discussions with H Division before finalizing its recommended budget. The proposed budget is presented to the Minister for approval. The approved budget is then submitted to Nova Scotia Treasury Board (TB) for final approval. Once TB approves the budget allocation, the RCMP is notified. The Notice of annual cost is then sent to municipalities.

#### **The "All-In" Cost RCMP Per Officer Billing Model:**

The totality of the RCMP annual budget minus costs associated with shared services is divided by the total number of FTE positions to come to the average per-officer cost. The cost per-officer is the same for all officers regardless of rank. This includes salary, benefits, specialized services, support services, equipment, fleet, access to aircrafts (planes and helicopter) and vessels, divisional administration etc. This "All-In" cost is the per officer cost multiplied by the number of officers plus shared services cost (operational communications centre and advisory services).

It is important to note that the per officer cost is adjusted to account for vacant positions.

The Department of Justice, Public Safety and Securities Division, is the appropriate contact point for requests for financial information pertaining to the RCMP service delivery.

#### **HRM INTEGRATED POLICE SERVICE DELIVERY MEASURES (HRP & RCMP)**

<b>Performance Measures</b>	<b>2019 Actual (HRM)</b>	<b>2020 Actual (HRM)</b>	<b>2020 Stats Canada</b>
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 Population **	4,925	4,730	5,301 (National Average)

Performance Measures	2019 Actual (HRM)	2020 Actual (HRM)	2020 Stats Canada
Reported Number of Violent Criminal Code Incidents per 100,000 Population **	1,310	1,310	1,254 (National Average)
Number of Criminal Code incidents (Non-Traffic) per Police Officer **	31	N/A	N/A
Total Crime Severity Index **	60.71	61.88	73.44 (National Average)
Violent Crime Severity Index **	83.76	83.83	87.03 (National Average)

2020/21 Population: 448,544, 2021/22 Population: 459,938, 2022/23 Population: 459,938

\*\* Direct cost is the net budget cost for HRP and RCMP, from the budget tables above.

\*\*\* Data for these measures come from Stats Canada

#### CRIME SEVERITY INDEX

The **overall CSI** for Halifax CMA has gradually reduced from a high of 98 in 2010 (above both the national and provincial averages), to a low of 61 in 2019 (below both the national and provincial averages) and **is currently 62<sup>1</sup>**. There were increases in 2017 and 2018 which are likely explained by changes to coding practices in 2016/17 which resulted in more violent crimes being coded as Founded (particularly sexual assault), and a large number of historical sexual assaults (over 150) resulting from one file, being recorded in 2018

The **Violent CSI** for Halifax CMA saw a reduction between 2011-2014 but, until recently, had been above the national and provincial averages. There were increases in 2017 and 2018 (see above for likely explanation). The end of these exceptional events meant there was a significant decrease in 2019. It **remained stable at 84<sup>2</sup> in 2020**, which brought it below both the national and provincial averages for the first time in 10 years

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<sup>1</sup> Numbers are rounded to the nearest whole number

<sup>2</sup> Numbers are rounded to the nearest whole number

## HALIFAX REGIONAL POLICE SERVICE AREA PLANS (2022/23)

### Chief's Office & HRP Divisions

The Halifax Regional Police is committed to supporting Regional Council priorities through the delivery of an effective and efficient police service for residents and visitors. The Chief's Office provides overall leadership to HRP under the leadership of the Chief with the Deputy Chiefs of Operations and Support reporting directly to the Chief of Police. The Corporate Affairs and Professional Standards divisions also report directly to the Chief of Police, emphasizing strategic support of service delivery to citizens and supporting Halifax Regional Municipality's strategic outcomes through professional standards, strategic planning, policy development, audit and risk management, research and strategic communications. HRP's four operational divisions operate under the supervision of the two Deputy Chiefs: Patrol, Criminal Investigations, Administration and Support.

#### SERVICES DELIVERED

##### **Corporate Affairs Division:**

Reporting to the Chief of Police, this division manages relationships with a variety of HRP's external and internal stakeholders and supports the Chief's office in the delivery of strategic communications and public information, policy development, research and in fulfilling HRP's strategic and business plan reporting obligations.

##### **Professional Standards Division:**

Reporting to the Chief of Police, this division provides oversight and support to uphold the integrity and professionalism of the organization in such areas as professional standards, audit & oversight, diversity & inclusion and Departmental Sergeant Major functions.

##### **Patrol Division:**

Reporting to the Deputy Chief of Operations, this division is responsible for HRP's Patrol operations. This service provides a visible policing presence on HRM streets and responds to calls for assistance from the public, while supporting specialized response as needed. Patrol is divided into three divisional areas - Central, East and West.

##### **Criminal Investigation Division:**

Reporting to the Deputy Chief of Operations, responsible for Integrated Criminal Investigations operations, which includes a number of specialized investigative units. The Criminal Investigation Division is an integrated unit made up of Halifax Regional Police and RCMP officers and civilian employees and is headed by an HRP Superintendent.

##### **Support Division:**

Reporting to the Deputy Chief of Support, this division provides support to HRP operations in areas including traffic support, information management, community relations and crime prevention, records & courts and emergency planning. This division also includes various specialized functions, such as, K9, critical incident command, prisoner care and victim services.

##### **Administration Division:**

Reporting to the Deputy Chief of Support, this division provides administrative support to the organization in areas that include human resources, training, information technology and financial services.

## KEY DELIVERABLES (2022/23)

Communities – Safe Communities
<p><b>Street Checks Report Response</b> (Est. Completion: Q4 2023/2024)</p> <p>In collaboration with the Board of Police Commissioners, Dept. of Justice, and local communities, HRP is in the process of implementing a comprehensive and inclusive response to the Halifax, Nova Scotia: Street Checks Report, including detailed short- and long-term action plans, involving enhanced training, team education on Anti-Black racism and bias, a greater focus on diversity in police cadet recruitment, proactive community engagement, and enhanced guidelines for officer conduct.</p>
<p><b>Crime prevention and enhanced quality of life in HRM through public education (Crime Prevention Through Public Education)</b> (Est. Completion: Q4 2023/2024)</p> <p>In order to prevent crime and improve quality of life for residents, HRP will build a strategic public education framework, developing annual campaigns to educate and inform citizens.</p>
<p><b>Youth Engagement Program</b> (Target: Q4 2022/23)</p> <p>HRP is currently developing a framework to increase collaborations between various units that conduct youth engagement with a focus on providing a diversity lens on these activities. The framework is designed on four key pillars - recruitment and mentorship, education and recreational activities, relationship building, and trust and confidence in policing.</p>
<p><b>Hate Crime Unit Creation</b> (Target: Q4 2022/23)</p> <p>As part of HRP's commitment to an improved response to hate crimes and incidents, HRP is in the process of creating a hate crimes unit. As part of that, all sworn members and identified civilian roles will receive a wide variety of training on hate crimes. HRP will consult with subject matter experts and diverse stakeholders to develop framework.</p>
<p><b>Legitimate and Bias-Free Policing Training</b> (Target: Q4 2022/23)</p> <p>Legitimate and Bias Free training was rolled out in an effort to reinforce officers' knowledge of authorities, proper articulation to the public and bias free policing interaction in the daily exercise of their duties. With the completion of training for frontline supervisors in patrol, the training will be offered to all uniformed officers and is meant to encourage a dialogue through an interactive portion.</p>
<p><b>Review Patrol Deployment Model</b> (Est. Completion: Q2 2023/24)</p> <p>Informed by the findings of the Priority Response Review, conduct an evaluation of HRP's current Patrol Deployment Model to identify and develop a plan for effective response and deployment of resources to ensure proper coverage in high call areas.</p>



Our People – Engaged & Skilled People
<p><b>Acting Sergeant Officer Program</b> (Target: Q4 2022/23)</p> <p>Initiated in 2021, HRP Acting Sergeant Officer Program was designed to provide a leadership development opportunity to front line officers while providing additional operational support. As part of setting up this program, a training module was designed and delivered, this program will be continued on an ongoing basis.</p>
<p><b>Proactive Training and Recruitment Strategies</b> (Target: Q4 2022/23)</p> <p>Halifax Regional Police has put an elevated focus on recruitment in response to ongoing attrition and succession planning. Two main programs to help achieve this are the experienced officer program and HRP Police Science Program.</p>
<p><b>Crisis Intervention and Trauma-Informed Training and Mental Health Mobile Crisis Team (MHMCT)</b> (Target: Q4 2022/23)</p> <p>The Crisis Intervention and Trauma-Informed Training (CIT) Program is part of the collaborative partnership between Halifax Regional Police and the Mental Health Mobile Crisis Team (MHMCT) and provides learning for a more informed and skilled approach to mental health issues. HRP is building additional internal capacity and competence in this area by expanding this training across the service to a variety of functions. This training supports skill building in responding to mental health calls and enhances the safety for individuals, the community, and officers.</p>
Service Excellence – Innovative Performance Excellence
<p><b>HRP Secure Online Communications Portal</b> (Est. Completion: Q4 2022/2023)</p> <p>HRP will develop and implement a plan to replace the outdated HRP Intranet site with an online communications portal to support HRP operations, policy and training and employee engagement with appropriate measures for governance and security.</p>
<p><b>Performance Excellence</b> (Target: Q4 2022/2023)</p> <p>HRP will identify and complete a performance improvement project and work with Corporate Planning &amp; Performance to determine the benefits / savings realized</p>
<p><b>HRP Technology Road Map</b> (Est. Completion: Q4 2023/2024)</p> <p>HRP will continue to deliver on its technology road map that includes multiple police IT and cybersecurity projects in various stages of completion; some of which require ongoing funding allocation.</p>
Responsible Administration – Well Managed
<p><b>Implementation of Auditor General's Information Technology Audit Report</b> (Target: Q4 2022/2023)</p> <p>HRP will continue to implement the recommendations of the Auditor General's Police Information Technology Audit Report dated February 11, 2021. HRP expects to complete 80-90% of the recommendations by end of Q4.</p>

### **Policy Manual Refresh** (Target: Q4 2022/23)

HRP is undertaking a comprehensive policy refresh to ensure HRP Policy and Procedures are aligned with best practices, reflect a focus on diverse audiences, and set a framework to maintain effective procedures in a dynamic environment. This project will support the organizational direction and decisions of the organization in key strategic and operational areas.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion  
Target applies to new deliverables and is the original target completion date*

## **ROYAL CANADIAN MOUNTED POLICE HALIFAX DISTRICT**

### **Chief Superintendent**

The Officer in Charge of Halifax District RCMP, provides strategic direction and oversight to West Operations, East Operations, Integrated Criminal Investigation Division and the Management and Administration portfolio.

#### **SERVICES DELIVERED**

##### **Management and Administration**

This office manages Human Resources, Finance, Information Management, Professional Standards, Audits, Buildings, Fleet, Training and Public Service Employees.

### **RCMP Operations**

The Halifax District RCMP is fully committed and continues to demonstrate support of Regional Council strategic priorities through first response policing and investigative support. The RCMP policing model includes operations, investigative support and administration.

#### **SERVICES DELIVERED**

##### **General Duty**

Conducts investigations and enforces provisions of the Criminal Code, federal and provincial statutes and municipal bylaws, and establishes and maintains community-based policing measures, e.g. crime prevention, promoting community relations, and liaising with client groups within the HRM.

##### **Community Policing**

Conducts monthly crime reduction meetings, responds to community policing priorities, reviews data to track criminal activity, and plans operational initiatives to stop or reduce criminal activity.

### **School Resource**

Develops and supports youth initiatives within the HRM in support of District priorities through crime prevention and reduction and evidence-based policing strategies.

### **Youth Problem Oriented Policing**

Proactive community policing unit that works with youth and operates during summer months.

### **Investigative Support – Criminal Investigations Division**

This integrated unit provides specialized and complex investigative services in support of general duty.

### **Road Safety**

Uses statistical data to target the casual factors of serious injury/fatal motor vehicle collisions, aggressive driving, distracted driving, and impaired operation of motor vehicles.

### **Victim Services**

Provides quality service information, referral, and support to victims through the utilization of trained community volunteers working under the direction of the RCMP.

## **RCMP OPERATIONS KEY DELIVERABLES (2022/23)**

<b>Communities – Safe Communities</b>
<p><b>Community Survey</b> (Target: Q4 2022/2023)</p> <p>The RCMP conducts a yearly National Survey which includes both internal and external partnerships and diverse community participation. The Halifax District RCMP will work with HRP to develop a Community Survey, with a goal of gathering key information on public safety matters, knowledge critical to operating an effective and innovative police force.</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Technology</b> (Target: Q4 2022/2023)</p> <p>RCMP will continue to work with the Halifax Regional Municipality and HRP to review and modernize operating procedures and optimize the records management system to reduce organizational and operational risks.</p>

### Our People – Healthy & Safe Workplace

#### Employee Wellness (Target: Q4 2022/2023)

RCMP will continue building a resilient workforce through the implementation of its 4-year wellness strategy offering employees wraparound service, supported by a strong management and Employee Management Relations Teams. Examples of ongoing initiatives include periodic psychological health assessment (PPHA), ongoing presentations for members and their families including Veterans Affairs Canada, Mental Health and Resilience, Occupational Stress Injuries, Employee Wellness, and ongoing operational debriefings with dedicated RCMP psychologists.

### Our People – Engaged & Skilled People

#### Employee Recognition (Target: Q4 2022/2023)

Ongoing coordination with RCMP Divisional Awards and Recognition and continued support for very successful District Commander Recognition Strategy. This includes formal and information recognition of employees within the District through quarterly Honours and Recognition ceremonies.

#### Succession Planning and Professional Development (Target: Q4 2022/2023)

Continued strategic, accountable staffing and succession planning which supports employee development and operational capability. Initiatives include the robust Equity, Diversity and Inclusion Strategy, Leadership training, mentoring through the Officer Candidate Development Program and the National Talent Management and Succession Plan. With consideration for the challenges posed by the COVID-19 pandemic, continue to utilize innovative methods to deliver mandatory and developmental training for our employees to ensure our high level of service to HRM is maintained.

### Service Excellence – Exceptional Customer Service

#### Communication Strategy (Target: Q4 2022/2023)

RCMP will continue to enhance its Halifax District Communication Strategy and practices and leverage partnerships to support open and transparent information sharing. Examples of initiatives for 2021/2022 included tours of H Division Headquarters, ride-a-longs and multiple information sessions with Council and Board of Police Commissioners.

#### Staffing in Critical Areas (Target: Q4 2022/2023)

RCMP will continue to review staffing model to assess risk to front line staff and investigative support services and professional standards. For example, non-support for the development of an administrative Staff Sergeant in 2020/2021 has resulted in additional functions to be transferred to frontline supervisors.

## Summary of Net Expenditures - Halifax Regional Police

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
P120 Corporate Affairs	772,460	849,500	880,200	971,100	121,600	14.3
** Corporate Affairs Division	772,460	849,500	880,200	971,100	121,600	14.3
P110 Professional Stds	243,563	545,600	540,400	145,000	(400,600)	(73.4)
P125 Audit & Policy	175,532	319,000	315,100	13,200	(305,800)	(95.9)
** Professional Standards Divisi	419,095	864,600	855,500	158,200	(706,400)	(81.7)
P105 Chief's Office	1,552,080	1,468,000	1,494,600	1,853,500	385,500	26.3
P135 Board Of Police C	6,270	13,900	13,900	13,900	-	-
P115 Legal	363,239	60,400	-	-	(60,400)	(100.0)
*** Chief's Office	3,113,144	3,256,400	3,244,200	2,996,700	(199,300)	(6.2)
P130 Facilities & Prop.	119,027	104,500	104,500	104,500	-	-
P210 EAP	43,707	155,100	155,100	156,700	1,600	1.0
P220 Human Resources	43,129	69,500	(316,900)	(352,400)	(421,900)	(607.1)
P225 Training	1,238,611	1,527,100	1,377,900	1,377,800	(149,300)	(9.8)
P255 Exhibits & Property	925,447	912,300	1,061,200	1,054,100	141,800	15.5
P505 Police Science Training	(13)	-	-	-	-	-
* Administration	2,369,908	2,768,500	2,381,800	2,340,700	(427,800)	(15.5)
P230 Finance	496,248	522,100	528,400	524,400	2,300	0.4
P250 Fleet Maintenance	159,136	50,900	50,900	50,900	-	-
* Fleet/Finance	655,383	573,000	579,300	575,300	2,300	0.4
P311 STIU	1,005,755	1,174,800	1,150,900	1,195,300	20,500	1.7
* IT & Security	1,005,755	1,174,800	1,150,900	1,195,300	20,500	1.7
** Administration Support	4,031,047	4,516,300	4,112,000	4,111,300	(405,000)	(9.0)
P235 Extra Duty	(45,963)	41,500	154,700	23,200	(18,300)	(44.1)
P317 CATS Clearing Account	1,157,707	-	-	-	-	-
P365 Collision Reconst	299,608	263,100	287,900	265,500	2,400	0.9
P370 Prisoner Care	1,092,557	854,000	1,014,000	825,300	(28,700)	(3.4)
P410 Shared Support	1,174,187	1,001,500	737,200	787,900	(213,600)	(21.3)
P430 Victim Service	215,035	288,700	278,700	269,800	(18,900)	(6.5)
P435 Canine	419,480	896,900	1,015,000	943,000	46,100	5.1
P440 ERT	32,854	123,200	70,800	123,200	-	-
P445 Marine	79,779	83,600	83,600	83,600	-	-
P450 Public Safety Unit	302	36,700	36,700	36,700	-	-
P455 Bike Patrol	146	16,000	16,000	16,000	-	-
P460 Sch. Crossing Guard	1,426,929	1,995,800	1,998,500	1,686,300	(309,500)	(15.5)
P465 Mounted	139,361	149,000	150,400	150,200	1,200	0.8
P470 Port's Policing	106,673	130,500	105,800	110,700	(19,800)	(15.2)
P480 CR/CP	973,237	1,126,500	1,161,000	1,181,100	54,600	4.8
N731 Core Fire & EMO	432	3,000	3,000	3,000	-	-
N732 Rural Fire	604,080	676,300	676,300	676,300	-	-
P240 Traffic Support	494,902	591,900	590,000	537,800	(54,100)	(9.1)
P245 Court Officers	1,460,444	1,684,700	1,614,900	1,586,600	(98,100)	(5.8)
P265 Records	220,166	272,600	392,900	297,700	25,100	9.2
P489 Ground Search/Rescue	7,348	-	-	-	-	-
S120 FOIPOP Coordinator	63,556	72,400	72,400	79,400	7,000	9.7
* Information Management	10,434,929	11,885,600	11,232,800	11,595,300	(290,300)	(2.4)
** Support Division	19,843,705	21,073,900	20,699,700	20,285,200	(788,700)	(3.7)
P205 Support Division	962,909	1,353,900	1,830,300	2,146,500	792,600	58.5
P208 Back Check	(422,513)	(171,500)	-	-	171,500	(100.0)
P270 Commissionaires	924,111	874,700	-	-	(874,700)	(100.0)
E123 Comm. Response	-	14,900	14,900	-	(14,900)	(100.0)
*** Support Division	25,339,259	27,662,200	26,656,900	26,543,000	(401,100)	(1.5)
P312 Technical Unit	737,584	779,400	803,400	1,178,900	399,500	51.3
P313 VICLAS	84,036	-	-	-	-	-
P314 Digital Forensics	564,864	391,600	388,600	516,200	124,600	31.8

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
P315 Inves. Call BackUnit	-	-	-	77,300	77,300	-
P316 CID	(2,827,792)	(3,191,300)	(3,265,300)	(2,591,000)	600,300	(18.8)
P320 Polygraph	337,030	265,400	286,900	265,800	400	0.2
P321 Cyber Crime	13,005	210,900	210,900	133,800	(77,100)	(36.6)
P325 Forensic Ident.	2,188,502	2,158,100	2,293,800	2,363,400	205,300	9.5
P330 Financial Crime	1,023,547	1,218,500	1,176,700	1,086,400	(132,100)	(10.8)
P335 Drugs	1,503,811	1,834,200	1,869,200	1,596,100	(238,100)	(13.0)
P340 Criminal Intel Unit	1,123,753	1,168,400	1,157,200	1,431,200	262,800	22.5
P345 Human Trafficking/MP	1,041,797	922,300	1,145,400	953,400	31,100	3.4
P346 ICE	229,782	266,500	306,200	520,300	253,800	95.2
P347 SAIT	553,202	1,194,900	1,268,100	1,587,100	392,200	32.8
P360 GIS	2,860,617	3,193,300	2,822,800	2,383,400	(809,900)	(25.4)
P375 Homicide	2,607,496	1,969,300	1,976,400	1,936,600	(32,700)	(1.7)
P376 Cold Case	104,082	260,200	264,500	262,600	2,400	0.9
P377 HEAT	114,953	262,100	317,800	264,500	2,400	0.9
P380 Crime Analysis	1,151,199	1,201,600	1,165,600	1,002,200	(199,400)	(16.6)
P381 Human Source Unit	(25,629)	154,700	157,700	156,600	1,900	1.2
P382 Intercept Monitors	37,448	344,500	330,800	10,000	(334,500)	(97.1)
** Criminal Investigations Divis	13,423,286	14,604,600	14,676,700	15,134,800	530,200	3.6
P415 Central	13,955,329	14,660,100	13,879,000	15,066,000	405,900	2.8
P475 QRU - Central Patrol	926,310	950,900	963,700	960,000	9,100	1.0
* Operations Central	14,881,639	15,611,000	14,842,700	16,026,000	415,000	2.7
P420 West	11,409,768	11,925,200	12,197,600	12,569,900	644,700	5.4
P495 QRU - West Patrol	930,528	782,500	766,500	939,800	157,300	20.1
* Operations West	12,340,296	12,707,700	12,964,100	13,509,700	802,000	6.3
P425 East	13,014,452	13,491,400	13,724,200	13,333,200	(158,200)	(1.2)
P490 QRU - East Patrol	990,794	784,400	782,100	941,700	157,300	20.1
* Operations East	14,005,245	14,275,800	14,506,300	14,274,900	(900)	(0.0)
** Patrol Operations	41,227,181	42,594,500	42,313,100	43,810,600	1,216,100	2.9
P405 Deputy Operations	980,071	693,100	676,600	709,900	16,800	2.4
*** Operations Division	55,630,538	57,892,200	57,666,400	59,655,300	1,763,100	3.0
Net Total	84,082,940	88,810,800	87,567,500	89,195,000	384,200	0.4

### Summary Details - Halifax Regional Police

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	68,202,977	71,603,600	67,650,700	72,668,200	1,064,600	1.5
6002 Salaries - Overtime	2,504,160	2,461,300	5,749,800	2,529,300	68,000	2.8
6003 Wages - Regular	-	132,400	-	132,400	-	-
6005 PDP & Union Con Incr	(51,039)	-	(75,500)	-	-	-
6050 Court Time	497,675	1,117,300	812,000	1,285,700	168,400	15.1
6051 Shift Agreements	86,207	-	-	-	-	-
6052 Shift Differentials	282,575	403,700	403,700	403,700	-	-
6053 Extra Duty	258,160	319,900	549,300	612,400	292,500	91.4
6054 Vacation payout	24,448	-	68,900	-	-	-
6099 Other Allowances	-	17,000	-	17,000	-	-
6100 Benefits - Salaries	13,726,967	14,229,500	14,013,300	14,508,400	278,900	2.0
6110 Vacancy Management	-	(980,800)	-	(2,147,300)	(1,166,500)	118.9
6152 Retirement Incentives	659,606	802,500	802,500	813,000	10,500	1.3
6154 Workers' Compensation	903,464	1,051,400	1,051,400	1,690,000	638,600	60.7
6156 Clothing Allowance	425,633	425,800	425,800	452,400	26,600	6.2
6157 stipends	2,000	-	-	-	-	-
6164 On the Job injuries	232,509	244,400	244,400	244,400	-	-
6199 Comp & Ben InterDept	785,072	772,700	772,700	772,700	-	-
9200 HR CATS Wage/Ben	456	-	-	-	-	-

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
9210 HR CATS OT Wage/Ben	253	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>88,541,121</b>	<b>92,600,700</b>	<b>92,469,000</b>	<b>93,982,300</b>	<b>1,381,600</b>	<b>1.5</b>
6201 Telephone/Cable	110,553	173,300	173,300	172,900	(400)	(0.2)
6202 Courier/Postage	27,633	29,100	29,100	29,000	(100)	(0.3)
6203 Office Furn/Equip	49,248	50,800	50,800	50,800	-	-
6204 Computer S/W & Lic	275,168	100,000	100,000	99,500	(500)	(0.5)
6205 Printing & Reprod	294	2,500	2,500	2,500	-	-
6207 Office Supplies	90,178	91,700	91,700	91,700	-	-
6290 Office OCC Transfer	(37,700)	-	-	-	-	-
<b>* Office</b>	<b>515,374</b>	<b>447,400</b>	<b>447,400</b>	<b>446,400</b>	<b>(1,000)</b>	<b>(0.2)</b>
6302 Legal Fees	365,172	60,400	130,000	60,400	-	-
6303 Consulting Fees	45,187	-	-	-	-	-
6304 Janitorial Services	142,464	139,700	139,700	139,700	-	-
6311 Security	19,340	27,900	27,900	27,900	-	-
6312 Refuse Collection	12,938	15,000	15,000	15,000	-	-
6315 Outside Policing	186,096	253,400	178,400	253,400	-	-
6399 Contract Services	1,752,604	1,757,100	1,793,100	1,757,100	-	-
<b>* External Services</b>	<b>2,523,801</b>	<b>2,253,500</b>	<b>2,284,100</b>	<b>2,253,500</b>	-	-
6401 Uniforms & Clothing	180,298	203,200	175,400	235,400	32,200	15.8
6402 Med & First Aid Supp	1,162	-	-	-	-	-
6403 Patrol Equip Supplies	358,388	398,400	577,000	432,900	34,500	8.7
6404 Rec Prog Supplies	22	-	-	-	-	-
6405 Photo Supp & Equip	17,244	20,000	20,000	20,000	-	-
6407 Clean/Sani Supplies	23,856	35,700	17,600	5,700	(30,000)	(84.0)
6409 Personal Protect Equ	37,280	50,000	38,900	-	(50,000)	(100.0)
6499 Other Supplies	148	4,900	4,900	4,900	-	-
<b>* Supplies</b>	<b>618,398</b>	<b>712,200</b>	<b>833,800</b>	<b>698,900</b>	<b>(13,300)</b>	<b>(1.9)</b>
6502 Chemicals	22	-	-	-	-	-
<b>* Materials</b>	<b>22</b>	-	-	-	-	-
6607 Electricity	-	6,400	6,400	6,400	-	-
6611 Building - Interior	3,635	-	-	-	-	-
6699 Other Building Cost	37,011	47,300	64,300	47,300	-	-
<b>* Building Costs</b>	<b>40,646</b>	<b>53,700</b>	<b>70,700</b>	<b>53,700</b>	-	-
6701 Equipment Purchase	437,964	325,700	247,800	352,300	26,600	8.2
6703 Computer Equip/Rent	37,546	10,000	10,000	10,000	-	-
6704 Equipment Rental	9,994	1,800	1,800	1,800	-	-
6705 Equip - R&M	63,153	94,500	94,500	93,500	(1,000)	(1.1)
6706 Computer R&M	850	8,700	8,700	8,700	-	-
6708 Mechanical Equipment	1,052	4,100	4,100	4,100	-	-
6711 Communication System	1,005,903	885,100	885,100	939,000	53,900	6.1
6731 Airtime	231,930	258,700	258,700	258,700	-	-
<b>* Equipment &amp; Communications</b>	<b>1,788,392</b>	<b>1,588,600</b>	<b>1,510,700</b>	<b>1,668,100</b>	<b>79,500</b>	<b>5.0</b>
6802 Vehicle R&M	7,180	-	-	-	-	-
6803 Vehicle Fuel - Diesel	1,107	3,000	3,000	3,000	-	-
6804 Vehicle Fuel - Gas	65	1,000	1,000	1,000	-	-
<b>* Vehicle Expense</b>	<b>8,352</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	-	-
6901 Membership Dues	20,736	12,000	14,600	12,000	-	-
6902 Conferences/Workshop	1,234	-	7,900	-	-	-
6903 Travel - Local	318	13,900	12,900	13,400	(500)	(3.6)
6904 Travel - Out of Town	45,546	238,700	134,800	238,700	-	-
6905 Training & Education	165,510	254,700	254,700	254,700	-	-
6906 Licenses & Agreements	64,098	84,800	84,800	84,800	-	-
6911 Facilities Rental	1,169,384	1,313,700	1,207,900	1,259,800	(53,900)	(4.1)
6912 Advertising/Promotio	11,772	6,100	6,100	6,100	-	-
6917 Books and Periodicals	13,818	10,400	10,400	9,900	(500)	(4.8)
6918 Meals	10,419	29,300	27,800	28,500	(800)	(2.7)
6919 Special Projects	-	12,600	12,600	2,000	(10,600)	(84.1)
6928 Committee Expenses	-	500	500	-	(500)	(100.0)

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6938 Rewarding Excellence	5,380	2,700	2,700	2,700	-	-
6999 Other Goods/Services	1,336	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>1,509,552</b>	<b>1,979,400</b>	<b>1,777,700</b>	<b>1,912,600</b>	<b>(66,800)</b>	<b>(3.4)</b>
7008 ItnTrsf IT & Commun	4,575	-	-	-	-	-
7009 Internal Trfr Other	97,621	92,700	92,700	92,700	-	-
7011 Int Trf Record Check	-	(3,300)	(3,300)	(3,300)	-	-
7012 Int Trf Print/Reprod	2,465	-	-	-	-	-
7013 Int Trf Extra Duty	-	(107,400)	(20,000)	(217,400)	(110,000)	102.4
<b>* Interdepartmental</b>	<b>104,660</b>	<b>(18,000)</b>	<b>69,400</b>	<b>(128,000)</b>	<b>(110,000)</b>	<b>611.1</b>
8003 Insurance Pol/Prem	47,960	54,100	54,100	54,100	-	-
8030 Tfr Fr Resvs to Oper	(258,400)	(258,400)	(258,400)	-	258,400	(100.0)
8031 Tfr To Resvs Fr Oper	25,000	25,000	25,000	-	(25,000)	(100.0)
<b>* Other Fiscal</b>	<b>(185,440)</b>	<b>(179,300)</b>	<b>(179,300)</b>	<b>54,100</b>	<b>233,400</b>	<b>(130.2)</b>
<b>** Total</b>	<b>95,464,879</b>	<b>99,442,200</b>	<b>99,287,500</b>	<b>100,945,600</b>	<b>1,503,400</b>	<b>1.5</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4703 Cond.Grant NS(Other)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	-
<b>* Transfers from other Gov'ts</b>	<b>(3,800,000)</b>	<b>(3,800,000)</b>	<b>(3,800,000)</b>	<b>(3,800,000)</b>	<b>-</b>	<b>-</b>
5250 Sales of Svcs-Other	(438,016)	(527,500)	(439,600)	(608,000)	(80,500)	15.3
5256 SOT Revenue	(2,350)	(32,500)	-	-	32,500	(100.0)
<b>* Fee Revenues</b>	<b>(440,366)</b>	<b>(560,000)</b>	<b>(439,600)</b>	<b>(608,000)</b>	<b>(48,000)</b>	<b>8.6</b>
5508 Recov External Parti	(6,540,050)	(5,675,000)	(6,724,400)	(6,522,100)	(847,100)	14.9
5600 Miscellaneous Revenue	(601,522)	(596,400)	(756,000)	(820,500)	(224,100)	37.6
<b>* Other Revenue</b>	<b>(7,141,573)</b>	<b>(6,271,400)</b>	<b>(7,480,400)</b>	<b>(7,342,600)</b>	<b>(1,071,200)</b>	<b>17.1</b>
<b>** Total</b>	<b>(11,381,938)</b>	<b>(10,631,400)</b>	<b>(11,720,000)</b>	<b>(11,750,600)</b>	<b>(1,119,200)</b>	<b>10.5</b>
<b>Net Total</b>	<b>84,082,940</b>	<b>88,810,800</b>	<b>87,567,500</b>	<b>89,195,000</b>	<b>384,200</b>	<b>0.4</b>



**HALIFAX**

# **HALIFAX TRANSIT**

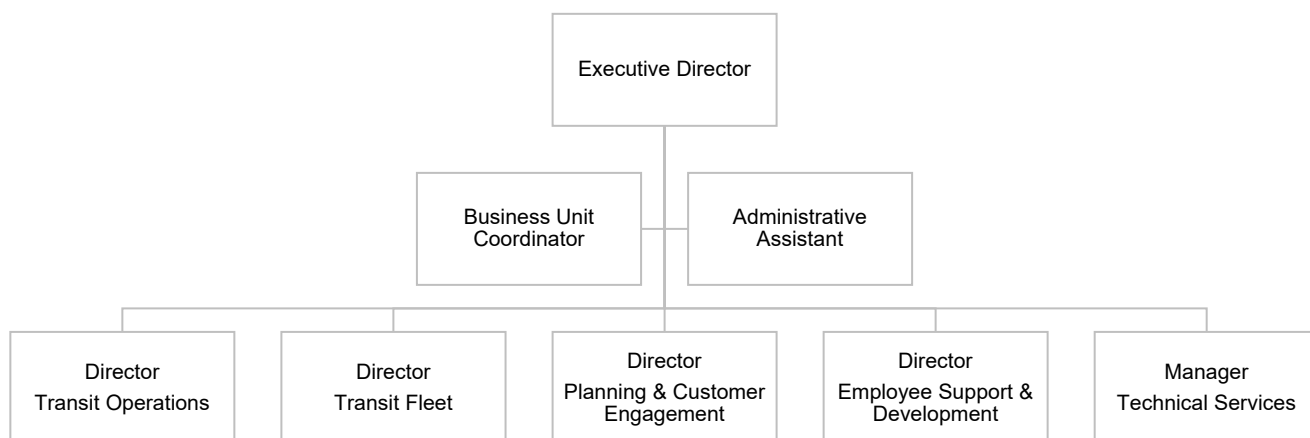
2022/23 BUDGET AND BUSINESS PLAN

**MISSION** WORKING TOGETHER TO PROVIDE A SAFE, RELIABLE, AND  
SUSTAINABLE TRANSIT SYSTEM

## HALIFAX TRANSIT OVERVIEW

Halifax Transit is committed to advancing Regional Council's priority outcomes through the operation of 369 conventional buses, 5 ferries, and 47 Access-A-Bus vehicles. Halifax Transit employs a workforce of more than 1000 employees and operates two transit maintenance and storage centres, three ferry terminals, 11 bus terminals, and 14 Park & Ride lots.

## HALIFAX TRANSIT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	1,066.6	-	(9.1)	1,057.5	(759,900)
Capital	-	-	-	-	-
<b>Total</b>	<b>1,066.6</b>	<b>-</b>	<b>(9.1)</b>	<b>1,057.5</b>	<b>\$ (759,900)</b>

Changes: (13.4) FTE removed for temporary Hostlers (relates to 3/4 of the year for 2022/2023)  
 (3.0) FTEs removed  
 2.0 FTEs added for Mobile Supervisors in Conventional Services  
 1.0 FTE added for Administrative Assist in Ferry Services  
 1.0 FTE added for Fleet Supervisor in Conventional Services  
 1.0 FTE added for Project Manager - Electrification in Conventional Services  
 1.0 FTE added for Coordinator Project Planning in Conventional Services  
 1.0 FTE added for Team Lead, Employee Services in Conventional Services  
 0.8 FTE added for Outreach Intern in Conventional Services  
 (0.5) FTE removed for Conventional Transit Operator in Conventional Services (FTE from 1.0 to 0.5)  
Net Changes of (9.1) FTEs

Service expansion will require 34 additional operators and 4 mechanics to be funded from OCC included in the 2022-23 budget proposal.

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Transit Asset & Infrastructure Renewal**

To create an enhanced and more accessible experience for its customers, Halifax Transit will continue investment in the renewal of on-street infrastructure including construction of stop locations as well as replacement of conventional and Access-A-Bus vehicles.

#### **Transit Accessibility**

Halifax Transit is committed to improving the accessibility of Halifax Transit services in Halifax Regional Municipality (the municipality). This includes improvements to the conventional service to make it an inclusive, viable option, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training, and vehicle improvements.

#### **Transit Technology**

Through the implementation of improved transit technology including Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.

#### **Transit Service Plan**

Halifax Transit is continuously evolving to offer its residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.

#### **Rapid Transit Strategy (Bus)**

Approved in 2020, describes a network of four bus rapid transit (BRT) lines that cover approximately 50km, connecting peninsular Halifax and Downtown Dartmouth with developing suburbs on both sides of the harbour. Halifax Transit will continue to pursue potential funding opportunities to advance the BRT project and will work with other business units on functional designs in key corridors to further refine transit priority information and costs.

#### **Rapid Transit Strategy (Ferry)**

Approved in 2020, proposes three new ferry routes from three new terminals: Mill Cove, Larry Uteck, and Shannon Park. In 2022/23, Halifax Transit aims to Plan, design, implement, and launch a new Mill Cove Ferry Service.

## INITIATIVES SUPPORTING HALIFACT

**HalifACT Electrification of Transportation – Decarbonize Public Transit (Environment – Net-Zero Emissions)**

Halifax Transit will initiate the conversion from a fully diesel-powered fleet to zero emission buses. This initially includes the procurement of electric buses and charging infrastructure, transit facility renovations to accommodate electric buses, planning and routing considerations for electric buses, and staff training.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

**Diversity & Inclusion Framework**

Halifax Transit is undertaking initiatives to advance diversity and inclusion to foster innovation and support of our workplace and communities. Over the next year, Halifax Transit will focus on awareness campaigns and diversity training, along with improved equitable employment and accessible information.

**HALIFAX TRANSIT BUDGET**

## OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Access-A-Bus Service	\$ 6,109,635	\$ 7,003,300	\$ 7,241,900	\$ 6,926,300	\$ (77,000)	(1.1)
Conventional Service	75,939,625	72,533,600	79,285,900	74,665,200	2,131,600	2.9
Ferry Service	5,025,345	5,070,100	5,619,000	5,089,800	19,700	0.4
Transit Facilities	4,250,335	4,548,500	4,377,400	4,403,700	(144,800)	(3.2)
Fiscal Transit	(49,646,115)	(50,671,000)	(51,878,600)	(56,638,700)	(5,967,700)	11.8
<b>Net Total</b>	<b>\$ 41,678,825</b>	<b>\$ 38,484,500</b>	<b>\$ 44,645,600</b>	<b>\$ 34,446,300</b>	<b>\$ (4,038,200)</b>	<b>(10.5)</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 38,484,500</b>
Compensation Changes:	
Contractual salary increases offset partially by position changes	1,214,000
Removal of Hostler positions	(1,132,000)
Moving Forward Together Plan - Service Expansion	1,090,000
Revenue Adjustments:	
Increase to fare revenue	(4,900,000)
Area rate revenue	(5,967,700)
Transit COVID Recovery	825,000
Other revenue adjustments	(104,500)
Other Budget Adjustments:	
Fuel price and usage increase	4,423,200
Funding for Accessible Taxis	380,000
Snow Removal	132,700
Janitorial services, cleaning supplies & PPE	119,200
Security personnel	82,300
Equipment and building expenses	(268,800)
Materials	30,200
Advertising and recruiting	57,500
Other expenses - Services/Supplies	(19,300)
Total Changes	\$ (4,038,200)
<b>2022/23 Budget</b>	<b>\$ 34,446,300</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 81,684,481	\$ 86,925,600	\$ 87,167,900	\$ 88,097,600	\$ 1,172,000	1.3
Office	939,842	1,125,100	1,154,000	1,105,800	(19,300)	(1.7)
External Services	2,424,145	2,823,400	2,919,200	3,451,500	628,100	22.2
Supplies	1,379,691	1,451,700	1,478,000	1,537,800	86,100	5.9
Materials	128,076	147,000	197,300	177,200	30,200	20.5
Building Costs	2,124,347	2,409,000	2,010,300	2,178,200	(230,800)	(9.6)
Equipment & Communications	1,004,158	1,111,500	1,192,900	1,073,500	(38,000)	(3.4)
Vehicle Expense	17,796,958	19,799,900	23,379,900	24,223,100	4,423,200	22.3
Other Goods & Services	792,108	1,342,000	1,416,700	1,399,500	57,500	4.3
Interdepartmental	9,129	(95,500)	(8,800)	(95,500)	-	-
Other Fiscal	237,022	470,000	470,000	470,000	-	-
<b>Total Expenditures</b>	<b>108,519,956</b>	<b>117,509,700</b>	<b>121,377,400</b>	<b>123,618,700</b>	<b>6,109,000</b>	<b>5.2</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Area Rate Revenue	\$ (49,883,137)	\$ (51,141,000)	\$ (52,348,600)	\$ (57,108,700)	\$ (5,967,700)	11.7
Fee Revenues	(15,933,927)	(26,812,200)	(23,472,500)	(30,887,200)	(4,075,000)	15.2
Other Revenue	(1,024,069)	(1,072,000)	(910,700)	(1,176,500)	(104,500)	9.7
<b>Total Revenues</b>	<b>(66,841,132)</b>	<b>(79,025,200)</b>	<b>(76,731,800)</b>	<b>(89,172,400)</b>	<b>(10,147,200)</b>	<b>12.8</b>
<b>Net Total</b>	<b>\$ 41,678,825</b>	<b>\$ 38,484,500</b>	<b>\$ 44,645,600</b>	<b>\$ 34,446,300</b>	<b>\$ (4,038,200)</b>	<b>(10.5)</b>

## HALIFAX TRANSIT SERVICE AREA PLANS (2022/2023)

## ACCESS-A-BUS SERVICE

The Access-A-Bus Service supports Regional Council priorities through the provision of a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities and declared eligible through a registration process. The Access-A-Bus service supplements the Halifax Transit fixed-route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 47 vehicles, traveling more than 2,000,000 kilometers annually.

## SERVICES DELIVERED

## Paratransit Service

Paratransit service for persons who are unable to use the conventional transit system.

## SERVICE DELIVERY MEASURES

Performance Measures Access-A-Bus	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Ridership	170,434	70,084	120,034	162,785
Total Cost (Expenses) per Revenue Vehicle Hour	\$76.83	\$91.57	\$91.08	\$83.06
Operating Expense per Passenger	\$40.90	\$92.11	\$64.04	\$49.23
Average Fare per Passenger	\$1.72	\$1.31	\$1.39	\$1.39
Revenue/Cost Ratio	4.2%	1.4%	2.2%	2.8%
Customer Service (requests addressed within standard)	88%	91%	85%	90%

## PERFORMANCE ANALYSIS

Access-A-Bus ridership decreased significantly in 2020/21 as a result of the COVID-19 pandemic. In 2021/22, ridership was varied, and was close to pre-pandemic levels between waves of the pandemic. Ridership is anticipated to be more consistent in 2021/22, but still fall slightly short of previous levels. Prior to the pandemic, ridership had been increasing, largely due to the approval of the Access-A-Bus Continuous Improvement Service Plan and scheduling system software upgrades. There is a potential for further growth in late 2022/23 following the completion of the Mobile Data Terminals project.

## ACCESS-A-BUS TRANSIT SERVICE KEY DELIVERABLES (2022/23)

Integrated Mobility – Safe & Accessible Mobility Network
<p><b>Review of Access-A-Bus Eligibility Criteria</b> (Est. Completion: Q4 2022/23)</p> <p>To ensure service offerings are focused on client's abilities, the Access-A-Bus (AAB) client eligibility criteria will be reviewed and better matched to functional abilities, aligning the availability of AAB services to those who require it. This alignment is anticipated to create capacity for those who cannot use the services of the now fully accessible conventional fleet.</p>
<p><b>Installation of Mobile Data Terminals on Access-A-Bus Vehicles</b> (Est. Completion: Q2 2022/23)</p> <p>To improve service delivery through the introduction of new technology, mobile data computers will be installed on all Access-A-Bus vehicles. The implementation of the new technology will include physical hardware installation, compatibility software integration, current-state process documentation, process updating, testing, user-training, and adoption.</p>

### **On-Demand Private Accessible Transportation (Target: Q4 2022/23)**

Halifax Transit will work with an external vendor to launch private accessible taxi service for residents and will monitor and report on service availability and usage.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion*

*Target applies to new deliverables and is the original target completion date*

## **CONVENTIONAL TRANSIT SERVICE**

The Conventional Transit Service supports Regional Council priorities through the provision of a network of routes that operate throughout the defined service area. This service provides over 20 million passenger trips annually and travels more than 19,000,000 kilometres.

### **SERVICES DELIVERED**

#### **Operating Conventional Transit Routes**

Consisting of 72 fixed-route services and 3 Regional Express routes to rural areas.

#### **Employee Support**

Providing employee training and development, along with support related to administration and technology.

#### **Transit Planning and Scheduling**

Planning short, medium, and long term service changes and strategies and creating all Bus Operator schedules.

#### **Sustainable Transportation Programs**

Developing, delivering, and managing a variety of programs to encourage use of sustainable forms of transportation.

#### **Bus Fleet Planning, Acquisition, and Disposal**

Strategic and tactical bus fleet planning, related analysis and reporting, supporting bus procurement, readying buses for service once they arrive, and preparing buses for disposal when they are no longer suitable for use by the municipality.

#### **Customer Support**

Providing communication, customer service and engagement

#### **Bus Cleaning, Servicing, Repair and Maintenance**

Servicing and cleaning of Halifax Transit buses and providing maintenance and repair to keep buses in good running order, compliant with legislation, and fit for use.

#### **Bus Stop Improvements**

Maintaining the condition of existing bus stops, identifying the need for new bus stops, and making improvements for accessibility, including installing hard surfaces and bus stop amenities such as benches and shelters.



## Capital Projects

Strategic and capital planning for Halifax Transit as well as for acquiring and/or construction of new assets including vehicles, buildings, and land. This service is also responsible for implementation of new transit service.

## SERVICE DELIVERY MEASURES

<b>Performance Measures CONVENTIONAL</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Projected</b>	<b>2022/23 Planned</b>
Ridership	19,817,901	7,968,184	12,440,799	16,777,139
Number of Regular Service Passenger Trips per Capita in Service Area	57.8	23.1	35.2	46.4
Passengers per Service Hour	21.2	8.9	12.9	17.1
Revenue Vehicle Hour per Capita in Service Area	2.7	2.6	2.7	2.7
Total Cost (Expenses) per Revenue Vehicle Hour	\$104.16	\$106.70	\$109.49	\$110.52
Operating Expense per Passenger	\$4.92	\$12.04	\$8.48	\$6.46
Average Fare per Passenger	\$1.68	\$2.03	\$1.80	\$1.80
Revenue/Cost Ratio	34%	17%	21%	28%
Requests Addressed within Standard	93%	93%	91%	90%

## PERFORMANCE ANALYSIS

Ridership growth during the first few years of the Moving Forward Together Plan (MFTP) implementation exceeded expectations, however, in 2020/21, the conventional transit system was greatly impacted by the COVID-19 pandemic. In 2021/22, there were periods of recovery that saw as many as 70% of passengers return to the system, but these were coupled with periods of high COVID-19 cases and province-wide restrictions that impacted ridership. A large service change was implemented in November 2021, which was expected to stimulate new ridership, but it was followed less than a month later by shutdowns and restrictions related to the Omicron variant of COVID-19, so it is expected to take some time before the potential benefits are realized. A final MFTP implementation is planned for November 2022, which is also expected to stimulate some new ridership.

## CONVENTIONAL TRANSIT SERVICE KEY DELIVERABLES (2022/23)

<p><b>Integrated Mobility – Connected &amp; Healthy Long-Range Mobility Planning</b></p>
<p><b>Implementation of Moving Forward Together Plan Transit Network Changes</b> (Est. Completion: Q4 2022/23)</p> <p>Continuation of the MFTP transit network changes. The final large route network change is targeted to take place in November 2022, resulting in changes to approximately 15% of the Halifax Transit network.</p>
<p><b>Transit Priority Corridors</b> (Target: Q4 2022/23)</p> <p>Halifax Transit will continue to pursue the implementation of transit priority measures on major strategic multimodal corridors. In 2022/23, this will include collaborating with other business units to tender Phase 2 of the Bayers Road project, launch a Spring Garden Road pilot project, prepare a functional plan for Portland Street/Cole Harbour Road, and prepare a preliminary design for Robie Street/Young Street.</p>
<p><b>Integrated Mobility – Safe &amp; Accessible Mobility Network</b></p>
<p><b>Bus Stop Accessibility Improvements</b> (Target: Q4 2022/23)</p> <p>A consultant was engaged in 2021/22 to create an inventory and recommendations regarding required bus stop upgrades. In 2022/23, modifications will be made to over 50 bus stops to improve their accessibility. A multi-year work plan to guide upgrades to the remaining non-accessible stops will be completed as well.</p>
<p><b>Passenger Conduct Campaign</b> (Target: Q4 2022/23)</p> <p>The Transit Code will continue the transition to an ongoing program, with new campaigns launching quarterly in 2022/23 that address topics related to safety, courtesy, and respect on public transit.</p>
<p><b>HalifACT – Electrification of Transportation (Environment – Net Zero Emissions)</b></p>
<p><b>Procurement and Implementation of Battery Electric Buses</b> (Target: Q4 2022/23)</p> <p>The Request for Proposals (RFP) for the procurement of battery electric buses (BEBs) has been completed and focus will now shift to closing procurement activities and implementation.</p>
<p><b>Assessment for the Elimination of Internal Combustion Engine Vehicles</b> (Est. Completion: Q4 2022/23)</p> <p>To determine sustainable alternatives for the future, Halifax Transit will begin to assess the elimination of internal combustion engine vehicles across the entire fleet.</p>
<p><b>Service Excellence – Innovative Performance Excellence</b></p>
<p><b>Fare Management Project – Phase 2</b> (Est. Completion: Q3 2022/23)</p> <p>To increase boarding efficiency and to improve fare payment options, Halifax Transit will begin work to install fare payment application validators, removing the need for validation by the operators. Consideration of additional payment options (such as smart cards and open payments) will also be included in Phase 2.</p>

**Fixed Route Planning, Scheduling and Operations - Complete Implementation** (Est. Completion: Q1 2023/24)

To improve operational efficiency, Halifax Transit will begin to enhance functionality in the newly implemented planning, scheduling, and operations software solution.

## FERRY SERVICE

Halifax Transit's Ferry Services supports Regional Council priorities through the operation of two ferry routes providing public transit services within Halifax Harbour. The Ferry Service has passenger terminals located in Dartmouth (Alderney and Woodside) and Downtown Halifax. Halifax Transit supports ferry service operations through the provision of repair and preventative maintenance services.

### SERVICES DELIVERED

**Ferry Service**

Responsible for a network of fixed routes providing public transit services within Halifax Harbour. There are currently 2 fixed routes.

**Ferry Service Maintenance**

Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, fit for use, and compliant with Federal legislation and regulations.

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Ridership	1,601,516	313,856	713,805	963,313
Passengers per Capita within Service Area	4.7	0.9	2.0	2.7
Passengers per Service Hour	109.7	22.1	49.6	64.7
Cost to Operate a Ferry for Each In-service Hour	\$448.40	\$416.13	\$534.51	\$505.84
Operating Expense per Passenger	\$4.09	\$18.83	\$10.78	\$7.81
Average Fare per Passenger	\$1.86	\$2.08	\$2.52	\$2.52

<b>Performance Measures</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Projected</b>	<b>2022/23 Planned</b>
Revenue/Cost Ratio	45%	11%	23%	32%
Requests Addressed within Standard	80%	66%	90%	90%

## PERFORMANCE ANALYSIS

Of the three service types, ferry ridership has decreased the most significantly because of the COVID-19 pandemic. Ridership is expected to increase in 2022/23 but is expected to take longer to rebound than Access-A-Bus or conventional bus service. This is in part due to a portion of ferry trips being recreational/optional, for both residents and tourist. The rehabilitation of the Woodside Ferry Terminal will be complete in early 2022, which provides an opportunity to celebrate and welcome back some passengers.

## FERRY SERVICE KEY DELIVERABLES (2022/23)

<b>Integrated Mobility – Connected &amp; Healthy Long-Range Mobility Planning</b>
<p><b>Rapid Transit Strategy - Complete Technical Studies &amp; Design for Ferry Service</b> (Est. Completion: Q2 2022/23)</p> <p>In 2022/23, technical and design work related to the Mill Cove will be complete and inform a funding application for the implementation of the service.</p>

## Summary of Net Expenditures - Halifax Transit

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
R680 Facilities - Ragged Lake	1,144,194	1,290,400	1,084,500	1,162,500	(127,900)	(9.9)
R681 Facilities - Burnside	1,358,342	1,388,300	1,299,100	1,323,000	(65,300)	(4.7)
R682 Facil-Ferry Terminal	687,834	770,900	737,600	608,600	(162,300)	(21.1)
R683 Facil-Other Property	1,059,964	1,098,900	1,256,200	1,309,600	210,700	19.2
<b>*** Transit Facilities</b>	<b>4,250,335</b>	<b>4,548,500</b>	<b>4,377,400</b>	<b>4,403,700</b>	<b>(144,800)</b>	<b>(3.2)</b>
R652 Access-A -Bus Operations	6,109,635	7,003,300	7,241,900	6,926,300	(77,000)	(1.1)
<b>*** Access-A-Bus Service</b>	<b>6,109,635</b>	<b>7,003,300</b>	<b>7,241,900</b>	<b>6,926,300</b>	<b>(77,000)</b>	<b>(1.1)</b>
R624 HT Director's Office	1,053,404	1,627,100	1,678,800	1,667,900	40,800	2.5
R631 Revenue	(15,675,567)	(25,242,700)	(21,906,100)	(29,053,400)	(3,810,700)	15.1
R637 Planning & Custm Eng	1,735,222	2,122,000	1,819,800	2,746,400	624,400	29.4
** Halifax Transit Administratio	(12,886,941)	(21,493,600)	(18,407,500)	(24,639,100)	(3,145,500)	14.6
R640 Technical Services	2,013,747	2,145,200	2,075,600	2,182,600	37,400	1.7
** Halifax Transit - Technical Se	2,013,747	2,145,200	2,075,600	2,182,600	37,400	1.7
R932 BTC Facility Maintenance	459,110	578,000	636,100	393,800	(184,200)	(31.9)
R938 BTC Bus Maintenance	13,301,239	15,377,000	14,573,700	14,919,000	(458,000)	(3.0)
R962 RLTC Facility Maint	186,035	190,000	190,000	225,500	35,500	18.7
R963 RLTC Bus Maint	10,733,851	11,886,800	11,574,600	11,863,900	(22,900)	(0.2)
** Halifax Transit - Transit Flee	24,680,235	28,031,800	26,974,400	27,402,200	(629,600)	(2.2)
R656 Safety and Training	811,201	1,001,700	957,600	668,200	(333,500)	(33.3)
R658 Resource Sup & Dev	1,067,465	1,228,100	1,192,800	954,100	(274,000)	(22.3)
** Halifax Transit - Employee Sup	1,878,666	2,229,800	2,150,400	1,622,300	(607,500)	(27.2)
R635 BTC Operators	26,221,963	26,942,300	26,994,700	26,908,050	(34,250)	(0.1)
R636 Service Supervisors	3,328,520	3,607,900	3,493,100	4,178,100	570,200	15.8
R638 BTC & RLTC Bus Ops	7,459,665	7,401,400	10,924,700	11,519,100	4,117,700	55.6
R657 Security	349,939	308,000	328,000	398,000	90,000	29.2
R670 RLTC Operators	22,893,831	23,360,800	24,752,500	25,093,950	1,733,150	7.4
** Halifax Transit - Bus Operatio	60,253,918	61,620,400	66,493,000	68,097,200	6,476,800	10.5
<b>*** Conventional Service</b>	<b>75,939,625</b>	<b>72,533,600</b>	<b>79,285,900</b>	<b>74,665,200</b>	<b>2,131,600</b>	<b>2.9</b>
R661 Ferry Operations	5,025,345	5,070,100	5,619,000	5,089,800	19,700	0.4
<b>*** Ferry Service</b>	<b>5,025,345</b>	<b>5,070,100</b>	<b>5,619,000</b>	<b>5,089,800</b>	<b>19,700</b>	<b>0.4</b>
M701 Fiscal Transit	(49,646,115)	(50,671,000)	(51,878,600)	(56,638,700)	(5,967,700)	11.8
R671 Halifax Tr. Debt Chg	-	-	-	-	-	-
<b>*** Fiscal Transit</b>	<b>(49,646,115)</b>	<b>(50,671,000)</b>	<b>(51,878,600)</b>	<b>(56,638,700)</b>	<b>(5,967,700)</b>	<b>11.8</b>
<b>Net Total</b>	<b>41,678,825</b>	<b>38,484,500</b>	<b>44,645,600</b>	<b>34,446,300</b>	<b>(4,038,200)</b>	<b>(10.5)</b>

## Summary Details - Halifax Transit

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	56,396,420	63,082,100	59,098,100	64,224,900	1,142,800	1.8
6002 Salaries - Overtime	6,973,420	6,919,100	9,076,200	6,838,300	(80,800)	(1.2)
6005 PDP & Union Con Incr	(189,293)	-	(177,800)	-	-	-
6051 Shift Agreements	138,056	115,000	145,000	140,000	25,000	21.7
6052 Shift Differentials	19,009	15,900	18,700	15,900	-	-
6054 Vacation payout	424,673	-	408,200	-	-	-
6099 Other Allowances	5,824	2,000	4,800	2,500	500	25.0
6100 Benefits - Salaries	13,448,479	14,088,900	14,273,100	13,871,540	(217,360)	(1.5)
6110 Vacancy Management	-	(2,956,000)	-	(4,151,340)	(1,195,340)	40.4
6120 Comp OCC Budget Yr 1	-	938,000	-	1,084,600	146,600	15.6
6152 Retirement Incentives	473,363	596,700	502,000	623,000	26,300	4.4
6154 Workers' Compensation	3,703,622	3,777,800	3,480,100	4,550,800	773,000	20.5
6155 Overtime Meals	8,167	16,300	10,300	13,800	(2,500)	(15.3)
6156 Clothing Allowance	139,950	135,400	111,400	144,400	9,000	6.6
6158 WCB Recov Earnings	(38,606)	(18,300)	(25,500)	(18,300)	-	-
6199 Comp & Ben InterDept	(21,460)	212,700	79,000	757,500	544,800	256.1

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
9200 HR CATS Wage/Ben	176,374	-	138,600	-	-	-
9210 HR CATS OT Wage/Ben	26,484	-	25,700	-	-	-
<b>* Compensation and Benefits</b>	<b>81,684,481</b>	<b>86,925,600</b>	<b>87,167,900</b>	<b>88,097,600</b>	<b>1,172,000</b>	<b>1.3</b>
6201 Telephone/Cable	132,780	158,000	158,000	163,000	5,000	3.2
6202 Courier/Postage	32,244	34,500	37,500	36,800	2,300	6.7
6203 Office Furn/Equip	8,136	75,000	81,000	45,000	(30,000)	(40.0)
6204 Computer S/W & Lic	608,215	620,000	625,900	625,000	5,000	0.8
6205 Printing & Reprod	133,596	200,000	220,000	200,000	-	-
6207 Office Supplies	24,871	31,600	31,600	30,000	(1,600)	(5.1)
6290 Office OCC Transfer	-	6,000	-	6,000	-	-
<b>* Office</b>	<b>939,842</b>	<b>1,125,100</b>	<b>1,154,000</b>	<b>1,105,800</b>	<b>(19,300)</b>	<b>(1.7)</b>
6301 Professional Fees	2,234	2,500	2,000	2,500	-	-
6302 Legal Fees	38,971	10,000	10,000	10,000	-	-
6304 Janitorial Services	1,090,560	1,093,900	1,314,600	1,127,000	33,100	3.0
6308 Snow Removal	422,498	464,800	542,300	597,500	132,700	28.5
6310 Outside Personnel	424,502	460,000	480,000	480,000	20,000	4.3
6311 Security	373,570	382,100	404,100	465,000	82,900	21.7
6312 Refuse Collection	61,467	50,100	52,200	53,500	3,400	6.8
6390 Extnl Svcs OCC Trsf	-	40,000	-	7,000	(33,000)	(82.5)
6399 Contract Services	10,343	320,000	114,000	709,000	389,000	121.6
<b>* External Services</b>	<b>2,424,145</b>	<b>2,823,400</b>	<b>2,919,200</b>	<b>3,451,500</b>	<b>628,100</b>	<b>22.2</b>
6401 Uniforms & Clothing	588,375	685,000	694,800	719,500	34,500	5.0
6402 Med & First Aid Supp	12,562	15,100	16,500	18,000	2,900	19.2
6403 Patrol Equip Supplies	1,785	3,800	2,900	3,800	-	-
6406 Bridge Tolls	433,760	457,000	454,000	460,800	3,800	0.8
6407 Clean/Sani Supplies	134,064	142,000	131,000	143,000	1,000	0.7
6409 Personal Protect Equ	209,099	125,000	178,800	173,000	48,000	38.4
6490 Supplies OCC Transfer	-	23,800	-	19,700	(4,100)	(17.2)
6499 Other Supplies	45	-	-	-	-	-
<b>* Supplies</b>	<b>1,379,691</b>	<b>1,451,700</b>	<b>1,478,000</b>	<b>1,537,800</b>	<b>86,100</b>	<b>5.9</b>
6504 Hardware	25	-	-	-	-	-
6505 Lubricants	126,559	146,000	196,000	176,500	30,500	20.9
6517 Paint	6	-	-	-	-	-
6519 Welding Supplies	1,487	1,000	1,300	700	(300)	(30.0)
<b>* Materials</b>	<b>128,076</b>	<b>147,000</b>	<b>197,300</b>	<b>177,200</b>	<b>30,200</b>	<b>20.5</b>
6603 Grnds & Landscaping	-	40,200	8,300	40,200	-	-
6604 Bus Gates/Shltr-R&M	1,656	35,000	6,200	35,000	-	-
6605 Municipal Taxes	-	-	-	-	-	-
6606 Heating Fuel	15,509	32,600	2,600	37,500	4,900	15.0
6607 Electricity	911,025	989,000	837,900	865,800	(123,200)	(12.5)
6608 Water	86,768	102,600	100,000	102,900	300	0.3
6609 Elevator & Escalator	19,815	24,500	15,400	26,800	2,300	9.4
6610 Building - Exterior	195,695	156,700	168,600	152,000	(4,700)	(3.0)
6611 Building - Interior	204,182	326,800	240,000	230,000	(96,800)	(29.6)
6612 Safety Systems	127,534	85,500	79,000	85,500	-	-
6613 Overhead Doors	107,291	80,000	82,800	80,800	800	1.0
6614 Envir Assess/Cleanup	3,204	-	-	-	-	-
6616 Natural Gas-Buildings	442,370	532,100	464,300	517,300	(14,800)	(2.8)
6617 Pest Management	1,392	4,000	5,200	4,400	400	10.0
6699 Other Building Cost	7,907	-	-	-	-	-
<b>* Building Costs</b>	<b>2,124,347</b>	<b>2,409,000</b>	<b>2,010,300</b>	<b>2,178,200</b>	<b>(230,800)</b>	<b>(9.6)</b>
6702 Small Tools	85,600	86,000	81,000	96,000	10,000	11.6
6703 Computer Equip/Rent	44,553	34,000	45,900	44,000	10,000	29.4
6704 Equipment Rental	26,304	20,000	20,000	-	(20,000)	(100.0)
6705 Equip - R&M	425,247	491,500	569,000	516,500	25,000	5.1
6708 Mechanical Equipment	294,550	320,000	317,000	255,000	(65,000)	(20.3)

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6711 Communication System	39,097	70,000	70,000	70,000	-	-
6732 Mobile Data	88,808	90,000	90,000	92,000	2,000	2.2
<b>* Equipment &amp; Communications</b>	<b>1,004,158</b>	<b>1,111,500</b>	<b>1,192,900</b>	<b>1,073,500</b>	<b>(38,000)</b>	<b>(3.4)</b>
6802 Vehicle R&M	8,130,697	9,631,400	8,710,500	8,716,500	(914,900)	(9.5)
6803 Vehicle Fuel - Diesel	6,436,594	6,567,000	10,524,000	11,115,400	4,548,400	69.3
6804 Vehicle Fuel - Gas	49,839	51,900	253,900	283,700	231,800	446.6
6805 Tires and Tubes	1,195,580	1,348,000	1,236,400	1,350,000	2,000	0.1
6806 Vehicle Rentals	678	2,500	1,500	800	(1,700)	(68.0)
6810 Comm Vehicle R&M	1,930,363	1,999,100	1,809,100	1,756,000	(243,100)	(12.2)
6811 Shop Supplies	53,207	65,000	44,500	55,000	(10,000)	(15.4)
6890 Vehicle OCC Transfer	-	135,000	-	495,700	360,700	267.2
6899 Other Vehicle Expense	-	-	800,000	450,000	450,000	-
<b>* Vehicle Expense</b>	<b>17,796,958</b>	<b>19,799,900</b>	<b>23,379,900</b>	<b>24,223,100</b>	<b>4,423,200</b>	<b>22.3</b>
6901 Membership Dues	29,561	26,000	26,000	26,500	500	1.9
6902 Conferences/Workshop	1,104	11,100	6,100	13,000	1,900	17.1
6903 Travel - Local	10,534	15,300	12,600	14,300	(1,000)	(6.5)
6904 Travel - Out of Town	-	5,500	12,500	19,000	13,500	245.5
6905 Training & Education	60,964	190,000	184,800	182,000	(8,000)	(4.2)
6906 Licenses & Agreements	103,506	94,000	101,600	98,100	4,100	4.4
6907 Commission Fees	150,262	300,000	300,000	300,000	-	-
6908 Medical Examinations	49,777	59,000	57,800	61,500	2,500	4.2
6910 Signage	2,545	5,000	2,500	2,500	(2,500)	(50.0)
6911 Facilities Rental	276,057	218,500	250,800	228,800	10,300	4.7
6912 Advertising/Promotio	38,853	300,000	350,000	350,000	50,000	16.7
6913 Awards	5,845	15,000	15,000	15,000	-	-
6914 Recruiting	31,140	64,000	54,000	50,100	(13,900)	(21.7)
6918 Meals	848	-	-	700	700	-
6919 Special Projects	3,602	18,000	23,000	18,000	-	-
6936 Staff Relations	11,920	20,000	20,000	20,000	-	-
6938 Rewarding Excellence	15	-	-	-	-	-
6999 Other Goods/Services	15,575	600	-	-	(600)	(100.0)
<b>* Other Goods &amp; Services</b>	<b>792,108</b>	<b>1,342,000</b>	<b>1,416,700</b>	<b>1,399,500</b>	<b>57,500</b>	<b>4.3</b>
7008 ItnTrsf IT & Commun	130,866	-	1,200	-	-	-
7009 Internal Trfr Other	52,905	-	39,100	-	-	-
7010 IntTrfr Insur Funds	(200,272)	(100,000)	(80,300)	(100,000)	-	-
7011 Int Trf Record Check	1,817	4,500	2,500	4,500	-	-
7012 Int Trf Print/Reprod	23,813	-	10,700	-	-	-
7099 Interdept Chargeback	-	-	18,000	-	-	-
<b>* Interdepartmental</b>	<b>9,129</b>	<b>(95,500)</b>	<b>(8,800)</b>	<b>(95,500)</b>	<b>-</b>	<b>-</b>
8004 Grants	237,022	470,000	470,000	470,000	-	-
8030 Tfr Fr Resvs to Oper	-	-	-	-	-	-
<b>* Other Fiscal</b>	<b>237,022</b>	<b>470,000</b>	<b>470,000</b>	<b>470,000</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>108,519,956</b>	<b>117,509,700</b>	<b>121,377,400</b>	<b>123,618,700</b>	<b>6,109,000</b>	<b>5.2</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4204 Area Rate Loc Transi	(30,911,420)	(31,730,000)	(32,592,500)	(35,371,100)	(3,641,100)	11.5
4205 Area Rate Reg Transp	(18,971,716)	(19,411,000)	(19,756,100)	(21,737,600)	(2,326,600)	12.0
<b>* Area Rate Revenue</b>	<b>(49,883,137)</b>	<b>(51,141,000)</b>	<b>(52,348,600)</b>	<b>(57,108,700)</b>	<b>(5,967,700)</b>	<b>11.7</b>
5102 Facilities Rentals	(45,045)	(54,400)	(54,400)	(54,400)	-	-
5201 Fare Revenue	(15,888,882)	(26,757,800)	(23,418,100)	(30,832,800)	(4,075,000)	15.2
<b>* Fee Revenues</b>	<b>(15,933,927)</b>	<b>(26,812,200)</b>	<b>(23,472,500)</b>	<b>(30,887,200)</b>	<b>(4,075,000)</b>	<b>15.2</b>
5503 Advertising Revenue	(479,253)	(665,000)	(390,000)	(665,000)	-	-
5508 Recov External Parti	(543,068)	(407,000)	(520,700)	(511,500)	(104,500)	25.7
5600 Miscellaneous Revenue	(1,748)	-	-	-	-	-
<b>* Other Revenue</b>	<b>(1,024,069)</b>	<b>(1,072,000)</b>	<b>(910,700)</b>	<b>(1,176,500)</b>	<b>(104,500)</b>	<b>9.7</b>
<b>** Total</b>	<b>(66,841,132)</b>	<b>(79,025,200)</b>	<b>(76,731,800)</b>	<b>(89,172,400)</b>	<b>(10,147,200)</b>	<b>12.8</b>
<b>Net Total</b>	<b>41,678,825</b>	<b>38,484,500</b>	<b>44,645,600</b>	<b>34,446,300</b>	<b>(4,038,200)</b>	<b>(10.5)</b>

**HALIFAX**

# **HALIFAX PUBLIC LIBRARIES**

2022/23 BUDGET AND BUSINESS PLAN

**VISION**

REFLECTING OUR COMMUNITY, WE ARE A RESOURCE FOR EVERYONE AND A LAUNCH POINT FOR GROWTH.

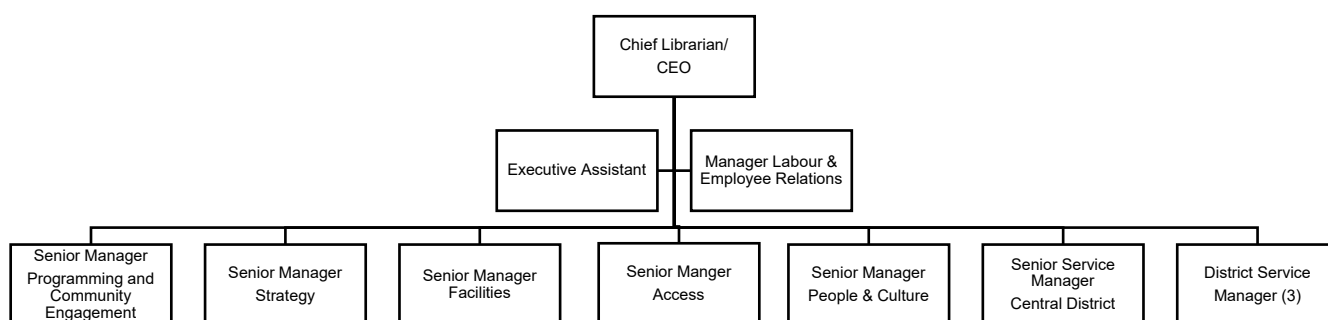


## HALIFAX PUBLIC LIBRARIES OVERVIEW

Halifax Public Libraries (the Library) engages our communities and the people who live in them – encouraging participation, facilitating connections, and providing solutions in an ever-changing world. Halifax Public Libraries provides equitable and open access to services to all residents of Halifax Regional Municipality (the municipality). Under the direction of the Halifax Regional Library Board, the Library provides learning, social, and engagement opportunities through a network of 14 branches, 2 community offices, an online presence, community engagement, borrow by mail and home delivery services. Halifax Public Libraries exists to support collective growth in our community.

Halifax Public Libraries supports Regional Council and Administrative priorities through community building, offering equitable access to services, and supporting the economic growth of our community. Details on how the Library supports Regional council priorities can be found in the [Library's Strategic Plan](#) and HRM's Strategic Priorities Plan.

## HALIFAX PUBLIC LIBRARIES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	336.0	-	(8.0)	328.0	(453,000)
Capital	-	-	1.0	1.0	N/A
<b>Total</b>	<b>336.0</b>	<b>-</b>	<b>(7.0)</b>	<b>329.0</b>	<b>\$ (453,000)</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

The Library has created a new staffing model to support public service and has reorganized staff. The new staffing model has placed a higher proportion of staff into full-time positions, as well as part-time positions with more hours

which supports more employees by providing access to the benefits program. This adjustment has resulted in more stable employment for Library employees - yet a slightly reduced FTE count.

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Social and Economic Impact**

The Library will implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.

#### **Democratic Society**

The Library will provide equitable access to a broad range of information and ideas, foster dialogue on issues important to our community, and provide a common ground to learn from one another and share perspectives.

#### **Public Safety**

The Library will support the municipality's Public Safety Strategy through offering spaces and services available to all, a trained team of staff who work with individuals at risk, and programming and engagement opportunities.

#### **Digital Divide**

To help bridge the digital divide and allow equitable access to information and technology, the Library will expand free access to public technology and the internet for all in the community.

#### **Building Social Infrastructure**

The Library will make improvements to and build new indoor, outdoor, and virtual public spaces that foster community resilience.

#### **Community Focused Service Delivery**

The Library will shift staffing to increase the Library's work in the community. This shift will result in improved service delivery and programming responses both within and outside branches that meet various customer and community needs.

### INITIATIVES SUPPORTING HALIFACT

#### **Capacity Building for Climate Adaptation - Environmental Awareness (Environment – Climate Resilience)**

The Library will work to build individual and community knowledge, skills, and understanding of climate change that leads to individual and collective responses to the climate emergency.

#### **Retrofit Municipal Buildings to Be Net Zero Ready and Climate Resilient - Infrastructure Improvements (Environment - Net Zero Emissions)**

The Library will work to make changes to library facilities to improve efficiencies. New Library facilities will be built to net zero standards.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

**Library Governance & Decision Making**

To ensure service that is responsive to community needs, Halifax Public Libraries will create a framework that supports excellence in governance and decision-making and will create a culture that values public and staff input in priority-setting.

**HALIFAX PUBLIC LIBRARIES BUDGET**

## OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Administrative Services	\$ (2,770,692)	\$ (1,679,400)	\$ (1,665,672)	\$ (2,536,050)	\$ (856,650)	51.0
Information Technology/Collection Management	7,143,170	6,666,700	6,938,421	7,125,000	458,300	6.9
Branches/Public Services	17,308,098	18,492,700	18,224,176	19,311,050	818,350	4.4
Eng. Lang. Learning/Literacy	-	-	(16,925)	-	-	-
Library Restricted Funds	(418,191)	-	-	-	-	-
Capital Transactions	(525,448)	-	-	-	-	-
<b>Net Total</b>	<b>\$ 20,736,936</b>	<b>\$ 23,480,000</b>	<b>\$ 23,480,000</b>	<b>\$ 23,900,000</b>	<b>\$ 420,000</b>	<b>1.8</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Proposed 2021/22 Budget</b>	<b>\$ 23,480,000</b>
Compensation Changes:	
Proposed wage mode includes 328 FTE's and reductions to extra hours funding and increase in vacancy management to meet the budget envelope provided.	(453,000)
Revenue Adjustments:	
Parking fee revenue expected to return to 75% of pre pandemic levels	(85,400)
Other Budget Adjustments:	
Office - increase in software, license and maintenance agreement fees	128,600
Supplies - reduced demand for PPE supplies	(69,800)
Building Costs	193,100
Equipment and Communications	(60,000)
Programming - reduced to meet budget envelope provided	(50,000)
Collection Materials - reduced to meet budget envelope provided	(100,000)
Facilities Rental - increased costs for leased facilities	48,000
Library COVID Recovery	250,000
Electronic Resources	300,000
Reaching Rural Communities	300,000
Other	18,500
<b>Total Changes</b>	<b>\$ 420,000</b>
<b>2022/23 Budget</b>	<b>\$ 23,900,000</b>

## OPERATING- SUMMARY OF EXPENSE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 18,417,096	\$ 21,400,000	\$ 19,900,000	\$ 21,117,000	\$ (283,000)	(1.3)
Office	391,419	583,400	583,400	712,000	128,600	22.0
External Services	1,046,338	1,220,200	1,411,300	1,235,300	15,100	1.2
Supplies	245,510	278,400	198,400	208,600	(69,800)	(25.1)
Building Costs	1,921,699	1,309,200	1,914,200	1,502,300	193,100	14.7
Equipment & Communications	269,671	411,500	926,500	481,500	70,000	17.0
Other Goods & Services	4,522,273	4,048,800	4,277,700	4,496,800	448,000	11.1
Interdepartmental	(81,237)	30,600	30,600	33,200	2,600	8.5
Other Fiscal	513,126	(1,200)	(1,200)	(400)	800	(66.7)
<b>Total Expenditures</b>	<b>27,245,895</b>	<b>29,280,900</b>	<b>29,240,900</b>	<b>29,786,300</b>	<b>505,400</b>	<b>1.7</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Transfers from other Gov'ts	\$ (5,329,100)	\$ (5,274,300)	\$ (5,274,300)	\$ (5,274,300)	\$ -	-
Fee Revenues	(67,657)	(230,900)	(190,900)	(307,500)	(76,600)	33.2
Other Revenue	(1,112,202)	(295,700)	(295,700)	(304,500)	(8,800)	3.0
<b>Total Revenues</b>	<b>(6,508,959)</b>	<b>(5,800,900)</b>	<b>(5,760,900)</b>	<b>(5,886,300)</b>	<b>(85,400)</b>	<b>1.5</b>
<b>Net Total</b>	<b>\$ 20,736,936</b>	<b>\$ 23,480,000</b>	<b>\$ 23,480,000</b>	<b>\$ 23,900,000</b>	<b>\$ 420,000</b>	<b>1.8</b>

## HALIFAX PUBLIC LIBRARIES SERVICE AREA PLANS (2022/23)

## ADMINISTRATIVE SERVICES

Administrative Services provides the Library's centralized infrastructure and support in the areas of Strategy and Business Intelligence, Finance & Facilities, People & Culture, Communications and Marketing, and Fund Development; functions that support the delivery of library service across the region.

## SERVICES DELIVERED

**Strategy**

Supporting the Library Board, Chief Librarian & CEO, Service Excellence Team, and all managers across the Library system, this unit is responsible for record and document development, management, and maintenance of the staff Intranet site to assist in decision making and information sharing. It also supports the research and business intelligence that supports performance excellence and planning including business plan coordination, project planning, demographic and performance analysis and data research.

**Finance**

This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management, risk analysis,

financial modeling, and annual audit support. This unit provides direct support to the Finance Audit & Risk Committee of the Library Board.

### **Fund Development and Strategic Partnerships**

As a registered charity, the Library builds strong relationships with private donors and foundations that provide additional resources for library activities and development. This service develops donor relations, grant applications and required follow-up and reporting - securing important resources for the Library.

### **Marketing and Communications**

This service is responsible for developing marketing and communications strategies that build awareness of services and programs provided by the Library, building website content and promotional campaigns to communicate library programs, and promotion of activities to the community.

### **People & Culture**

This service provides human resource programs and services in all library branches and departments. Key functional areas include: labour and employee relations including collective agreement negotiation, occupational health and safety, employee wellness, payroll, learning and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.

### **Facilities**

This service provides facility planning and oversight. It ensures that facility design and maintenance are well managed so that the spaces in which the Library operates meet the needs of the public. This unit also ensures all aspects of facility management are in place, including assessment of facility condition, risk and safety assessment, and identification of buildings in need of renovation or replacement.

## **ADMINISTRATIVE SERVICE KEY DELIVERABLES (2022/23)**

<b>Communities – Safe Communities</b>
<p><b>Keshen Goodman Renovations</b> (Est. Completion: Q4 2022/23)</p> <p>The Library will renovate the interior and add additional space to improve library service to this growing community.</p>
<p><b>Halifax North Memorial Public Library</b> (Est. Completion: Q4 2022/23)</p> <p>Working with community, the Library will identify requirements and develop building plans for the redevelopment of Halifax North Memorial Public Library.</p>

<b>Communities – Inclusive Communities</b>
<p><b>Improving Accessibility</b> (Target: Q4 2023/24)</p> <p>Working with the Library Accessibility Committee and community, the Library will make improvements to physical spaces and services to improve accessibility to individuals who experience disabilities.</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Strategic Plan Development</b> (Est. Completion: Q4 2022/23)</p> <p>The Halifax Regional Library Board, working with staff and the community, will develop the next five-year strategic plan.</p>
<p><b>Operational Efficiency</b> (Est. Completion: Q4 2022/23)</p> <p>To ensure the greatest community impact with the public's investment in libraries, Halifax Public Libraries will continue to evaluate internal business practices for efficiencies and will seek out opportunities for collaboration with the municipality, the Province of Nova Scotia and other service providers.</p>
<b>Our People – Healthy and Safe Workplace</b>
<p><b>Employee Workspaces</b> (Target: Q4 2022/23)</p> <p>The Library will evaluate staff work environments with consideration to proper ergonomic spaces.</p>
<p><b>Learning &amp; Development</b> (Target: Q4 2022/23)</p> <p>The Library will provide training and support to equip staff with the skills and knowledge needed to support our community through covid recovery.</p>
<b>Our People – Diverse, Inclusive, &amp; Equitable Environment</b>
<p><b>Addressing Inclusion</b> (Target: Q4 2022/23)</p> <p>The Library will develop an internal committee to address staff inclusion with the aim of creating an inclusive work environment.</p>

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion*

*Target applies to new deliverables and is the original target completion date*

## PUBLIC SERVICES

The Library's Public Services team is committed to supporting Regional Council priorities through the provision of excellent public library service to residents of the municipality via fourteen (14) branches, and a range of outreach activities including pop-up libraries in areas not near branches, along with other community engagement activities.

## SERVICES DELIVERED

**Branch Services**

Library programs and services are provided through 14 library branches, and two community offices. Annually the Library circulates a wide variety of print and electronic library material. Library staff assist the public with information and leisure reading needs, provide access to local history and genealogy information, and assists people with building their digital literacy to support accessing the latest electronic materials and devices in collaborative and social spaces. Library services include lending services, programs for all ages, literacy and language programs, food and technology learning, and meeting room rentals.

The Library offers volunteer opportunities for community members to become more engaged with their communities. Volunteers provide tutoring support, build connections with newcomers, deliver library material, pack snack and activity packs, make lunches, and so much more. The Library's volunteer programs help support individuals and offer opportunities for the public to build meaningful connections with their community.

**Community Engagement**

Beyond the branches, the Library provides outreach services across the municipality's communities through pop-up programs, as well as community partnerships and engagement. Working with community members and partners, staff develop community-led library services that are delivered throughout the municipality, facilitating accessibility to service and ensuring respect for diversity. By providing opportunities to engage, Halifax Public Libraries works to improve community well-being and reduce social isolation. The Library also participates in interlibrary loan services with libraries across Canada and the province-wide Borrow Anywhere Return Anywhere program which allows residents to return items to any library in Nova Scotia and it will find its way back to the home library system. The Library also offers inclusive library services by offering home delivery and borrow by mail options for those who cannot easily visit library branches and by providing adaptive technology and access to alternative formats for individuals with print disabilities.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual <sup>1</sup>	2020/21 Actual <sup>2</sup>	2021/22 Projected <sup>3</sup>	2022/23 Planned <sup>4</sup>
Annual Library Uses <sup>5</sup>	19,901,159	11,337,594	15,024,724	17,278,432
Annual Library Uses Per Capita	45.2	25.3	32.7	37.6
Annual Library Visits	3,425,342	1,012,677	1,508,600	1,885,750
Annual Library Visits Per Capita	7.77	2.25	3.28	4.1

Performance Measures	2019/20 Actual <sup>1</sup>	2020/21 Actual <sup>2</sup>	2021/22 Projected <sup>3</sup>	2022/23 Planned <sup>4</sup>
Home Delivery / Borrow by Mail Circulation <sup>6</sup>	65,576	40,877 <sup>7</sup>	59,625	68,568
Meeting Room Bookings	10,755	3,992	5,988	6,886
Volunteer Hours	34,486	20,269	25,497	29,321
Hours of In Person Library service <sup>9</sup>	39,797	20,683	30,584	39,797

(1) Includes in person public access closure from March 16 – 31.

(2) Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

(3) Includes in person public access closure from April 23 – June 15. Also includes reduced capacity and programming adjustments in accordance with public health orders to help stop the spread of COVID-19.

(4) Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place for a period of time.

(5) Library uses include in person visits, circulation (both electronic and digital), online activity, WiFi connections, program attendance, and technology use. Calculated using the Canadian Urban Library Council definition of Library use.

(6) Home Delivery/Borrow by Mail Circulation are a subset of the physical collection circulation that are delivered or mailed to community members.

(7) Suspension of delivery service to Long Term Care facilities during COVID-19.

(8) Includes in person and virtual programming.

(9) Total hours of open hours to the public does not include curbside

## PERFORMANCE ANALYSIS

Libraries are dedicated to reaching as many people as possible. Our service is rooted in branches, but not bound by them. Every day the Library reaches into the community to ensure services are accessible to everyone. This prepared the Library very well to respond to the community – especially in response to COVID-19.

Over the past year, the Library has partnered with Public Health to provide community-based services in response to the pandemic. Over the course of the year, the Library hosted pop-up rapid testing and vaccination clinics, and distributed rapid tests. The Health authority found very high participation at pop-ups and clinics when they were hosted at the Library, a testament to the fact that Libraries are trusted organizations within the community.

In an effort to support community well-being, the Library continues to work directly with community members, connecting them with important health information and also providing social connection and support for those who experience isolation due to Public Health safety measures.

As COVID-19 arrived in the municipality, inequalities in our communities became more pronounced. As more and more services have moved online, the digital divide has grown exponentially. The Library has been working with intention to improve access to services and information. The Library has extended Wi-Fi signals well beyond our branches to reach those who do not have internet services in their home, we have added more wi-fi hot spots in different community locations, and have been lending technology to those who do not have the hardware needed to access the internet.

The total number of opening hours for 2021/2022 fiscal year is down, as it includes closure periods to help reduce the spread of COVID-19. However, during this same period the Library has seen increased reliance on the public library's digital resources to access technology and internet by our community. In an effort to ensure the greatest



access to library services, three (3) locations have increased opening hours on Sundays and three (3) locations have added opening hours on Mondays.

As a resource for everyone, the Library will continue to place particular focus on ensuring services meet the needs of newcomers, marginalized groups, individuals who experience isolation, and those who are experiencing poverty, and will ensure that these services are offered to the community where they are most needed.

## PUBLIC SERVICES KEY DELIVERABLES (2022/23)

Communities – Involved Communities
<p><b>Arts and Culture Strategy</b> (Target: Q4 2022/23)</p> <p>To promote the role arts and culture play in community wellbeing, the Library will offer free access to resources, performances, spaces, exhibits, and learning with a focus on inclusion and representation of diverse voices.</p>
<p><b>Supporting Businesses</b> (Target: Q4 2023/24)</p> <p>The Library offers programs and services that provide significant economic value to the local business community. The Library will work with local business organizations to provide information on the available services and their value.</p>
<p><b>Rural Branch Library Hours</b> (Target: Q4: 2022/2023)</p> <p>The Library will extend hours of service by 20% at the JD Shatford, Musquodoboit Harbour, and Sheet Harbour Libraries.</p>
Communities – Inclusive Communities
<p><b>Local &amp; Family History</b> (Target: Q4 2022/23)</p> <p>The Library, working with community, will build local history resources that address people and communities whose history is underrepresented or marginalized.</p>
Communities – Safe Communities
<p><b>Community Recovery</b> (Target: Q4 2022/23)</p> <p>To help the community recover from the pandemic, the Library will work to foster a renewed sense of community and physical connection between residents of all ages through a broad range of engaging services and programming.</p>
<p><b>Social Inclusion</b> (Target: Q4 2022/23)</p> <p>Working with community partners, the Library will offer technology training and support to individuals experiencing social isolation.</p>

**Community Health** (Target: Q4 2023/24)

Working with health care partners, the Library will work to support public health initiatives to keep our community safe.

## ACCESS SERVICES

Access Services provides the infrastructure of materials and technology to facilitate the delivery of library service throughout the region. This includes deployment and support of public access computers and free public Wi-Fi, management of a specialized integrated library system - including a searchable database of all library materials, development of a high-quality collection of print and electronic materials, and the accompanying systems to support the circulation of these materials.

### SERVICES DELIVERED

#### Collection Management

This department is responsible for the selection and acquisition of quality materials for the Library collection in both physical and digital formats, and for providing easy access to that collection via the catalogue. This department is also responsible for movement of the collection among all branches, ensuring that the collection is accessible in a timely fashion for all residents of the municipality.

#### Information Technology

This service is responsible for implementing and supporting system-wide public use and staff computer hardware and software, managing the information technology infrastructure including the integrated Library system, and the provision of Wi-Fi in each of the Library's locations.

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual <sup>1</sup>	2020/21 Actual <sup>2</sup>	2021/22 Projected <sup>3</sup>	2022/23 Planned <sup>4</sup>
Total Annual Wireless Connections	3,917,274	2,259,860	4,623,000	5,316,450
Total Annual Wireless Connections Per Capita	8.91	5.03	10.05	11.56
Public Use Computers Bookings	476,269	166,207	215,250	247,537
Annual Non-electronic Circulation <sup>5</sup>	3,230,945	1,763,622	2,352,749	2,705,661

Performance Measures	2019/20 Actual <sup>1</sup>	2020/21 Actual <sup>2</sup>	2021/22 Projected <sup>3</sup>	2022/23 Planned <sup>4</sup>
Annual Non-electronic Circulation Per Capita	7.33	3.93	5.11	5.88
Annual Electronic Circulation <sup>6</sup>	1,109,375	1,491,648	1,478,795	1,700,614
Annual Electronic Circulation Per Capita	2.5	3.33	3.21	3.70
Size of Collection Per Capita	1.69	1.85	1.81	1.81
Annual Dollar Amount Spent on Electronic Library Materials Per Capita	\$2.75	\$2.97 <sup>7</sup>	\$2.56	\$2.56
Materials expenditures Per Capita	\$5.31	\$5.59 <sup>7</sup>	\$6.08	\$6.08

(1) Includes in person public access closure from March 16 – 31.

(2) Includes in person public access closure from April 1- June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

(3) Includes in person public access closure from April 23 – June 15. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.

(4) Assuming no further in person closures for 2022/23 but assuming physical distancing requirements continue to be in place.

(5) Non-electronic circulation includes all print books, magazines, CDs and DVDs.

(6) Electronic Circulation includes e-books and e-magazines. It does not include streaming services.

(7) Increase in materials spending with a focus on electronic materials to provide additional electronic resources during COVID-19.

## PERFORMANCE ANALYSIS

While the overall demand for physical resources has remained consistent with some fluctuations due to physical branch closures during the pandemic, the demand for electronic resources continues to increase. On demand access to e-books, movies, magazines, and other resources is considered a core library service by our community members.

As demand for the electronic resources continues to increase, the cost of electronic resources is significantly higher (up to 3 times the cost) than physical resources and there are limits on the number of uses on electronic resources. With the current spending on collections, it is difficult for the Library to maintain current levels of service to the community.

The public reliance on access to information through library technology has remained high during the pandemic. Even with some closures and public health measures reducing occupancy, the total number of Wi-Fi connections has increased by 36% compared to pre-Covid connections. The public need for free equitable access to the internet is essential, and the Library continues to provide this service to many in the community who need it the most.

## ACCESS SERVICES KEY DELIVERABLES (2022/23)

Communities – Inclusive Communities	
<b>Self-Service Technology Lending</b> (Target: Q4 2022/23)	In order to remove barriers and increase access to technology, the Library will make public technology (Chromebooks and iPads) available through self-service kiosks at Library branches.
<b>Community Access</b> (Target: Q4 2022/2023)	The Library will work with community partners to provide access to technology and collections in locations outside of Library branches.
<b>Rural Lending Kiosks &amp; Wi-Fi</b> (Target: Q4 2022/23)	The Library will install lending kiosks and Wi-Fi in two additional rural locations.
<b>Expanded Borrow by Mail</b> (Target: Q4 2022/23)	The Library will expand borrow by mail support for people who live in rural communities.

## Summary of Net Expenditures - Halifax Public Libraries

Expenditures	2020/21	2021/22	2021/22	2022/23		Δ %
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	
B011 Administrative Services	(2,770,692)	(1,679,400)	(1,665,672)	(2,536,050)	(856,650)	51.0
* Administrative Services	(2,770,692)	(1,679,400)	(1,665,672)	(2,536,050)	(856,650)	51.0
B012 IT & Collection Mgmt	7,143,170	6,666,700	6,938,421	5,301,575	(1,365,125)	(20.5)
B015 IT Department	-	-	-	1,823,425	1,823,425	-
* Information Technology/Collecti	7,143,170	6,666,700	6,938,421	7,125,000	458,300	6.9
B013 Communications & Mkt	793,971	782,800	737,947	1,051,900	269,100	34.4
B021 Alderney Gate Library	1,027,039	1,247,900	1,163,348	1,560,625	312,725	25.1
B034 Central Library	4,771,328	4,790,000	4,892,796	5,490,500	700,500	14.6
B041 Branch Library Services	916,796	1,216,400	1,489,170	962,525	(253,875)	(20.9)
B042 Cole Harbour Library	829,129	900,900	849,118	904,775	3,875	0.4
B043 Dartmouth North Library	462,723	530,100	502,418	422,875	(107,225)	(20.2)
B044 Sackville Library	682,692	671,100	626,617	702,300	31,200	4.6
B045 Woodlawn Library	1,793,920	1,901,100	1,831,898	1,972,425	71,325	3.8
B046 Bedford Library	685,565	852,300	821,085	706,225	(146,075)	(17.1)
B047 Cpt Wil.Spry Library	729,346	716,000	674,525	554,725	(161,275)	(22.5)
B048 Halifax North Library	839,852	1,111,500	1,062,738	1,126,875	15,375	1.4
B049 Keshen Goodman Library	1,758,244	1,915,300	1,800,082	2,089,775	174,475	9.1
B051 Musq. Harb. Library	362,823	363,500	337,772	336,125	(27,375)	(7.5)
B052 Shatford Memorial Library	342,331	328,500	314,960	263,000	(65,500)	(19.9)
B053 Sheet Harbour Library	310,324	293,300	274,656	266,100	(27,200)	(9.3)
B054 Tantallon Library	921,355	859,900	821,046	871,700	11,800	1.4
B055 Merchandise Sales	464	(4,300)	(4,300)	2,500	6,800	(158.1)
B056 East Preston Service	80,195	16,400	28,300	26,100	9,700	59.1
* Branches/Public Services	17,308,098	18,492,700	18,224,176	19,311,050	818,350	4.4
B064 ESL	-	-	(12,828)	-	-	-
B065 Literacy	-	-	(4,097)	-	-	-
* Eng. Lang. Learning/Literacy	-	-	(16,925)	-	-	-
<b>** Library General Rate</b>	<b>21,680,575</b>	<b>23,480,000</b>	<b>23,480,000</b>	<b>23,900,000</b>	<b>420,000</b>	<b>1.8</b>
B061 Restricted Grants	(409,369)	-	-	-	-	-
B062 Subsidized Salaries	-	-	-	-	-	-
B063 Restricted Donations	(58,114)	-	-	-	-	-
B066 Restricted - Lou Duggan	48,241	-	-	-	-	-
B067 Restricted Sun Life	1,051	-	-	-	-	-
* Restricted Funds	(418,191)	-	-	-	-	-
<b>** Library Restricted Funds</b>	<b>(418,191)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
B071 Capital Transactions	(525,448)	-	-	-	-	-
<b>** Capital Transactions</b>	<b>(525,448)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>20,736,936</b>	<b>23,480,000</b>	<b>23,480,000</b>	<b>23,900,000</b>	<b>420,000</b>	<b>1.8</b>

## Summary Details - Halifax Public Libraries

Expenditures	2020/21	2021/22	2021/22	2022/23		Δ %
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	
6001 Salaries - Regular	15,116,972	17,455,000	16,227,700	17,201,400	(253,600)	(1.5)
6002 Salaries - Overtime	43,668	-	-	-	-	-
6054 Vacation payout	23,222	-	-	-	-	-
6099 Other Allowances	12,510	-	-	-	-	-
6100 Benefits - Salaries	2,992,461	3,579,700	3,326,100	3,597,000	17,300	0.5
6110 Vacancy Management	-	-	-	-	-	-
6150 Honorariums	1,600	-	-	-	-	-
6152 Retirement Incentives	141,349	171,400	164,300	180,500	9,100	5.3
6154 Workers' Compensation	160,634	193,900	181,900	138,100	(55,800)	(28.8)
6155 Overtime Meals	106,470	-	-	-	-	-
6156 Clothing Allowance	35,500	-	-	-	-	-
6158 WCB Recov Earnings	(3,843)	-	-	-	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6194 Sick Bank allowance	(207,200)	-	-	-	-	-
6199 Comp & Ben InterDept	(68,900)	-	-	-	-	-
9200 HR CATS Wage/Ben	50,585	-	-	-	-	-
9210 HR CATS OT Wage/Ben	12,068	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>18,417,096</b>	<b>21,400,000</b>	<b>19,900,000</b>	<b>21,117,000</b>	<b>(283,000)</b>	<b>(1.3)</b>
6201 Telephone/Cable	126,014	107,700	107,700	122,000	14,300	13.3
6202 Courier/Postage	23,576	28,200	28,200	24,000	(4,200)	(14.9)
6203 Office Furn/Equip	59,417	74,500	74,500	83,000	8,500	11.4
6204 Computer S/W & Lic	44,757	166,500	166,500	303,000	136,500	82.0
6205 Printing & Reprod	26,112	30,000	30,000	30,000	-	-
6207 Office Supplies	58,083	65,900	65,900	65,000	(900)	(1.4)
6208 Binding	1,662	4,600	4,600	10,000	5,400	117.4
6299 Other Office Expenses	51,798	106,000	106,000	75,000	(31,000)	(29.2)
<b>* Office</b>	<b>391,419</b>	<b>583,400</b>	<b>583,400</b>	<b>712,000</b>	<b>128,600</b>	<b>22.0</b>
6301 Professional Fees	26,802	24,400	24,400	25,000	600	2.5
6302 Legal Fees	3,286	30,000	30,000	20,000	(10,000)	(33.3)
6303 Consulting Fees	2,253	-	75,000	-	-	-
6304 Janitorial Services	508,874	560,400	576,500	606,800	46,400	8.3
6308 Snow Removal	38,409	45,500	45,500	43,500	(2,000)	(4.4)
6311 Security	17,759	31,000	31,000	31,000	-	-
6312 Refuse Collection	20,996	18,900	18,900	27,000	8,100	42.9
6399 Contract Services	427,960	510,000	610,000	482,000	(28,000)	(5.5)
<b>* External Services</b>	<b>1,046,338</b>	<b>1,220,200</b>	<b>1,411,300</b>	<b>1,235,300</b>	<b>15,100</b>	<b>1.2</b>
6401 Uniforms & Clothing	2,325	1,200	1,200	1,200	-	-
6402 Med & First Aid Supp	68	-	-	-	-	-
6406 Bridge Tolls	1,544	2,400	2,400	2,400	-	-
6407 Clean/Sani Supplies	105,537	150,000	70,000	80,000	(70,000)	(46.7)
6499 Other Supplies	136,037	124,800	124,800	125,000	200	0.2
<b>* Supplies</b>	<b>245,510</b>	<b>278,400</b>	<b>198,400</b>	<b>208,600</b>	<b>(69,800)</b>	<b>(25.1)</b>
6602 Electrical	11,992	-	-	-	-	-
6603 Grnds & Landscaping	3,094	30,000	30,000	30,000	-	-
6605 Municipal Taxes	234,675	268,000	268,000	254,000	(14,000)	(5.2)
6607 Electricity	401,581	512,400	512,400	512,000	(400)	(0.1)
6608 Water	26,554	43,200	43,200	42,000	(1,200)	(2.8)
6609 Elevator & Escalator	16,568	22,000	22,000	25,000	3,000	13.6
6610 Building - Exterior	375	-	-	-	-	-
6612 Safety Systems	6,015	1,600	1,600	6,000	4,400	275.0
6616 Natural Gas-Buildings	104,551	142,800	142,800	140,000	(2,800)	(2.0)
6617 Pest Management	(89)	-	-	-	-	-
6699 Other Building Cost	1,116,383	289,200	894,200	493,300	204,100	70.6
<b>* Building Costs</b>	<b>1,921,699</b>	<b>1,309,200</b>	<b>1,914,200</b>	<b>1,502,300</b>	<b>193,100</b>	<b>14.7</b>
6701 Equipment Purchase	129,054	385,000	755,000	435,000	50,000	13.0
6702 Small Tools	25	-	-	-	-	-
6703 Computer Equip/Rent	1,253	-	-	-	-	-
6705 Equip - R&M	-	-	-	-	-	-
6706 Computer R&M	113,890	15,000	160,000	15,000	-	-
6707 Plumbing & Heating	865	-	-	-	-	-
6708 Mechanical Equipment	24,583	11,500	11,500	31,500	20,000	173.9
<b>* Equipment &amp; Communications</b>	<b>269,671</b>	<b>411,500</b>	<b>926,500</b>	<b>481,500</b>	<b>70,000</b>	<b>17.0</b>
6901 Membership Dues	22,347	18,000	18,000	18,000	-	-
6903 Travel - Local	17,074	60,000	60,000	60,000	-	-
6904 Travel - Out of Town	1,336	40,000	40,000	40,000	-	-
6905 Training & Education	105,993	126,500	126,500	131,000	4,500	3.6
6911 Facilities Rental	1,170,848	1,188,200	1,188,200	1,222,300	34,100	2.9
6912 Advertising/Promotio	44,449	45,600	66,000	58,000	12,400	27.2
6917 Books and Periodicals	2,752,940	2,296,500	2,357,500	2,496,500	200,000	8.7
6928 Committee Expenses	3,856	13,000	13,000	13,000	-	-
6938 Rewarding Excellence	20,373	18,500	116,000	20,000	1,500	8.1

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6946 Branch Programming	20,316	37,000	37,000	37,000	-	-
6947 Literacy/Heritage Pr	35,058	4,500	4,500	-	(4,500)	(100.0)
6950 Region.Serv.Program	320,393	194,000	244,000	394,000	200,000	103.1
6952 Team Serv. Program.	261	-	-	-	-	-
6999 Other Goods/Services	7,029	7,000	7,000	7,000	-	-
<b>* Other Goods &amp; Services</b>	<b>4,522,273</b>	<b>4,048,800</b>	<b>4,277,700</b>	<b>4,496,800</b>	<b>448,000</b>	<b>11.1</b>
7008 ItnTrsf IT & Commun	73	-	-	-	-	-
7009 Internal Trfr Other	(101,345)	6,600	6,600	9,200	2,600	39.4
7012 Int Trf Print/Reprod	20,035	24,000	24,000	24,000	-	-
<b>* Interdepartmental</b>	<b>(81,237)</b>	<b>30,600</b>	<b>30,600</b>	<b>33,200</b>	<b>2,600</b>	<b>8.5</b>
8022 Transf to/fr Trust	(489)	(1,200)	(1,200)	(400)	800	(66.7)
8045 Amortization Expense	513,615	-	-	-	-	-
<b>* Other Fiscal</b>	<b>513,126</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(400)</b>	<b>800</b>	<b>(66.7)</b>
<b>** Total</b>	<b>27,245,895</b>	<b>29,280,900</b>	<b>29,240,900</b>	<b>29,786,300</b>	<b>505,400</b>	<b>1.7</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4703 Cond.Grant NS(Other)	(5,329,100)	(5,274,300)	(5,274,300)	(5,274,300)	-	-
<b>* Transfers from other Gov'ts</b>	<b>(5,329,100)</b>	<b>(5,274,300)</b>	<b>(5,274,300)</b>	<b>(5,274,300)</b>	<b>-</b>	<b>-</b>
4902 Fines Fees	(5,106)	(10,000)	(10,000)	(4,500)	5,500	(55.0)
5101 Parking Rentals	(32,243)	(103,100)	(103,100)	(206,000)	(102,900)	99.8
5102 Facilities Rentals	-	(40,000)	(40,000)	(40,000)	-	-
5151 Lease Revenue	-	-	-	-	-	-
5204 Administration Fees	-	(1,000)	(1,000)	(1,000)	-	-
5227 Photocopier Revenue	(30,308)	(76,800)	(36,800)	(56,000)	20,800	(27.1)
<b>* Fee Revenues</b>	<b>(67,657)</b>	<b>(230,900)</b>	<b>(190,900)</b>	<b>(307,500)</b>	<b>(76,600)</b>	<b>33.2</b>
5520 Donations	(106,309)	(15,600)	(15,600)	(20,000)	(4,400)	28.2
5600 Miscellaneous Revenue	(1,005,893)	(280,100)	(280,100)	(284,500)	(4,400)	1.6
<b>* Other Revenue</b>	<b>(1,112,202)</b>	<b>(295,700)</b>	<b>(295,700)</b>	<b>(304,500)</b>	<b>(8,800)</b>	<b>3.0</b>
<b>** Total</b>	<b>(6,508,959)</b>	<b>(5,800,900)</b>	<b>(5,760,900)</b>	<b>(5,886,300)</b>	<b>(85,400)</b>	<b>1.5</b>
<b>Net total</b>	<b>20,736,936</b>	<b>23,480,000</b>	<b>23,480,000</b>	<b>23,900,000</b>	<b>420,000</b>	<b>1.8</b>

# HALIFAX

## **CORPORATE & CUSTOMER SERVICES**

2022/23 BUDGET AND BUSINESS PLAN

**MISSION** CUSTOMER SERVICE IS AT THE HEART OF EVERYTHING WE DO.



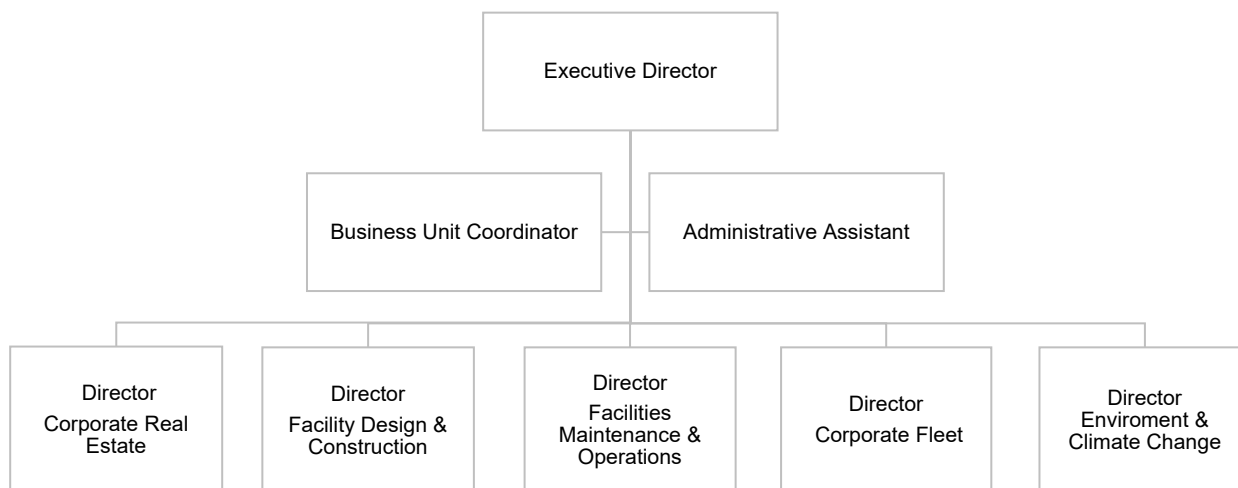
## CORPORATE & CUSTOMER SERVICES OVERVIEW

The Corporate & Customer Services (C&CS) business unit provides high-quality and cost-effective corporate and customer services to municipal residents, businesses, visitors, Halifax Regional Municipality business units and employees. The cornerstone of how we do business is founded on two key areas: Customer Service (our customers are at the heart of everything we do) and Performance Excellence (driving continuous improvement in every process, function, and service we provide). With a focus on exemplifying Halifax Regional Municipality's corporate values, efficiency, reliability, and sustainability, we support excellence in public service delivery on behalf of the municipality.

C&CS oversees the following Divisions: Corporate Fleet, Corporate Real Estate, Environment & Climate Change, Facility Design & Construction and Facilities Maintenance & Operations.

C&CS supports the Regional Council and Administrative priorities through a commitment to advance the priority outcomes.

## CORPORATE & CUSTOMER SERVICES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	229.0	(37.1)	11.9	203.8	912,300.0
Capital	1.0	-	-	1.0	N/A
<b>Total</b>	<b>230.0</b>	<b>(37.1)</b>	<b>11.9</b>	<b>204.8</b>	<b>912,300.0</b>

**Transfers:** 22 FTE of Corporate Real Estate transferred in.  
 14.3 FTEs of Environment & Climate Change (previously Energy & Environment at P&D) transferred in.  
 39.4 FTEs of Customer Contact Centers and 6 FTEs of Org Performance & Excellence transferred out to Finance & Asset Management.  
 3 FTEs of Corporate Safety (ED's Office), and  
 25 FTEs of Corp Comms transferred out to HRCC.  
Net Transfer Out of 37.1 FTEs.

**Changes**

1 Project Manager & 1 Team Lead each added to CRE (Staffing resource fund)  
 1 Business Analyst (conversion), 1 Garage Helper (conversion) and 1 Sustainable Green Fleet (Staffing resource fund) analyst added to Corporate Fleet  
 2 FTEs removed and converted to Business Analyst & Garage Helper at Fleet,  
 1 new Chief Plant Operator added, Utility Part Time operator converted from 0.6 to 0.5FTE for MFMO  
 8 new positions added to Energy & Environment by CAO after 2022/23 wage model approval by CAO.  
Net Changes 11.9FTEs

## STRATEGIC INITIATIVES (2022/23)

## INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

**Sufficient Supply of Industrial Lands Inventory**

With a goal of ensuring a sufficient supply of industrial land, the municipality undertakes strategic planning and maintains industrial park inventory to be sold to the private sector for industrial and commercial development. Corporate Real Estate will work with Planning and Development to initiate the secondary planning process for the proposed expansion of Industrial Parks. Informed by background studies, this work will include establishing a public engagement program, developing detailed concept plans, and evaluating public infrastructure costs.

**Corporate Fuel Management Recapitalization & Remediation Program**

The Corporate Fuel Management Recapitalization & Remediation Program will ensure Halifax Regional Municipality (the municipality) meets legislative and environmental compliance requirements while creating efficiencies in the fuel management process. This work is a collaboration of C&CS Divisions and other Business Units including: Corporate Fleet, Municipal Facilities Maintenance & Operations, Facility Design & Construction, Risk & Insurance, and Planning & Development. The program encompasses:

- Asset renewal and capital planning program of fuel management equipment and systems
- Establish tracking of consumption rates per vehicle
- Asset management and preventative maintenance scheduling of fuel assets (including inspections)
- Integration of fuel management, fleet management, automatic vehicle location (AVL), and financial systems

## **Increase Protection and Health of Ecosystems**

C&CS will promote the use of nature-based climate solutions and support the implementation of the Urban Forest Master Plan and the Green Network Plan to achieve their targets and outcomes. Strengthening partnerships with academic institutions, other levels of government and non-profit organizations will support this work. CCS will continue to promote biodiversity and ecosystem health through the management of invasive species, pests, contamination and more.

## **Watershed Management**

Protect and enhance lakes and rivers through programs, policies and projects. This includes water quality monitoring, blue-green algae management, bacteria testing and public education initiatives.

## **INITIATIVES SUPPORTING HALIFACT**

### **Retrofit Municipal Buildings to Be Net-Zero Ready and Climate Resilient - Deep Energy Retrofits of Municipal Buildings (Environment – Net Zero Emissions)**

The municipality will develop an energy roadmap for corporate buildings to plan retrofits that align with recapitalization requirements. Retrofits must achieve a 50 percent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.

### **Retrofit and Renewable Energy Programming - Community Retrofit, Renewables and Resilience Program (Environment – Net Zero Emissions)**

In order to incentivize energy retrofits of existing buildings community-wide, the municipality will work with financial institutions, other levels of government, and other stakeholders to design and launch a Community Retrofit, Renewables and Resilience Incentive Program that includes energy retrofits, renewable energy technologies, and climate resilience measures.

### **Electrification of Transportation - Decarbonize Transportation (Environment – Net Zero Emissions)**

To achieve the HalifACT targets for Decarbonized Transportation, C&CS will implement the Municipal Electric Vehicle Strategy in partnership with other Business Units. This includes considerations for public charging infrastructure, chargers at municipal facilities, and converting municipal fleet to electric vehicles and will require key partnerships, funding, and incentives. Cross-departmental collaboration will be done to plan and build the transit and active transportation infrastructure needed to achieve the 2030 mode share targets in both plans.

### **Risk and Vulnerability Assessments - Climate Risk Management (Environment – Climate Resilience)**

The municipality will help protect people and infrastructure from climate risks by modelling and mapping these risks under current and future climate conditions. These findings will enable risk and vulnerability mapping of critical infrastructure and communities and will inform policies and standards moving forward.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

### **Corporate Accommodations**

This multi-year program encompasses the renovation and revitalization of office accommodations for employees across all municipal business units. Success of the program is determined not only through the completion of the projects, but also by the long-term efficiency of each space to foster improved business unit operations and employee satisfaction. Corporate Accommodations will continue to evaluate the evolving impact of COVID-19 on the office accommodation program, and incorporate changes to standards and space as required.

The Corporate Accommodations Program is based on the following core objectives:

- Optimizing leased space and thereby achieving long term cost savings
- Providing inviting, open and modern workplaces
- Focusing on improving accessibility and inclusivity in the office environment
- Improving ergonomics, operational efficiency, and functionality
- Improving collaboration opportunities to ensure consistency and fairness in the allocation of workspace for staff

### **C&CS Performance Excellence Strategy**

Corporate & Customer Services is committed to fostering a Performance Excellence culture, and this is linked to initiatives such as: establishing a Performance Excellence Champion Committee, incorporating performance excellence goals into non-union professional development plans, and regularly tracking and communicating the benefits associated with continuous improvement activities.

### **Succession Planning**

Corporate & Customer Services will implement the Human Resources Succession Planning strategy for key non-union positions in C&CS divisions. The focus will be on identifying critical positions and creating development plans for employees who are interested in advancing their careers with the municipality.

### **Diversity & Inclusion Framework Implementation Plan**

Municipal business units continue with initiatives to advance diversity and inclusion values throughout the organization to foster innovation and support an improved understanding of communities. C&CS will continue to carry out its Diversity & Inclusion Implementation Plan, in alignment with the municipal Diversity & Inclusion Framework. C&CS service areas will continue to focus on deliverables related to the strategic objectives: establishing meaningful partnerships, providing accessible information and communication, providing accessible and inclusive built environments and providing a safe, respectful and inclusive work environment.

### **Fire Emergency Fleet Operational Review and Optimization**

A collaborative review of Halifax Regional Fire & Emergency (HRFE) emergency heavy fleet will be conducted with representatives from C&CS, HRFE, and Enterprise Asset Management. The objective of the review is to make recommendations on how to streamline processes and identify opportunities for standardization and efficiencies, and to provide better data for future asset management planning and budget considerations.

## CORPORATE & CUSTOMER SERVICES BUDGET

### OPERATING – BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Executive Director's Office	\$ 816,731	\$ 794,500	\$ 788,500	\$ 424,940	\$ (369,590)	(46.5)
Corporate Real Estate	3,939,249	4,163,400	4,282,100	5,176,884	1,013,484	24.3
Facility Design & Construction	1,221,494	1,281,300	1,215,100	1,216,040	(65,260)	(5.1)
Facilities Maintenance & Operations	18,012,224	19,817,400	20,306,965	20,367,705	550,305	2.8
Corporate Fleet	11,691,675	12,641,300	13,190,800	13,101,731	460,431	3.6
Environment & Climate Change	823,558	2,242,900	2,189,900	3,924,200	1,681,300	75.0
<b>Net Total</b>	<b>\$ 36,504,931</b>	<b>\$ 40,940,800</b>	<b>\$ 41,973,365</b>	<b>\$ 44,211,500</b>	<b>\$ 3,270,670</b>	<b>8.0</b>

### OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget*</b>	<b>\$ 40,940,800</b>
Compensation Changes:	
11 new FTE additions, 0.9 FTE changes. Offset by adjustment to vacancy management annual target	(178,474)
Revenue Adjustments:	
Loss of fee revenues in facilities rentals and leases, offset by minor revenue increases	270,000
Other Budget Adjustments:	
Increase of office expenses	4,300
Increased costs of external services (janitorial, snow removal) and other miscellaneous items for Facilities Maintenance & Operations	328,600
Increased cost of external services (consulting \$1.75M), offset by decrease (\$482.5K) of contract costs and other miscellaneous items for Environment & Climate Change.	1,267,500
Increase in cost of supplies - uniforms and personal protection equipment	4,900
Decrease in materials costs (non-operation of Centennial Pool) for Facilities Maintenance & Operations	(76,500)
Increase in building costs for Facilities Maintenance & Operations (\$475K), and in environmental cleanup and other miscellaneous costs for Environment & Climate Change (\$47K)	522,300
Increase in equipment & communications costs	68,100
Increase in vehicle expenses (maintenance and fuel prices) for Corporate Fleet.	511,800
Increase in expenses for leased office accommodations for Corporate Real Estate, and in advertising and public education (\$136K) for Environment & Climate Change	615,274
Other Inter-departmental adjustments	(67,100)
<b>Total Changes</b>	<b>\$ 3,270,700</b>
<b>2022/23 Budget</b>	<b>\$ 44,211,500</b>

## OPERATING- SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 15,758,151	\$ 17,461,100	\$ 16,917,700	\$ 17,282,626	\$ (178,474)	(1.0)
Office	162,627	157,650	190,300	161,950	4,300	2.7
External Services	4,740,328	6,633,400	6,785,400	8,229,500	1,596,100	24.1
Supplies	196,668	269,400	290,800	274,300	4,900	1.8
Materials	262,702	476,700	351,100	400,200	(76,500)	(16.1)
Building Costs	7,016,699	7,155,850	7,500,400	7,678,150	522,300	7.3
Equipment & Communications	1,501,740	1,562,400	1,918,550	1,630,500	68,100	4.4
Vehicle Expense	5,660,640	6,090,700	6,879,615	6,602,500	511,800	8.4
Other Goods & Services	3,927,028	4,202,100	4,164,000	4,817,374	615,274	14.6
Interdepartmental	(33,147)	(12,700)	(32,000)	(35,800)	(23,100)	181.9
Other Fiscal	(274,029)	(571,500)	(567,900)	(615,500)	(44,000)	7.7
<b>Total Expenditures</b>	<b>38,919,407</b>	<b>43,425,100</b>	<b>44,397,965</b>	<b>46,425,800</b>	<b>3,000,700</b>	<b>6.9</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Fee Revenues	\$ (2,369,319)	\$ (2,454,900)	\$ (2,294,600)	\$ (2,069,500)	\$ 385,400	(15.7)
Other Revenue	(45,157)	(29,400)	(130,000)	(144,800)	(115,400)	392.5
<b>Total Revenues</b>	<b>(2,414,476)</b>	<b>(2,484,300)</b>	<b>(2,424,600)</b>	<b>(2,214,300)</b>	<b>270,000</b>	<b>(10.9)</b>
<b>Net Total</b>	<b>\$ 36,504,931</b>	<b>\$ 40,940,800</b>	<b>\$ 41,973,365</b>	<b>\$ 44,211,500</b>	<b>\$ 3,270,700</b>	<b>8.0</b>

## CORPORATE & CUSTOMER SERVICES SERVICE AREA PLANS (2022/23)

### CORPORATE REAL ESTATE

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

#### SERVICES DELIVERED

##### Industrial Park Development

This service is responsible for strategic planning, land development and program delivery of industrial park lands (serviced lots) and the sale of building lots to the private sector for industrial/commercial development.

##### Acquisition and Disposal

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

## Leasing and Tenant Services

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

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20	2020/21	2021/22	2022/23
	Actual	Actual	Projected	Planned
Property Transactions (acquisitions and disposals)	\$50.5M	\$52.0M	\$15M	\$20M
Industrial Park Sales Acres	46 acres	29 acres	85 acres	25 acres
Industrial Park Sales (Gross Revenue)	\$12.3M	\$8.2M	\$25M	\$10M

### PERFORMANCE ANALYSIS

The strong market for Halifax real estate continues to put demand pressures on land supply and is increasing the land cost for capital projects. Corporate Real Estate is supporting several major projects including, but not limited to: the Corporate Accommodation Program implementation, land acquisitions for the Bayers Road Transit Corridor and the Young and Robie Transit Corridors, the Halifax Forum Redevelopment, the 1940 Gottingen Street disposal, Burnside Park Expansion; Ragged Lake Secondary Planning Assessments, Cogswell Interchange Redevelopment land assembly and future sales strategy, Bedford Ferry Site Suitability, Fairview Cove land rationalizations, and the Windsor Street Exchange Project.

#### Property Transactions

Land transactions for 2020/21 were led by the Bayers Road Transit Corridor acquisitions. Work continues in planning for the acquisition of 26 impacted properties along Bayers Road and planning for 14 and 60 impacted properties required for Young and Robie Street respectively.

Work continues in supporting our clients in Parks and Recreation respecting parkland acquisitions and Transportation and Public Works requirements - such as right of way acquisitions.

#### Industrial Lands

The demand for industrial land remained strong in 2020/21, compounded further by the effects of the global pandemic, and leading to a depletion of municipal inventory to record lows. There will continue to be a tightening of supply for 2022/23 while Phase 13.1 of Burnside is readied for market at the end of 2022. Phase 13.1 will contribute 120 net acres of land supply with the total of Phase 13.1, 13.2 and 13.3 being 320 net acres.

The industrial land program is one of the municipality's largest contributions to the regional economy and Gross Domestic Product.

### Corporate Accommodations

Leasing & Tenant Services has successfully delivered five new Corporate Accommodation projects. These projects represent a total of 120,000 square feet, accommodations for approximately 650 staff, and six new lease agreements:

- Alderney Gate, 6<sup>th</sup> Floor – Procurement, Payroll and Director Suites – completed October 2020
- Duke Tower, 7<sup>th</sup> Floor – Corporate Communications, Government Relations & External Affairs, Risk & Insurance Services, and the office of Access & Privacy – completed April 2021
- CIBC Building, 7<sup>th</sup> Floor – Legal Services – completed May 2021
- TD Building, 12<sup>th</sup> Floor – Halifax Transit Administration – completed June 2021
- Barrington Tower, 13<sup>th</sup> & 14<sup>th</sup> Floors – Information Technology – completed July 2021

Two more projects for Parking Services and Planning & Development are planned to be completed by end of fiscal year 2021/22.

### Sustaining the Corporate Footprint

The total square footage of administrative office space occupied by municipal administration has remained substantially flat since the inception of the Corporate Accommodations Program in 2016, yet by 2025 the total number of workspaces for staff accommodation in that same footprint will have increased by 43%. The amount of space planned per person has decreased from 271 ft<sup>2</sup> in 2016 to 206 ft<sup>2</sup> today and is projected to further decrease to 190 ft<sup>2</sup> by 2025. This is a 42% reduction in the amount of space required to accommodate each staff person. This reduction in square footage has enabled the municipality to sustain its footprint and contain its cost of real estate. This results in approximately \$3 Million per year in cost avoidance through strategic planning for sustainable growth. The reduction in square footage is achieved through an improved understanding of factors such as: spatial relationships, staff work functions and requirements, percentage of time staff are at their workspace versus offsite/in the field, more emphasis on collaboration spaces for staff, FlexWork arrangements, and the utilization of modern workspace systems.

## CORPORATE REAL ESATE KEY DELIVERABLES (2022/23)

Prosperous Economy - Holistic Planning	
<b>Supply of Industrial Lands - Burnside Phase 13-2</b> (Target: Q4 2022/23)	
Advance the design and approvals as required in preparation of the Phase 13-2 construction tender to provide additional shovel-ready industrial lot inventory.	
<b>Supply of Industrial Lands - Burnside Phase 14</b> (Target: Q4 2022/23)	
Continue discussions with Planning and Development to initiate the zoning and servicing of proposed Phase 14 Burnside for Industrial use as directed by Regional Council in 2015.	



### **IMP Land Assembly** (Target: Q4 2022/23)

Advance the land acquisition and assembly to support implementation of the Integrated Mobility Plan (IMP) transit corridors and initiatives for Bayers Road, Young Street and Robie Street to support the IMP and HalifACT.

### **Service Excellence – Exceptional Customer Service**

#### **Real Estate Service Improvement Initiative** (Target: Q4 2022/23)

Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands, inclusive of:

- An SLA (service level agreement) for a key business unit will be developed.
- Further implementation of the Strategic Land Acquisition Planning Process within the Capital Budget Plan Framework.
- Obtain Council approval of new Administrative Order to govern industrial park transactions.

## **FACILITY DESIGN AND CONSTRUCTION**

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

### **SERVICES DELIVERED**

#### **Growth (Capital Delivery)- Buildings and Facilities**

This service is responsible for planning, designing, implementing, and delivering (project management) new construction and enhancement projects for municipally owned facilities and buildings.

#### **Asset Renewal (State of Good Repair)- Buildings and Facilities**

This service is responsible for delivering capital improvements and repair/replacement work for municipally owned facilities and buildings.

#### **Energy Efficiency-Buildings and Facilities**

This service is responsible for the implementation of energy retrofits of municipal buildings and facilities. This is part of a broader effort by the municipality to reduce its corporate greenhouse gas emissions by 30% over 2008 levels to meet Council's 2011 resolution by 2050.

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

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

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

- Deep energy retrofits
- On-going building recommissioning
- Oil to gas or electric conversions
- Net zero new construction
- Purchasing renewable natural gas and renewable electricity to offset remaining energy usage

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Growth Delivered	\$6,100,000	\$5,017,000	\$4,156,000	\$7,335,000
Asset Renewal delivered	\$22,950,000	\$23,423,000	\$51,345,000	\$40,615,000
Energy Efficiency (GHG Reduction in Tons)	2570	2565	1800	2500
% of Capital Budget committed within the fiscal year (Target: 80%)	88%	77%	81%	80%
Building Condition Assessments Completed (*Updated and **New)	Updated: 0 New: 2	Updated: 130 New: 0	Updated: 1 New: 1	Updated: 30 New: 0

\*Updated = Facilities which were assessed in prior years, being reassessed and updated

\*\*New = Facilities being assessed for the first time

## PERFORMANCE ANALYSIS

Several major projects are underway including the Mackintosh Depot, Ragged Lake Transit Centre Expansion, Graham Groves Facility, New HRFE Headquarters, Halifax Commons Aquatic Facility, Sheet Harbour Recreation Centre, along with numerous State of Good Repair (SOGR) projects.

### Growth Projects (Capital Delivery)

Major construction activities and improvement projects in 2021/2022 include:

- Mackintosh Depot, construction phase, anticipated opening for November 2022:
  - This \$21 million revitalization project will include the demolition of existing infrastructure and the construction of a new depot that is purpose-built to better align the growing demands of the municipality;
  - Targeting LEED silver and committing to reaching 15% better performance than the energy code;

- Featuring an 80kW solar electric system and electrical vehicle charging stations.
- Various Accessibility Projects:
  - Accessible ramp upgrades, beach mats, and new universal washrooms
  - Preparations to meet the provincial Access by Design 2030 are underway
  - Universal Design Principles incorporated into all new construction projects
  - Progressing on the application of key learnings from the Rick Hansen Certification program to improve accessibility of the communities we service.

#### Asset Renewal Projects (Capital Delivery)

Major capital improvement and repair/replacement projects in 2021/2022 include:

- Woodside Ferry Terminal Renovation, under construction:
  - Renovations will reduce energy consumption by 75% compared to 2016 through heating system and envelope upgrades
  - The terminal is relocating key infrastructure to address the future risk of sea level rise.
- Halifax Forum, currently in planning phase:
  - FDC is providing support and oversight of development options and will oversee the construction of the facility.
- Wharf Recapitalization Project - Phase I completed in 2020 and Phase II to be completed in 21/22:
  - Climate resiliency efforts in preparation for rising sea levels.
- Various Roof Replacement projects.

#### Energy Efficiency

The following work has been undertaken by Facility Design & Construction for the 2021/22 fiscal year:

- Net Zero Ready New Buildings: Needham Washroom, Ragged Lake Expansion, Mackintosh Depot, Grahams Grove Facility, Central Commons Aquatic Facility, Beechville Lakeside Timberlea (BLT) Recreation Centre.
- Major Buildings Targeted for Deep Energy Retrofits: Acadia Centre, Cole Harbour Place, Scotiabank Centre, Ragged Lake Depot, Eric Spicer building, Sackville Sports Stadium, Keshen Goodman Library, Halifax 4-Pad, Eastern Shore Arena, Alderney Gate Campus, Captain Spry Community Centre (CC), Halifax North Library.
- Oil Conversions: Acadia Centre, MacPhee House, Eastern Shore Arena, Woodside Ferry Terminal, Fire Station #2 (University Ave), and Fire Station #56 (Black Point).
- Recommissioning: Central Library, Ragged Lake Depot, Gordon Snow CC, and East Dartmouth CC.

FDC continues to improve project delivery through the development of standardized Project Management Plans and researching alternative contracting methods to better align with industry direction.

## FACILITY DESIGN AND CONSTRUCTION KEY DELIVERABLES (2022/23)

<b>Communities – Inclusive Communities</b>
<p><b>Halifax Common Aquatics Facility</b> (Target: Q1 2023/24)</p> <p>This is a multi-year Design-Build Project with a target to have the new pool operational for June 2023. Construction is expected to begin in the first quarter and nearing completion by the end of the fourth quarter.</p>
<b>HalifACT – Net Zero Standards for New Buildings (Environment – Net Zero Emissions)</b>
<p><b>Net Zero Energy-New Construction</b> (Target: Q1 2023/24)</p> <p>New construction projects will be designed and built to net zero standards. This year the following buildings will be designed: Sheet Harbour CC, Beechville Lakeside Timberlea Recreation Centre, and the Traffic Services Facility. The following facilities will be constructed to net zero: Grahams Grove Facility and the Commons Pool. Mackintosh Depot and Woodside Ferry Terminal will be completed to enhanced energy targets.</p>
<b>HalifACT – Retrofit municipal buildings to be net-zero ready and climate resilient (Environment – Net Zero Emissions)</b>
<p><b>Net Zero Energy-Deep Energy Retrofits</b> (Target: Q1 2023/24)</p> <p>Deep energy retrofits is an ongoing program to meet the 2030 goal of net zero municipal facilities. Design work will be completed this year for the following projects: Captain Spry CC, East Dartmouth CC and the Halifax North Library. Deep energy retrofits work will be completed at: Fire Station #2, Dartmouth North CC, Acadia Centre, and Keshen Goodman Library.</p>
<p><b>Net Zero Energy-Recommissioning</b> (Target: Q1 2023/24)</p> <p>Recommissioning is focused on optimizing building operations to save energy. The following projects will be undertaken: Prospect Community Centre, Zatzman Sportsplex, HRM 4-pad, Cole Harbour Place, St. Margaret's Centre.</p>
<p><b>Net Zero Energy-Oil Conversion</b> (Target: Q1 2023/24)</p> <p>An oil conversion study will be completed to determine the priorities of the remaining 75 facilities currently using oil. A number of these facilities are planned to be replaced with new buildings as part of the overall net zero roadmap process. Buildings to be converted next year include: Fire Station #2, Acadia Centre, and the Bi-Centennial Theatre.</p>

<b>HalifACT – Electrification of Transportation (Environment – Net Zero Emissions)</b>
<p><b>Electric Vehicle Charging Infrastructure</b> (Target: Q1 2023/24)</p> <p>In support of HalifACT, the following new buildings will be designed and/or constructed to include EV charging stations in 2022/23: Sheet Harbour Community Centre (design), Beechville Lakeside Timberlea Recreation Centre (design), Zatzman Sportsplex (construction) and the Mackintosh Depot (construction).</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Mackintosh Depot Renewal - Year 5</b> (Target: Q1 2023/24)</p> <p>The new Mackintosh Depot will be completed and operational by Fall 2022. Demolition activities and other site work will begin after the new building is occupied.</p>
<p><b>Asset Management Policy</b> (Target: Q1 2023/24)</p> <p>The development of an Asset Management Policy (AMP) will formalize processes for collecting and refreshing building condition data, formalize key performance indicators and targets with the outcome of refining 10-year capital planning.</p>

## CORPORATE FLEET

The main goal of Corporate Fleet is to provide customers with safe, reliable, and clean vehicles. Corporate Fleet supports all business units and is committed to supporting administrative priorities through the purchase, maintenance, repair, and disposal of all fleet and equipment assets for HRP, HRFE, Halifax Transit non-revenue service vehicles (excluding buses and ferries) and municipal fleet. Corporate Fleet is the asset manager for over 1,570 vehicle and equipment assets, and coordinates the management of all related master files, such as permits and registration.

Corporate Fleet is responsible for the lifecycle management of vehicles and equipment, including replacement. This involves purchasing vehicles and equipment for a very diverse fleet that includes HRFE trucks, HRP vehicles and municipal vehicles and equipment such as plow and blade attachments. Corporate Fleet conducts research to remain current with the latest technologies available in the fleet industry. The collaboration with business unit clients is key in order to ensure the appropriate equipment or vehicle asset is provided. Corporate Fleet assists business units with design specifications to meet their unique needs and identifies equipment and vehicles that have multiple purpose usage.

### SERVICES DELIVERED

#### **Fleet Asset Acquisition, Maintenance and Disposal**

This service is responsible for the procurement of fleet assets and equipment, maintenance and repair, including the appropriate disposal of assets when they are no longer suitable for use by the municipality. Corporate Fleet ensures specifications are kept up to date with technological and market changes including operational changes as advised by clients. Corporate Fleet maintains close communication with customers to determine their current

and future needs, and ensures assets are productive for their full lifecycle. Multi-year plans are utilized to mitigate high volume procurement annually, spreading out replacement to create balanced and predictable capital budgets from year to year.

### **Fleet Planning & Maximization**

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

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

### **Legislative Compliance Monitoring**

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

### **Vehicle Repair and Maintenance**

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

## **SERVICE DELIVERY MEASURES**

<b>Performance Measures*</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Projected</b>	<b>2022/23 Planned</b>
Number of Planned Maintenance Work Order Hours**	18,454	23,076	21,000	22,000
Number of Demand Maintenance Work Order Hours**	14,376	13,316	12,800	13,000
Average Fleet Age (years)	7	7	8	8
Fleet Assets availability rate	90%	90%	90%	90%
Service Request Rate: Percent of Demand Work Order Hours**	44%	37%	38%	37%

<b>Performance Measures*</b>	<b>2019/20 Actual</b>	<b>2020/21 Actual</b>	<b>2021/22 Projected</b>	<b>2022/23 Planned</b>
Operating Cost per Vehicle KM	\$0.80	\$0.87	\$0.91	\$0.97
Canadian Association of Municipal Fleet Managers (CAMFM) Door Rate***	\$82.29	\$81.06	\$81.83	\$86.28

\*All measures are Municipal Fleet only.

\*\*Performance Measure description changed from 2021/22 for clarity.

\*\*\*Door Rate refers to the in-house shop rate for vehicle maintenance and repairs.

## PERFORMANCE ANALYSIS

As a result of the Preventative Maintenance (PM) program review implementations and revised processes, Corporate Fleet's data and reporting provide a more accurate representation of hours spent on vehicle preventative maintenance work (extend asset life) and demand work (break/fix). This change is reflected in the 2020/21 actual and onward.

Vehicle maintenance and operating costs of municipal fleet vehicles are influenced by several factors including usage, weather, cost of fuel, vehicle/equipment, age, and vocation. The 2020/21 and 2021/22 operating cost per kilometer is mainly impacted by significantly increased cost of parts during the pandemic and increased fuel rates mid-2021 over the prior year in the range of 39-45%. Parts costs are expected to remain higher than previous years in 2022/23 while fuel rates are planned to be lower, compared to 2021/22 projection.

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

Corporate Fleet is actively moving towards providing a sustainable green fleet, as it aligns with Regional Council's priority of decarbonizing transportation. In 2021, Corporate Fleet procured 20 Hybrid/Electric Vehicles/Assets (this includes two electric ice resurfacers for ice rinks) and anticipates 22 to be delivered in 2022.

## CORPORATE FLEET KEY DELIVERABLES (2022/23)

<b>HalifACT – Electrification of Transportation (Environment – Net Zero Emissions)</b>
<b>Decarbonize Fleet Implementation Plan</b> (Target: Q4 2022/23)  To initiate the Corporate Fleet electrification component of the Municipal Electric Vehicle Strategy, the Sustainable Green Fleet Analyst will develop a project charter and comprehensive project plan for conversion of the light fleet to electric vehicles.
<b>Responsible Administration – Well Managed</b>
<b>Fleet Lifecycle Management Plan</b> (Target: Q4 2023/24)  Corporate Fleet will develop a long-term (5-10 year) capital replacement framework and plan for all municipal fleet.

**Fleet Facilities' Capacity Assessment & Business Case** (Target: Q4 2022/23)

The Corporate Fleet will conduct a review and analysis of current fleet facilities' capacity and develop a business case with recommendations.

**Vehicle Compliance-Year 3** (Target: Q4 2022/23)

Vehicle Compliance will focus on the implementation of an online format of the new Operators Manual and other vehicle safety modules, work with HRFE to improve their DVI reporting and information collected, and the formation of vehicle compliance statistics into a regular report.

**HRM Vehicle Policy** (Target: Q4 2022/23)

Implement the revised municipal Vehicle Policy.

**Light Fleet Optimization** (Est. Completion: Q4 2022/23)

This initiative will identify utilizations of light duty municipal and non-emergency HRFE vehicles. Corporate Fleet, along with a utilization committee, will establish use-guidelines to ensure standardization and optimization through right fit and allocation; and create metrics for tracking vehicle use.

### Service Excellence – Exceptional Customer Service

**Service Level Agreements** (Target: Q4 2022/23)

To support improved service delivery, Corporate Fleet will complete formal Service Level Agreements with two (2) Business Unit clients that Corporate Fleet supports through procuring, maintaining and disposal of municipal vehicles and Equipment.

### Service Excellence – Innovative Performance Excellence

**Performance Excellence Change Management -Year 2** (Target: Q4 2022/23)

Implementation of HRM Our Values training for all employees, training for Supervisors, and continued work on the action plans of the Performance Excellence Working Group.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion*

*Target applies to new deliverables and is the original target completion date*

## FACILITIES MAINTENANCE AND OPERATIONS

Facilities Maintenance and Operations (FMO) is committed to supporting Regional Council priorities through the provision of well-maintained, clean, and safe facilities for employees and citizens. This is achieved through preventative and lifecycle maintenance planning for assets as well as the provision of security and maintenance services to more than 240 municipally owned and leased facilities, including buildings, pools, and splash pads.



## SERVICES DELIVERED

**Security and Access Management**

This service provides security and access management services for municipally owned and leased buildings and properties. Corporate Security is responsible for identifying security standards, creating and implementing security processes and policies, installing and managing all security systems, and partnering with other municipal business units to protect employees, visitors, and assets of the Halifax Regional Municipality.

**Buildings Maintenance and Operations**

This service provides maintenance and operations services and project management expertise for municipally owned and leased buildings. This includes preventative and unplanned maintenance for HVAC, plumbing, electrical systems, carpentry, and structural repair.

**Indoor and outdoor Pools, Splash Pads, and Emera Oval Maintenance and Repair**

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

**Automated External Defibrillators (AEDs) Maintenance**

Maintenance of all wall mounted AEDs in HRM serviced buildings is transitioning to FMO. Responsibilities will include regular inspections (to be performed monthly by FMO and every two years by the contractor) to ensure the units have the current software, and updated chargepaks and electrodes available for use in the case of an emergency.

**Contract Management & Operations**

This encompasses the management of facility service contracts, including but not limited to contracts for cleaning, parking lot snow removal, waste and source separation, valued at \$7 million annually. This includes preparation of tendering and award documents, monitoring contract costs, and ensuring vendor compliance to contract deliverables. Facility staff work closely with Procurement staff to create service contracts that meet municipal requirements and support local contractors.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Projected
Number of Planned Maintenance Work Order Requests	5,332	4,887	6,000	6,500
Number of Demand Maintenance Work Order Requests	10,885	8,329	8,500	8,500
Cost of facilities maintenance per square foot *	\$7.13	\$4.16	\$7.45	\$7.80

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Projected
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.64	\$2.13	\$2.71	2.71
Total square footage of buildings maintained by the FMO	2,908,055	2,759,140	2,828,380	2,828,380

*\*Costs are not inclusive of program support or amortization allocations*

HRM facilities disposed of for period of January – November 2021:

- Bloomfield School, 2786 Agricola Street, Halifax

HRM Facilities demolished for period of January – November 2021:

- Commercial Building, 145 Main Street, Dartmouth
- Residential Building, 74 Lakecrest, Dartmouth

Buildings acquired by HRM for period of January – November 2021:

- 85 MacDonald Avenue, Dartmouth (Halifax Transit site expansion)
- Fire Station 62 Williamswood, 2417 Old Sambro Road, Williamswood
- Lakefront Consolidated School, 17286 Highway #7, Tangier

## PERFORMANCE ANALYSIS

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

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

The decrease in cost of Facilities Maintenance per square foot in 20/21 can be attributed to the disposal of surplus vacant properties, and the decrease in operating costs of maintaining certain assets due to closures as a result of Covid-19. In addition, as facilities and equipment are capitalized, the trend will reflect a decrease in operating costs over time.

Contract service costs have been impacted by the incorporation of a living wage, which is defined in the Municipal Supplier Code of Conduct, effective April 2021. This increase in service costs is reflected in contracts awarded to new janitorial and snow service contracts. Cost increases are also attributed to increases in the cost of supplies and insurance coverage. The Covid-19 pandemic has resulted in an increase in cleaning requirements, along with an increase in demand for cleaning and paper supplies.

## FACILITIES MAINTENANCE AND OPERATIONS KEY DELIVERABLES (2022/23)

<b>Communities – Safe Communities</b>
<b>Homeless Shelter Maintenance Support</b> (Target: Q4 2022/23) Facility Maintenance & Operations will support the Response to Homelessness initiative through the provision of Operations & Maintenance leadership to include the building maintenance and security of the shelters.
<b>Service Excellence – Innovative Performance Excellence</b>
<b>Cityworks Process Review</b> (Target: Q4 2022/23) A work order process review will be undertaken to reduce unnecessary steps in the process and to eliminate the service request function for repair work orders.
<b>FMO Performance Management Plan</b> (Target: Q4 2022/23) FMO will work towards implementing a formal performance review of operations using the newly developed FMO Performance Dashboard. This will include establishing roles and responsibilities in reviewing performance and developing action plans to improve service delivery.
<b>Our People – Diverse, Inclusive &amp; Equitable Environment</b>
<b>Meaningful Partnerships</b> (Target: Q4 2022/23) Facility Maintenance & Operations will collaborate with Human Resources and the Office of Diversity & Inclusion to partner with the Nova Scotia Community College, Immigrant Services Association of Nova Scotia, and Facility Management Organizations to promote diversity in facility trades positions.

## ENVIRONMENT & CLIMATE CHANGE

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

### SERVICES DELIVERED

#### Enabling Climate Action

This service enables the shared delivery of actions under HalifACT by mainstreaming climate action throughout the organization and reporting on the municipality's progress. This includes developing training and resources for staff and external stakeholders, providing technical expertise to projects, programs, and policies, establishing

climate governance within the organization, supporting business units in annual work planning and budgeting in alignment with HalifACT, advancing community climate awareness, convening a diverse group of HalifACT stakeholders, and helping to enable climate action within the community at large.

### Net-Zero Emissions

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

### Climate Resilience

ECC develops, oversees, and supports projects, policies, and programs that enhance the resiliency of municipal services, infrastructure, natural systems, and communities under a changing climate. This includes identifying climate hazards, mitigating climate risk, better preparing for climate-related emergencies, protecting, restoring, and expanding natural areas and green infrastructure assets, enhancing the capacity of neighbourhoods to prepare for and recover from climate events, providing technical expertise on climate science, impacts, and policy, and supporting Business Units in achieving climate resilience.

### Protected & Sustainable Environment

ECC provides information about the importance of healthy and protected ecosystems and supports biodiversity and connected habitats. This includes watershed management and monitoring, environmental risk and compliance (e.g., management of contaminated sites and regulatory expertise), environmental planning, and management of pests and invasive species.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual
Total number of electric vehicle charging stations in the municipality	N/A	97
Number of level 2 electric vehicle charging ports in the municipality	N/A	84
Number of direct current fast chargers in the municipality	N/A	13
Total Corporate GHG Emissions (Tonnes)	74,947	63,526
Total GHG emissions associated with municipal buildings (Tonnes)	52,053	41,697
Capacity of Renewables Installed (kilowatts)	903	2,816

Performance Measures	2019/20 Actual	2020/21 Actual
Number of Net-Zero buildings constructed (non-municipal)	0	0
Percentage of all buildings in the municipality that are retrofitted (non-municipal)	0	0
Percentage of the municipality's fleet that is zero emissions	0	0
Green area per 100 000 population (hectares)	N/A	124,255
Percentage of areas designated for natural protection	N/A	18.27
Greenhouse gas emissions (tonnes per capita)	N/A	9.31
Annual % of days when beaches were open	97%	96%

## PERFORMANCE ANALYSIS

**Enabling Climate Action**

- Tabled the first Annual Progress Report and Resource Plan at Halifax Regional Council in December 2021
- Received a score of A- from Climate Disclosure Project for reporting 2020 greenhouse gas inventory and HalifACT actions to date, and recognized as committed to the Race To Resilience, Race To Zero and Global Covenant of Mayors for Climate and Energy (GCoM)
- Completed the first phase of collaborative work with municipal business units on shared actions and accountability under HalifACT
- Provided collective impact training to staff and stakeholders to spur climate action
- Convene HalifACT stakeholder network meetings quarterly with more than 100 participants

**Net Zero Emissions**

- \$175,000 grant received from FCM to support Deep Energy Retrofit program development
- Municipal Electric Vehicle Strategy was approved by Regional Council
- Administrative Order mandating net-zero corporate buildings approved by Halifax Regional Council
- \$18 million in solar energy systems installed through the Solar City Program to-date
- Climate account funded e-bikes for parking services, electric ice resurfacers for community rinks, solar installations, and a deep energy retrofit of Dartmouth North Community Centre

**Climate Resilience**

- Newcomer families received storm kits as part of a pilot project to help them be better prepared for extreme weather events

- Halifax signed onto Cities Race to Resilience, a UN-backed global campaign to catalyze global action on climate resilience
- Application submitted for the Natural Infrastructure Funding Stream to improve the resilience of Shore Road in Eastern Passage - \$5M project
- Natural asset inventory completed for the municipality in partnership with the Municipal Natural Assets Initiative
- Purchased a refrigerated truck to support vulnerable community resiliency and food security during extreme weather events, the Prince Albert Road rain garden project, and \$275,000 worth of trees for the Urban Forest Master Plan

### Protected & Sustainable Environment

- A new Lake Monitoring Program was approved by Regional Council in June 2021 which will monitor 75 lakes across the municipality
- Numerous projects to support overall water health and management of Lake Banook and Lake Micmac were completed including weed harvesting of nuisance aquatic plants, the completion of the Lake Banook Dam safety report and shallow water Sonar pilot project
- A pilot project to provide recommendations for control of the invasive Yellow Floating Heart at Little Albro Lake was completed in partnership with Dalhousie University

## ENVIRONMENT & CLIMATE CHANGE KEY DELIVERABLES (2022/23)

<b>HalifACT – Retrofit and Renewable Energy Programming (Environment – Net Zero Emissions)</b>
<p><b>Retrofit, Renewables and Resilience (R3) Program</b> (Est. Completion: Q4 2022/23)</p> <p>Continue to develop a program prototype to achieve 50% reduction in energy demand in all existing buildings by 2040, including the launch of the Retrofit, Renewables and Resilience (R3) Pilot Program and the completion of financing and program evaluation studies to support the launch of the full program.</p>
<p><b>Solar City Program</b> (Est. Completion: Q4 2022/23)</p> <p>Continue the delivery of the Solar City Program, which supports the adoption of solar photovoltaic and solar hot water systems for property owners across the municipality.</p>
<b>HalifACT – Electrification of Transportation (Environment – Net Zero Emissions)</b>
<p><b>Municipal Electric Vehicle Strategy</b> (Target: Q4 2022/23)</p> <p>Begin implementation of the Municipal Electric Vehicle Strategy, approved in Fall 2021. Install fast-charging public charging infrastructure and work with partners to secure funding, encourage private investment, and conduct public engagement campaigns.</p>

<b>HalifACT – Retrofit Municipal Buildings to Be Net Zero Ready and Climate Resilient (Environment – Climate Resilience)</b>
<b>Resilience Retrofit Study and Guidebook</b> (Target: Q2 2022/23) <p>Launch procurement of services to develop a building resilience retrofit study and guidebook to better understand the resiliency measures that can be integrated into the municipal building stock.</p>
<b>HalifACT – Risk &amp; Vulnerability Assessments (Environment – Climate Resilience)</b>
<b>Climate Hazard Mapping and Integration</b> (Est. Completion: Q4 2022/23) <p>Initiate work to develop climate hazard maps for the entire municipality, including coastal and freshwater flooding, coastal erosion, drought, wind, and wildfires. Initial work will focus on comprehensive coastal and freshwater flood hazard maps and collaborating with other Business Units on integrating identified climate hazards into municipal policies and projects.</p>
<b>HalifACT – Capacity Building for Climate Adaptation (Environment – Climate Resilience)</b>
<b>Building Community Resilience to Climate Impacts</b> (Target: Q4 2022/23) <p>Continue to support communities in preparing for climate events, including expanding on the storm kits for newcomers pilot project and increasing awareness of climate impacts through a series of education campaigns.</p>
<b>Environment – Protected &amp; Sustainable Environment</b>
<b>Water Quality Monitoring</b> (Target: Q4 2022/23) <p>Operationalize the Water Quality Monitoring Program. Complete sampling of 75 lakes and develop partnerships with community groups to perform testing of select lakes.</p>
<b>Watershed Management</b> (Target: Q4 2022/23) <p>Continue Water management programs including recreational water testing and responding to cyanobacteria blooms at HRM supervised beaches and launching an expanded Canines for Clean water outreach program. Additionally, the microbial source tracking study for First Lake will be completed.</p>
<b>Responsible Administration – Well Managed</b>
<b>Mainstreaming Climate Action &amp; Building Capacity</b> (Target: Q4 2022/23) <p>Initiate Phase 2 of climate mainstreaming. This will include the development of collaborative structures for shared accountability, implementation, and progress reporting of HalifACT.</p>

**Environmental & Climate Implications** (Target: Q4 2022/23)

Develop virtual training modules, targeted at both report writers and report reviewers, to support HRM staff in completing the Environmental Implications section of Council Reports.

**Performance Measurement & Progress Reporting** (Target: Q4 2022/23)

Track and publish corporate building energy use and community-wide greenhouse gas inventories. Report progress on HRM's environment actions, emissions, and commitments through the annual HalifACT report, the industry-standard Carbon Disclosure Project (CDP), Race to Resilience, Race to Zero, and Global Covenant of Mayors for Climate and Energy (GCoM).

**Municipal Natural Assets Inventory** (Target: Q4 2022/23)

With the Municipal Natural Assets Inventory complete, staff will develop a full natural asset management project to be included in the asset registry and inform policy and decision-making.



## Summary of Net Expenditures - Corporate & Customer Services

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
W100 Real Est & Mgt Admin	707,129	710,950	693,450	792,655	81,705	11.5
W202 Commercial Leasing	3,317,158	3,416,950	3,385,450	4,048,914	631,964	18.5
W400 Acquisitions & Disposals	80,001	129,400	186,400	318,065	188,665	145.8
W500 Business Parks	(166,415)	(118,900)	(45,200)	(32,750)	86,150	(72.5)
W955 Corporate Accommodations	1,376	25,000	25,000	50,000	25,000	100.0
<b>** Corporate Real Estate</b>	<b>3,939,249</b>	<b>4,163,400</b>	<b>4,245,100</b>	<b>5,176,884</b>	<b>1,013,484</b>	<b>24.3</b>
I101 Cop Cust Serv Admin	816,731	794,500	773,500	424,940	(369,560)	(46.5)
<b>** Director's Office Corp Cust Ser</b>	<b>816,731</b>	<b>794,500</b>	<b>773,500</b>	<b>424,940</b>	<b>(369,560)</b>	<b>(46.5)</b>
W953 Facility Development	1,221,494	1,281,300	1,212,500	1,216,040	(65,260)	(5.1)
<b>** Facility Design &amp; Construction</b>	<b>1,221,494</b>	<b>1,281,300</b>	<b>1,212,500</b>	<b>1,216,040</b>	<b>(65,260)</b>	<b>(5.1)</b>
W959 Clearing - Capital	191	-	0	-	-	-
* Ops Admin	191	-	0	-	-	-
R102 Integrated Sec Manag	1,302,932	1,541,700	1,464,810	1,391,085	(150,615)	(9.8)
W160 Facilities Admin	2,007,871	2,046,900	1,943,000	2,078,355	31,455	1.5
W169 Transitional Properties	221,050	264,700	195,500	236,100	(28,600)	(10.8)
W200 Facility Operations	6,528,392	7,588,100	7,383,815	8,100,900	512,800	6.8
W213 Mechanical & PM Serv	6,560,519	6,776,600	7,702,650	6,958,615	182,015	2.7
Z112 Stadium Operations	1,391,269	1,599,400	1,605,650	1,602,650	3,250	0.2
* Operations	18,012,033	19,817,400	20,295,425	20,367,705	550,305	2.8
<b>** Municipal Facilities Mtce &amp; Ope</b>	<b>18,012,224</b>	<b>19,817,400</b>	<b>20,295,425</b>	<b>20,367,705</b>	<b>550,305</b>	<b>2.8</b>
R912 Fleet: Administration	686,130	712,600	757,390	891,441	178,841	25.1
* Fleet: Administration	686,130	712,600	757,390	891,441	178,841	25.1
R970 Fleet R&M:Municipal	5,915,088	6,476,200	6,485,400	6,590,290	114,090	1.8
R971 Fleet Rentals (Vehicle)	12,437	12,900	19,600	20,000	7,100	55.0
* Fleet: Municipal Site	5,927,524	6,489,100	6,505,000	6,610,290	121,190	1.9
R981 Fleet R&M:Fire	3,482,565	3,802,200	3,862,940	3,809,130	6,930	0.2
R985 Fleet R&M:Police	1,595,456	1,637,400	1,912,800	1,790,870	153,470	9.4
* Fleet: Emergency	5,078,020	5,439,600	5,775,740	5,600,000	160,400	2.9
<b>** Corporate Fleet</b>	<b>11,691,675</b>	<b>12,641,300</b>	<b>13,038,130</b>	<b>13,101,731</b>	<b>460,431</b>	<b>3.6</b>
D935 Energy and Environment	823,558	2,242,900	2,050,400	3,924,200	1,681,300	75.0
<b>*** Total</b>	<b>36,504,931</b>	<b>40,940,800</b>	<b>41,615,055</b>	<b>44,211,500</b>	<b>3,270,700</b>	<b>8.0</b>

## Summary Details - Corporate & Customer Services

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	13,203,398	14,274,900	13,565,500	14,697,500	422,600	3.0
6002 Salaries - Overtime	435,578	341,800	395,800	341,800	-	-
6005 PDP & Union Con Incr	(778,977)	-	(95,900)	-	-	-
6051 Shift Agreements	39,183	40,500	40,500	40,500	-	-
6054 Vacation payout	19,672	-	22,400	-	-	-
6100 Benefits - Salaries	2,776,128	2,952,400	2,766,100	2,953,700	1,300	0.0
6110 Vacancy Management	-	(277,400)	(110,600)	(935,274)	(657,874)	237.2
6152 Retirement Incentives	93,933	111,400	111,200	69,100	(42,300)	(38.0)
6154 Workers' Compensation	229,853	257,300	263,400	371,300	114,000	44.3
6155 Overtime Meals	1,596	3,000	3,000	3,000	-	-
6156 Clothing Allowance	11,450	11,500	3,100	11,500	-	-
6158 WCB Recov Earnings	(1,886)	-	-	-	-	-
6199 Comp & Ben InterDept	39,910	9,700	71,300	(6,500)	(16,200)	(167.0)
9200 HR CATS Wage/Ben	(266,019)	(210,000)	(297,800)	(210,000)	-	-
9210 HR CATS OT Wage/Ben	(45,667)	(54,000)	(54,500)	(54,000)	-	-
<b>* Compensation and Benefits</b>	<b>15,758,151</b>	<b>17,461,100</b>	<b>16,683,500</b>	<b>17,282,626</b>	<b>(178,474)</b>	<b>(1.0)</b>
6201 Telephone/Cable	27,225	25,050	27,550	24,550	(500)	(2.0)
6202 Courier/Postage	9,081	7,900	11,100	10,400	2,500	31.6
6203 Office Furn/Equip	5,673	7,500	25,710	13,100	5,600	74.7

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6204 Computer S/W & Lic	88,755	92,000	102,000	87,200	(4,800)	(5.2)
6205 Printing & Reprod	411	500	500	1,100	600	120.0
6207 Office Supplies	30,829	24,400	34,200	24,300	(100)	(0.4)
6299 Other Office Expenses	<u>654</u>	<u>300</u>	<u>300</u>	<u>1,300</u>	<u>1,000</u>	<u>333.3</u>
<b>* Office</b>	<b>162,627</b>	<b>157,650</b>	<b>201,360</b>	<b>161,950</b>	<b>4,300</b>	<b>2.7</b>
6301 Professional Fees	2,907	16,500	10,500	25,000	8,500	51.5
6303 Consulting Fees	151,970	475,000	432,100	2,225,000	1,750,000	368.4
6304 Janitorial Services	2,122,564	2,643,800	2,654,300	2,926,600	282,800	10.7
6305 Property Appraisal	13,476	86,000	40,000	86,000	-	-
6306 Property Survey	34,187	54,500	30,000	54,500	-	-
6308 Snow Removal	617,012	611,900	718,500	730,200	118,300	19.3
6310 Outside Personnel	-	-	-	-	-	-
6311 Security	865,087	1,012,800	924,800	892,800	(120,000)	(11.8)
6312 Refuse Collection	122,550	167,400	163,000	142,400	(25,000)	(14.9)
6390 Extnl Svcs OCC Trsf	(63,664)	-	(33,800)	-	-	-
6399 Contract Services	<u>874,239</u>	<u>1,565,500</u>	<u>1,463,400</u>	<u>1,147,000</u>	<u>(418,500)</u>	<u>(26.7)</u>
<b>* External Services</b>	<b>4,740,328</b>	<b>6,633,400</b>	<b>6,402,800</b>	<b>8,229,500</b>	<b>1,596,100</b>	<b>24.1</b>
6401 Uniforms & Clothing	40,695	48,100	56,950	56,400	8,300	17.3
6402 Med & First Aid Supp	5,342	5,600	6,600	5,600	-	-
6406 Bridge Tolls	9,731	9,500	9,000	9,300	(200)	(2.1)
6407 Clean/Sani Supplies	98,167	173,700	133,700	166,200	(7,500)	(4.3)
6409 Personal Protect Equ	41,992	31,000	48,400	35,300	4,300	13.9
6499 Other Supplies	<u>741</u>	<u>1,500</u>	<u>2,500</u>	<u>1,500</u>	<u>-</u>	<u>-</u>
<b>* Supplies</b>	<b>196,668</b>	<b>269,400</b>	<b>257,150</b>	<b>274,300</b>	<b>4,900</b>	<b>1.8</b>
6501 Asphalt	-	500	500	500	-	-
6502 Chemicals	40,121	129,000	76,500	95,600	(33,400)	(25.9)
6504 Hardware	20,494	27,000	24,000	25,500	(1,500)	(5.6)
6505 Lubricants	70,873	88,100	82,700	72,900	(15,200)	(17.3)
6506 Lumber	-	1,400	-	-	(1,400)	(100.0)
6507 Propane	106,338	188,500	106,600	159,500	(29,000)	(15.4)
6508 Ready Mix Concrete	-	-	250	-	-	-
6511 Salt	210	-	-	-	-	-
6517 Paint	14,538	35,000	20,000	36,000	1,000	2.9
6518 Metal	2,917	-	500	2,500	2,500	-
6519 Welding Supplies	7,027	6,200	6,700	7,200	1,000	16.1
6599 Other Materials	<u>184</u>	<u>1,000</u>	<u>500</u>	<u>500</u>	<u>(500)</u>	<u>(50.0)</u>
<b>* Materials</b>	<b>262,702</b>	<b>476,700</b>	<b>318,250</b>	<b>400,200</b>	<b>(76,500)</b>	<b>(16.0)</b>
6602 Electrical	228,509	206,100	284,100	214,000	7,900	3.8
6603 Grnds & Landscaping	23,525	35,600	43,100	43,100	7,500	21.1
6605 Municipal Taxes	668,439	748,700	705,700	748,700	-	-
6606 Heating Fuel	514,343	608,100	605,000	653,100	45,000	7.4
6607 Electricity	2,861,333	3,101,450	3,095,250	3,319,950	218,500	7.0
6608 Water	418,260	463,600	461,000	461,000	(2,600)	(0.6)
6609 Elevator & Escalator	73,940	88,200	87,350	85,600	(2,600)	(2.9)
6610 Building - Exterior	382,109	230,500	546,300	450,000	219,500	95.2
6611 Building - Interior	350,944	297,000	374,000	327,000	30,000	10.1
6612 Safety Systems	584,884	306,000	689,100	376,100	70,100	22.9
6613 Overhead Doors	98,628	100,500	126,000	99,500	(1,000)	(1.0)
6614 Envir Assess/Cleanup	155,675	179,500	158,500	179,500	-	-
6616 Natural Gas-Buildings	669,479	717,300	690,150	677,300	(40,000)	(5.6)
6617 Pest Management	31,753	43,300	44,400	42,300	(1,000)	(2.3)
6690 Building OCC Transfer	(50,327)	-	(223,000)	-	-	-
6699 Other Building Cost	<u>5,205</u>	<u>30,000</u>	<u>1,000</u>	<u>1,000</u>	<u>(29,000)</u>	<u>(96.7)</u>
<b>* Building Costs</b>	<b>7,016,699</b>	<b>7,155,850</b>	<b>7,687,950</b>	<b>7,678,150</b>	<b>522,300</b>	<b>7.3</b>
6701 Equipment Purchase	21,842	62,000	22,400	62,500	500	0.8
6702 Small Tools	78,508	55,000	94,400	64,000	9,000	16.4
6703 Computer Equip/Rent	6,973	15,000	15,100	15,000	-	-
6704 Equipment Rental	8,038	14,300	5,000	14,300	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6705 Equip - R&M	91,246	86,200	93,900	90,800	4,600	5.3
6706 Computer R&M	57	-	-	10,000	10,000	-
6707 Plumbing & Heating	424,396	546,000	476,400	526,000	(20,000)	(3.7)
6708 Mechanical Equipment	869,349	782,700	1,201,150	846,700	64,000	8.2
6711 Communication System	1,332	1,200	1,200	1,200	-	-
<b>* Equipment &amp; Communications</b>	<b>1,501,740</b>	<b>1,562,400</b>	<b>1,909,550</b>	<b>1,630,500</b>	<b>68,100</b>	<b>4.4</b>
6802 Vehicle R&M	2,448,973	2,605,300	2,527,015	2,662,300	57,000	2.2
6803 Vehicle Fuel - Diesel	470,452	516,100	732,800	660,500	144,400	28.0
6804 Vehicle Fuel - Gas	1,002,102	942,800	1,492,000	1,173,000	230,200	24.4
6805 Tires and Tubes	445,703	420,000	441,000	421,000	1,000	0.2
6806 Vehicle Rentals	9,219	5,600	12,000	15,200	9,600	171.4
6810 Comm Vehicle R&M	1,123,645	1,280,000	1,300,000	1,340,000	60,000	4.7
6811 Shop Supplies	46,623	42,100	46,450	52,000	9,900	23.5
6899 Other Vehicle Expense	113,923	278,800	282,000	278,500	(300)	(0.1)
<b>* Vehicle Expense</b>	<b>5,660,640</b>	<b>6,090,700</b>	<b>6,833,265</b>	<b>6,602,500</b>	<b>511,800</b>	<b>8.4</b>
6901 Membership Dues	14,253	23,600	20,600	26,100	2,500	10.6
6902 Conferences/Workshop	105	5,000	2,000	1,500	(3,500)	(70.0)
6903 Travel - Local	28,983	31,300	27,600	29,900	(1,400)	(4.5)
6904 Travel - Out of Town	710	2,000	-	14,000	12,000	600.0
6905 Training & Education	37,936	72,000	47,900	70,500	(1,500)	(2.1)
6906 Licenses & Agreements	206,209	223,100	218,800	223,100	-	-
6908 Medical Examinations	750	2,000	-	2,000	-	-
6909 Cost of Sales	100	-	-	-	-	-
6910 Signage	2,923	7,500	5,400	5,500	(2,000)	(26.7)
6911 Facilities Rental	3,605,212	3,767,000	3,946,700	4,253,674	486,674	12.9
6912 Advertising/Promotio	10,274	13,000	2,000	85,000	72,000	553.8
6913 Awards	-	500	500	600	100	20.0
6914 Recruiting	442	-	-	-	-	-
6916 Public Education	406	1,000	1,000	64,000	63,000	6,300.0
6917 Books and Periodicals	1,864	2,200	1,300	2,500	300	13.6
6918 Meals	1,213	2,800	1,800	2,700	(100)	(3.6)
6919 Special Projects	4,469	20,000	10,000	14,200	(5,800)	(29.0)
6936 Staff Relations	-	1,500	1,500	1,000	(500)	(33.3)
6938 Rewarding Excellence	9,863	12,100	12,100	10,600	(1,500)	(12.4)
6940 Fencing	3,362	15,000	500	10,000	(5,000)	(33.3)
6990 Gds & Svcs OCC Trsf	(5,527)	-	(187,245)	-	-	-
6999 Other Goods/Services	3,480	500	8,195	500	-	-
<b>* Other Goods &amp; Services</b>	<b>3,927,028</b>	<b>4,202,100</b>	<b>4,120,650</b>	<b>4,817,374</b>	<b>615,274</b>	<b>14.6</b>
7008 ltnTrsf IT & Commun	1,759	-	450	-	-	-
7009 Internal Trfr Other	(1,343)	6,100	(9,100)	(17,000)	(23,100)	(378.7)
7010 IntTrfr Insur Funds	(15,416)	-	(26,300)	-	-	-
7011 Int Trf Record Check	109	-	-	-	-	-
7012 Int Trf Print/Reprod	745	200	930	200	-	-
7015 Int Trf FacilityRent	(19,000)	(19,000)	(19,000)	(19,000)	-	-
<b>* Interdepartmental</b>	<b>(33,147)</b>	<b>(12,700)</b>	<b>(53,020)</b>	<b>(35,800)</b>	<b>(23,100)</b>	<b>181.9</b>
8003 Insurance Pol/Prem	5,592	-	3,600	-	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
8005 Tax Exemptions	1,821	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	(281,442)	(571,500)	(325,000)	(615,500)	(44,000)	7.7
<b>* Other Fiscal</b>	<b>(274,029)</b>	<b>(571,500)</b>	<b>(321,400)</b>	<b>(615,500)</b>	<b>(44,000)</b>	<b>7.7</b>
<b>** Total</b>	<b>38,919,407</b>	<b>43,425,100</b>	<b>44,040,055</b>	<b>46,425,800</b>	<b>3,000,700</b>	<b>6.9</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
5101 Parking Rentals	(147,322)	(197,000)	(182,400)	(216,000)	(19,000)	9.6
5102 Facilities Rentals	(1,597,939)	(1,681,900)	(1,681,900)	(1,526,500)	155,400	(9.2)
5151 Lease Revenue	(622,033)	(576,000)	(430,700)	(327,000)	249,000	(43.2)
5450 Other Sales Revenue	(2,025)	-	-	-	-	-
<b>* Fee Revenues</b>	<b>(2,369,319)</b>	<b>(2,454,900)</b>	<b>(2,295,000)</b>	<b>(2,069,500)</b>	<b>385,400</b>	<b>(15.7)</b>
5508 Recov External Parti	(30,724)	(29,400)	(116,000)	(130,400)	(101,000)	343.5
5600 Miscellaneous Revenue	(14,433)	-	(14,000)	(14,400)	(14,400)	-
<b>* Other Revenue</b>	<b>(45,157)</b>	<b>(29,400)</b>	<b>(130,000)</b>	<b>(144,800)</b>	<b>(115,400)</b>	<b>392.5</b>
<b>** Total</b>	<b>(2,414,476)</b>	<b>(2,484,300)</b>	<b>(2,425,000)</b>	<b>(2,214,300)</b>	<b>270,000</b>	<b>(10.9)</b>
<b>Net Surplus/Deficit</b>	<b>36,504,931</b>	<b>40,940,800</b>	<b>41,615,055</b>	<b>44,211,500</b>	<b>3,270,700</b>	<b>8.0</b>



# PARKS & RECREATION

2022/23 BUDGET AND BUSINESS PLAN

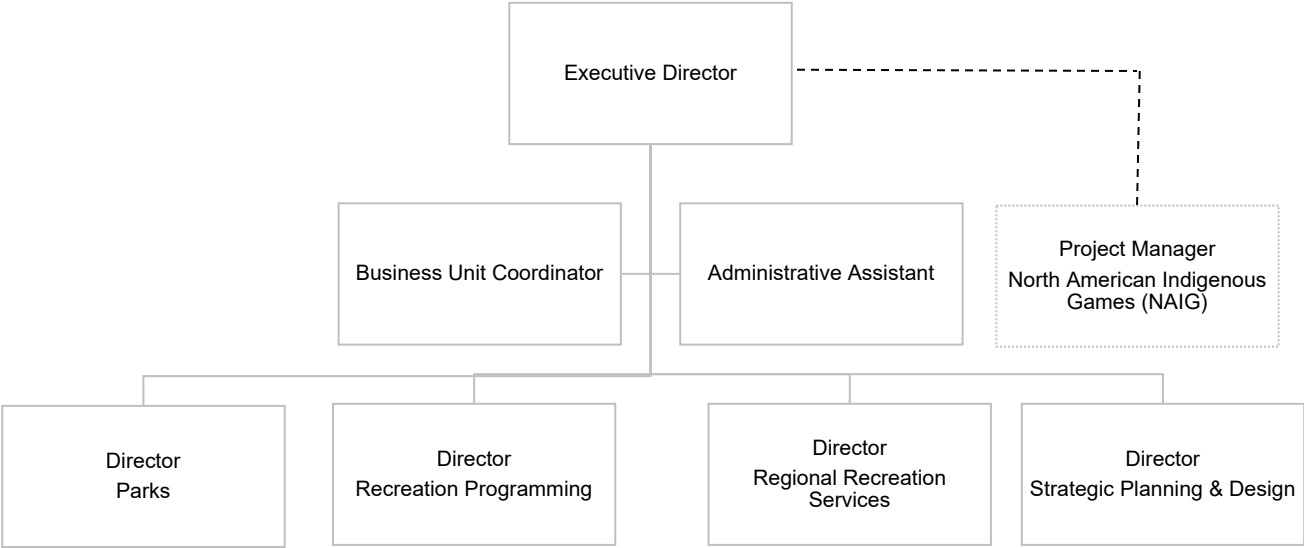
**MISSION** PARKS & RECREATION WORKS TO CREATE A HALIFAX WHERE EVERYONE HAS ACCESS TO MEANINGFUL RECREATION EXPERIENCES THAT FOSTER HEALTHY LIFESTYLES, VIBRANT COMMUNITIES, AND SUSTAINABLE ENVIRONMENT.

WE MAKE A DIFFERENCE.

PARKS & RECREATION OVERVIEW

Parks & Recreation is committed to advancing Regional Council and Administrative Strategic Priorities. This is achieved through accessible programs, services, facilities, and open spaces offering diverse recreation, leisure and cultural choices, and delivering inclusive civic events. Services provided through recreation and facility partnerships are focused on maintaining and establishing community character for citizens and visitors. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields, and skateboard parks.

PARKS & RECREATION ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	478.9	(2.0)	9.2	486.1	1,163,700
Capital					N/A
<b>Total</b>	<b>478.9</b>	<b>(2.0)</b>	<b>9.2</b>	<b>486.1</b>	<b>\$ 1,163,700</b>

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

Casual positions are represented by full time equivalent hours, while the number of people employed is approximately 1450.

- **Transfers**
  - 2 FTE positions moved to Planning and Development
- **Net New**
  - 4 FTE positions from 21/22 approved Strategic Resource Plan
  - 2 FTE positions to support Parks Services
  - 1 FTE position to support Strategic Planning and Delivery
- **Auxiliary Staffing (NAIG 2023)**
  - 2.2 (NET) positions in NAIG 2023 office. Appear in Wage Model, net 0 impact to budget

## STRATEGIC INITIATIVES

## INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

**Acquire and Develop Parkland**

Continued focus on achieving Regional Plan parkland objectives as well as Regional Council's direction to acquire specific parkland. Priority will be given to park master planning and development of both wilderness parks and bare parkland received through development / acquisition.

## INITIATIVES SUPPORTING HALIFACT

**HalifACT: Parks & Recreation Support**

Deliver on HalifACT deliverables through Parks & Recreation operational work year over year, and through future strategic acquisitions and plans. Current activities include Parks Naturalization, supporting Community Garden engagement, stewardship of parks, and efforts to support the Halifax Green Network Plan.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

**Develop and Implement Strategic Plans**

Implement Parks & Recreation Strategic Plans such as Halifax Common Master Plan, Playing Field Strategy, Rural Parks and Recreation Strategy, and the Youth Services Plan 2. Produce a workplan to carry out outstanding

recommendations from, and provide continued updates to, the Community Facility Master Plan 2 (CFMP2), which would consider emerging trends. Scoping of the renewal of CFMP2 will be initiated in 2023/24.

### Focus on Customer Experience

Continue improving customer experience through increased use of self-service and online payment options. Implement initiatives to increase recreation opportunities for all residents of HRM. Maintain support for Affordable Access Program, Inclusion support program, and free unstructured recreation.

### Improve Asset Management

Provide safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. Invest in Parks & Recreation's human, financial, and technical resources towards maintaining a state of good repair for all Parks & Recreation assets.

### Strengthen Partnerships

Continue to update and modernize partnership agreements with community groups and continue review of current agreements to ensure that obligations are being fulfilled.

### Pandemic Response and Recovery

Adapt and implement plans for Parks & Recreation facilities, programs, and services through the COVID pandemic to support the well-being of the public and staff. Event activity is also expected to play an important role in the municipality's economic recovery and community wellbeing. Working with Business Unit partners and within Public Health, and Corporate parameters, this will continue to evolve into a revised service model.

## PARKS & RECREATION BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Strategic Planning and Design	\$ 2,159,648	\$ 2,534,600	\$ 2,543,000	\$ 2,780,000	\$ 245,400	9.7
Executive Director's Office	389,006	425,600	395,300	567,500	141,900	33.3
Parks	11,354,725	12,855,700	13,465,500	12,414,900	(440,800)	(3.4)
Recreation Programming	8,274,507	9,868,500	9,460,400	8,791,600	(1,076,900)	(10.9)
Regional Recreation	12,319,297	7,444,900	8,837,000	9,591,900	2,147,000	28.8
<b>Net Total</b>	<b>\$ 34,497,184</b>	<b>\$ 33,129,300</b>	<b>\$ 34,701,200</b>	<b>\$ 34,145,900</b>	<b>\$ 1,016,600</b>	<b>3.1</b>



## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 33,129,300</b>
Compensation Changes:	
Compensation adjustment and staffing changes	996,100
Strategic Resource Funding	400,400
Transfer of Positions (2)	(177,600)
Wage adjustment for casual staff	568,000
Revenue Adjustments:	
Return to pre-COVID budget revenue levels	(2,657,000)
Fee Increase	(330,000)
Recycling, Other Revenues	(126,400)
Events Revenue impact due to COVID	(87,000)
Other Budget Adjustments:	
Ice Revenues, Events, & Other adjustments	1,000,000
Art Gallery of Nova Scotia Funding Request	700,000
COVID-19 Recovery Activities & Event Grants	200,000
Governors Brook off leash area	40,000
MDF subsidy request	160,000
Summer Concert Series	685,000
Multi-Service Youth Centre Phase 2 in Spryfield	110,500
Community Rink Insurance Grant	35,000
Discover Halifax funding	250,000
Holiday Light Show (City Hall)	35,000
Fuel Adjustment	20,000
Miscellaneous - Return to Pre-COVID Budget	(127,400)
Vacancy Management	(678,000)
Total Changes	\$ 1,016,600
<b>2022/23 Budget</b>	<b>\$ 34,145,900</b>

## OPERATING- SUMMARY OF EXPENSE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 20,952,323	\$ 25,853,200	\$ 25,532,300	\$ 29,701,300	\$ 3,848,100	14.9
Office	325,129	352,900	497,900	337,700	(15,200)	(4.3)
External Services	5,402,754	5,533,600	5,808,300	5,130,100	(403,500)	(7.3)
Supplies	439,801	592,700	529,800	475,000	(117,700)	(19.9)
Materials	356,873	429,500	482,200	420,500	(9,000)	(2.1)
Building Costs	1,958,170	2,144,600	2,297,200	2,173,400	28,800	1.3
Equipment & Communications	621,287	568,800	877,800	665,100	96,300	16.9
Vehicle Expense	71,159	21,400	109,000	46,300	24,900	116.4
Other Goods & Services	1,905,297	3,425,300	3,538,800	3,756,900	331,600	9.7
Interdepartmental	(58,738)	(79,100)	(58,500)	(79,100)	-	-
Other Fiscal	10,390,969	4,174,900	5,898,500	7,612,400	3,437,500	82.3
<b>Total Expenditures</b>	<b>42,365,023</b>	<b>43,017,800</b>	<b>45,513,300</b>	<b>50,239,600</b>	<b>7,221,800</b>	<b>16.8</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Fee Revenues	\$ (5,014,152)	\$ (8,930,100)	\$ (8,456,700)	\$ (11,232,400)	\$ (2,302,300)	25.8
Other Revenue	(2,853,687)	(958,400)	(2,355,400)	(4,861,300)	(3,902,900)	407.2
<b>Total Revenues</b>	<b>(7,867,840)</b>	<b>(9,888,500)</b>	<b>(10,812,100)</b>	<b>(16,093,700)</b>	<b>(6,205,200)</b>	<b>62.8</b>
<b>Net Total</b>	<b>\$ 34,497,184</b>	<b>\$ 33,129,300</b>	<b>\$ 34,701,200</b>	<b>\$ 34,145,900</b>	<b>\$ 1,016,600</b>	<b>3.1</b>

Parks & Recreation's operations continue to be adversely affected by COVID restrictions. Summer and fall programs in 2021 had been able to begin returning to normal levels for their respective programs/seasons. Uncertainty continued to emerge with the Omicron variant, with impacts being felt on winter programming. Despite this uncertainty, Parks & Recreation revenues are expected to continue to return to pre-COVID levels in the 2022/23 budget through the fee structure changes and program adaptations.

## PARKS &amp; RECREATION SERVICE AREA PLANS (2022/23)

## PARKS

The Parks service area is committed to supporting Regional Council priorities. Service delivery is achieved through the operation, maintenance, and inspection of all parks, open spaces, sports fields, ball diamonds, tracks, all-weather fields, sport courts, playgrounds, cemeteries, green spaces, beaches, horticulture, and trails.

## SERVICE DELIVERED

## Outdoor Recreation Asset Operation and Maintenance

Operate and maintain municipal sport fields, ball diamonds, skate parks, pump tracks and sports courts.

## Park Management

Operate and maintain municipal parks and beaches. This includes litter control and asset inspection services, including park furniture.

**Trail Maintenance**

Maintain park trails, walkways, and pathways including surface maintenance and vegetation cutbacks.

**Playground Maintenance**

Revitalize, inspect, and maintain municipally owned playgrounds.

**Cemetery Management**

Manage, operate, and maintain municipally owned cemeteries.

**Horticulture Management**

Prepare and maintain shrub beds, flower beds, hanging baskets, and delivery of park and right-of-way (ROW) grass maintenance.

**Works Control & Service Delivery**

Process, schedule and track Service Requests, maintenance work, preventative maintenance activity, and inspection of park assets.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Grass Service Calls	462	471	469	369
Playgrounds Inspected to Service Level Standards (6 x per year)	-	73%	98%	95%
Park litter Service Calls	-	-	243	200
Hours of play on bookable assets	50,000	30,000	56,000	58,000

The Parks division supports the recreational and leisure needs of the municipality. Parkland, both maintained and natural, enhances the quality of life, physical, mental, and psychological well-being of the individual and the community in its entirety. Parks create opportunities for people to gather, interact, and socialize through active and passive leisure activities connecting themselves to their community, neighbourhood, and municipality.

This was again evident during 2021, as Parks continued to respond to changing Public Health restrictions associated with COVID. With each closure of indoor recreation facilities and limitations on public movement, there was a noted increase in demand for access to outdoor recreation assets, including parks, fields, and trails.

A new Works Control division will be implemented in the 2022 season. This new division will develop, implement, and sustain quality assurance processes, Key Performance Indicators (KPI's), and work tracking initiatives. It will measure work performance against industry standards and best practices focusing on continuous operational and customer service improvements to better serve our citizens.

## TOTAL SERVICE CALLS FOR GRASS MAINTENANCE

Service calls for grass were stable in 2021. Over the last 2 years, Parks has seen an increase in service requests for grass cutting that is not a municipal responsibility such as on private property, commercial property and property belonging to other orders of government. Staff will continue to monitor this trend and work with contractors to monitor and communicate service levels and address gaps, as required.

## PLAYGROUNDS INSPECTED TO SERVICE LEVEL STANDARDS

In 2020 Parks leveraged the municipal CityWorks application to ensure that playground inspections were completed within the established service standards of 6 inspections per year. With a full staff complement for most of the 2021 season, a 98% inspection service level was achieved.

## PARK LITTER SERVICE CALLS

In 2021 litter service request calls have been recategorized into new groupings allowing for more accurate service request distribution and reporting. The number reflects the amount of litter service calls for parks litter receptacles such as overflowing or loose and scattered litter for the season. A litter campaign was launched in August of 2021 *"Let's Be Clear, Litter Doesn't Belong Here"* which saw a slight decrease in calls especially of the illegal dumping variety in parks. A similar campaign will begin earlier in the 2022 season, and it is anticipated that we will see continued decline in litter service requests.

## HOURS OF PLAY ON BOOKABLE ASSETS

Parks were able to provide approximately 56,000 hours of play on all bookable assets including sport fields, ball diamonds, all-weather fields, and courts for the 2021 season compared to 30,000 hours of booked asset time in 2020 and 50,000 in 2019. Parks and trails across the municipality will continue to provide a vital role in recovering from the COVID Pandemic in 2022.

## PARKS KEY DELIVERABLES (2022/23)

<b>HalifACT – Capacity Building for Climate Adaptation (Environment – Protected &amp; Sustainable Environment)</b>
<p><b>Park Naturalization Program</b> (Target: Q4 2022/23)</p> <p>Bring forward a report to Council on a program to support naturalization of parks in support of HalifACT goals. This would develop approaches using the potential sites identified through the pilot, examine staffing needs, establish processes for engagement, and identify baseline project costs for naturalization efforts.</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Parks Asset Inspections</b> (Target: Q4 2022/23)</p> <p>Develop and implement practices for park asset inspection delivery to improve preventative maintenance activities. Leverage corporate CityWorks and Asset Registry technology to support performance measurement against industry and service level standards.</p>
<b>Service Excellence – Exceptional Customer Service</b>
<p><b>Grass Cutting Guidelines Communication</b> (Target: Q4 2022/23)</p> <p>Develop and implement a communication strategy regarding all aspects of the grass cutting service including an educational and informative social media campaign. In conjunction with the communication strategy, all grass cutting service levels, guidelines, and mapping will be added to the municipality's webpage.</p>
<p><b>Service Request Standards</b> (Target: Q4 2022/23)</p> <p>Develop and implement service request standards for Park assets and services. This will establish and monitor request volume, completion percentage, closing timeline categories and measurable response times. Additional sport field service request categories will be added to CityWorks to create a more streamlined distribution of workflow, while enhancing customer service and reporting features. A vandalism category will be enhanced to record seasonal cost to parks.</p>

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion.  
Target applies to new deliverables and is the original target completion date.*

## RECREATION PROGRAMMING

Recreation Programming is committed to supporting Regional Council priorities through the delivery of a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth-at-risk, community development, volunteer services, inclusion and accessibility, and the operation of the Sackville Sports Stadium.

### SERVICE DELIVERED

#### Recreation Program Delivery

Fosters healthy lifestyles, vibrant communities, and a sustainable environment through encouraging lifelong participation in recreation activities. People of all ages and stages of life can begin and continue to participate through structured programming or spontaneous free play activities.

#### Youth Development

Develops and delivers youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins, and special events.

#### Community Development and Support

Facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

#### Volunteer and Non-Profit Support

Supports the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for the Halifax Regional Municipality.

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
# Direct Programs delivered by Recreation Programming	8,626	2,600**	5,346**	6,500
# of Unique Registrations	62,439	19,500**	42,546**	46,830
# Youth Enrolled in Leadership Training	3,630	100**	1391**	2,700
# Participants at Emera Oval (winter)*	153,659	50,250*	100,000	154,000
# Participants at Emera Oval (summer)	43,853	24,500*	51,174	52,000

\* Weather dependent

\*\* COVID – modified, cancelled, and reduced programs. Spring 2021 programs were cancelled

Recreation Programming has responded to changes in population, immigration, demand, COVID requirements, and recreation trends by adjusting and modifying the services and program offerings.

#### COVID RESPONSE

With the opening and closing of facilities, and the cancelling of spring programs in Quarter 1 (Q1) 2021, the Recreation Programming team, in partnership with Corporate & Customer Services (CCS), continued to adjust and modify services and programs to align with the public health restrictions. In Q2 and Q3 2021 programs and services had returned to some sense of normalcy until late 2021, when the Omicron variant emerged with programs/services again being negatively impacted.

#### COVID MODIFIED PROGRAMS

Several programs were launched in 2020, continued in 2021, and provided recreation and leisure opportunities for the public, in addition to the in-person registered programs. These programs included REC @ Home, which provided virtual programming and free outdoor programming throughout the region for children, youth, families, and seniors through the animation of parks and trails and via two travelling Rec Vans. Registered-paid virtual fitness programs were also offered so that residents could be active and stay healthy in their own homes.

#### INCLUSION

One-on-one inclusion support is provided free of charge for all children, youth and adults requiring support to participate in program offerings. The demographics of our population are quickly changing, and recreation service delivery must adapt accordingly. In 2019, the municipality provided inclusion services to approximately 190 children with varying disabilities or unidentified behavioural challenges. This number decreased to 42 in the summer of 2020 due to COVID service impacts and increased to 111 children receiving inclusion support in the summer of 2021. It is anticipated that the demand will continue to increase when programs return to pre-COVID levels.

#### PROGRAM REGISTRATION

Online registrations now account for over 90% of memberships, bookings, and program registrations.

#### AFFORDABLE ACCESS PROGRAM

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

Performance Measures Discounts	2020 Actual	2021 Actual	2022 Planned
Value of discounted programs/services	\$68,110*	\$161,508	\$203,000
# of registered clients who used discount	507*	572	715

\* The one-year term for the Affordable Access program was extended in 2020 due to COVID, therefore, renewal was not required.

## RECREATION PROGRAMMING KEY DELIVERABLES (2022/23)

Communities – Involved Communities
<p><b>Implementation of the Rural Parks and Recreation Strategy</b> (Target: Q4 2023/24)</p> <p>Implementation of the Rural Parks and Recreation strategy to address the parks and recreation needs of the residents of rural HRM.</p>
<p><b>Implementation of Youth Engagement Plan 2</b> (Target: Q4 2022/23)</p> <p>Implementation of the Youth Engagement Plan 2 to ensure Parks &amp; Recreation are effectively providing opportunities for the youth of the Halifax Regional Municipality. Youth have been consulted to inform phase two of this plan.</p>
<p><b>Implementation of phase two of the Multi Service Youth Centre (MSYC)</b> (Target: Q4 2022/23)</p> <p>Implementation of phase two of the MSYC at an approved location in the municipality. The MSYC model has been adopted as the preferred model in the delivery of programs and services to youth in the municipality.</p>
<p><b>Continuation of the Hub and Spoke model</b> (Target: Q4 2022/23)</p> <p>Continue to implement the Hub and Spoke Model at Canada Games Centre and with the John W Lindsay YMCA of Greater Halifax in order to streamline the organization and distribution of facilities and programs across the municipality.</p>
<p><b>Beach Analysis</b> (Target: Q4 2022/23)</p> <p>Conduct a thorough beach analysis to ensure delivery of service is aligned with the Long-Term Aquatic Strategy and that all residents can enjoy supervised aquatic assets.</p>

## STRATEGIC PLANNING & DESIGN

The Strategic Planning & Design division is committed to supporting Regional Council priorities through delivering Parks & Recreation policy development, recreation property reviews, facility master plans, capital planning, capital project delivery, and parkland planning and acquisition. Strategic Planning & Design includes the Business & Technical Services section, which provides recreation software management, analysis and operational support to all municipal facilities and partner sites. This section also supports the Business Unit with GIS services and standards development.

### SERVICE DELIVERED

As experienced in 2020/21, this year COVID impacted service delivery within Strategic Planning & Design, particularly related to in-person community engagement and community building events. Opportunities such as the pilot projects identified for the Naturalization Initiatives, as well as community engagement for park plans were



revised to be focused on virtual engagement, in particular for West Bedford, Rehab Lands, Governor's Brook, and various off-leash areas. Restrictions are still impacting community engagement work as the team plans for 2022/23 and staff is designing (where possible) alternate, virtual approaches to engagement.

### Policy and Planning

Develops strategic plans through needs assessment for parks and recreation programs and facilities. Leads business unit reviews related to recreation and parkland assets including real property assessments and development of parkland master plans. This team works with internal and external stakeholders to ensure all residents and community groups have access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities, and sustainable environment.

### Capital Projects – Parks

Develops capital plans and ensures Parks & Recreation outdoor recreation capital projects are tendered/awarded/constructed. This team is integral in the assessment of requests from internal and external stakeholders related to park recapitalization, as well as evaluating and facilitating requests for new park assets.

### Business & Technical Services

Leads business transformation projects including change management and communication plans. Manages the efficient and effective delivery of business/technical services and system operational support for municipal facilities and outdoor assets, including Halifax Regional Municipality partner facilities. This support includes software administration for recreation programming, facility rentals, membership, drop-ins and vouchers, supporting both onsite and online business environments. This team provides GIS services, while supporting the tracking and reporting of metrics against parks and recreation service standards.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual (as of Jan 26/22)	2022/23 Planned	2023/24 Planned
% of Parks Outdoor Recreation Capital Projects Tendered	94%	95%	93% (projected 95%)	90%	90%
% of Parks Outdoor Recreation Capital Projects Completed	80%	93%	73% (projected 85%)	80%	80%

### PERCENT (%) OF PARKS CAPITAL PROJECTS COMPLETED

Successful completion of parks capital projects is dependent on a range of issues, including but not limited to permitting, contractor capacity, equipment delivery, signed funding agreements, land tenure, seasonal conditions as well community involvement; all these items can impact timing of projects and may require some to be completed over multiple years. It is for these reasons that the amount of tenders are not always equal to the amount built.

### AMOUNT OF FUNCTIONAL PARKLAND

The Halifax Green Network Plan (HGPN) was approved by Regional Council in August 2018 as a planning framework, including target distances for citizens from Functional Parkland. Functional Parkland is defined as

parkland with at least one built amenity or enough open space for active play or water access. It can be owned by any level of government or privately.

Based on the Regional Plan designations and the current settlement patterns that exist within them, a set of indicators and geographic parameters for measurement was included in the HGPN. The measurements contained here identify broad service level distance/travel time standards to parks. Additional measures may be added as the division navigates through the HGPN, Rural Parks and Recreation Strategy, and evolving community needs.

Rural Commuter and Rural Areas are referred to in the HGPN, yet further consideration is needed for indicators in the rural areas. Consideration for areas beyond the Urban Settlement Area for functional parkland will tie into the findings and recommendations anticipated to come out of the Rural Parks and Recreation Strategy. Level of Service targets are still being established for all areas and the below indicators will be used as a baseline.

Service Delivery Metric	2019/20	2020/21
Proportion of Residents Served, Regional Centre (within 500m)	90%	90.8%
Proportion of Residents Served, Urban Settlement Areas Outside of the Regional Centre (within 800m)	90%	94%
Parkland (Ha)/1,000 People, Regional Centre	4.6	4.2
Parkland (Ha)/1,000 People, Urban Settlement Areas Outside of the Regional Centre	19	15.7

2019/20 Data: Population density and park area per capita in Halifax's Regional Centre and the walkable Urban Settlement area outside the Regional Centre (population based on 2016 Statistics Canada).

2020/21 Data: population based on 2020 Statistics Canada.

## RECREATION TECHNOLOGY

The recreation management software enables transactions for a variety of recreation services including recreation programming, rentals, memberships, vouchers, and drop-in services. Transactions are completed online through payment plans, fee collections, and self-service options. Clients can manage their online accounts, make payment to invoices, cancel service, or alter bookings. Average weekly transaction rates range from 20,000 to 30,000 transactions per week.

## STRATEGIC PLANNING & DESIGN KEY DELIVERABLES (2022/23)

Environment – Protected & Sustainable Environment
<p><b>Parks &amp; Open Space Plans</b> (Target: Q4 2022/23)</p> <p>Highlighted deliverables for 2022/23 include: Initiate Background Studies for Blue Mountain Birch Cove Lakes as part of the National Urban Park initiative with Parks Canada; initiation of a new park plan for Peace &amp; Friendship Park, as well as implementation of initial phases of the Halifax Common Master Plan, West Bedford Park Plan and Rehab Lands Park Plan. Plan consultation for the Indigo Shores Park Plan and District 11 Community Integration Fund.</p>

<b>Responsible Administration – Well Managed</b>
<b>Capital Project Delivery</b> (Target: Q4 2022/23) Ensure approved parks outdoor recreation capital projects are tendered, awarded, and constructed.
<b>Completion of Strategic Plans</b> (Target: Q4 2022/23) Highlighted deliverables include scope definition for a Park Lighting Strategy, completion and implementation of the Playing Field Strategy, as well as next steps related to the development of park standards.
<b>Service Excellence – Exceptional Customer Service</b>
<b>Recreation Management Software</b> (Target: Q4 2022/23) Implement new online functions, specifically the expansion of services including targeted customer communications, customer management, and the ability to book facility rentals and membership options online. Work towards onboarding additional recreation facilities for 2023/24.

## REGIONAL RECREATION SERVICES

Regional Recreation Services is committed to supporting Regional Council priorities through the delivery of services designed to enhance and empower communities such as civic events, cultural initiatives, community and regional recreation facility partnership support.

### SERVICE DELIVERED

#### **Sport & Scheduling**

Schedules all municipal outdoor facilities including athletic fields, parks, sport fields, tracks, sport courts, ball diamonds indoor arenas, and 138 Halifax Regional Centre for Education schools. Sport and scheduling hold the primary relationship with sport organizations at all levels.

#### **Community Partnerships**

Oversees alternate service delivery, specifically recreation programs and services provided through agreements with community groups and board-run facilities. These include community partners operating under Facility Operating Agreements (FOA) and Multi-District Facilities (MDF) that service regions within the Halifax Regional Municipality.

#### **Arts and Culture Development and Support**

Implementation of programs, plans, and policies related to culture and art, including administration of grants to professional arts organizations to support the cultural sector.

## Civic, Arts and Culture Festivals and Events Support Program

Responsible for civic arts and culture festivals and events support. This includes planning, programming, financial support, delivery and logistical support from small to mid-size community festivals and events as well as large-scale annual events and major event hosting opportunities. Direct delivery of large scale municipal civic events.

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Regional Special Events Grants	\$424,050	\$212,000	\$415,000	\$415,000
Marketing Levy Special Events Reserve (MLSER) (Balance as of April 1 each year)	\$1,676,300	\$1,269,647	\$750,000	\$1,055,000
# Annual (Signature) and Non-Annual Event Grants (Given COVID, some events proceeded virtually, and others were cancelled after incurring expense)	22	13**	14	22
Value of Annual (Signature) and Non-Annual Event Grants	\$1,054,000	\$621,000*	\$550,000**	\$1,186,000***

\* Does not currently include previously approved MLSER grant for NAIG.

\*\* Estimate given constraints related to marketing levy and uncertainty with COVID related restrictions.

\*\*\* Includes previously approved funding for 3 major hosting events to be held in 2022/2023.

### COVID RESPONSE

Regional Recreation Services continues to respond to changes in Public Health restrictions associated with COVID. Scheduling staff respond by cancelling bookings when restrictions are implemented and re-booking when restrictions are relaxed. Each time restrictions change staff update contracts, credits/debits, and guidelines for facility use. Staff also work with partner facilities as changes in Public Health restrictions significantly impact facility operations. Staff support facilities to maintain a consistent and accurate interpretation of the rules and approach to issues.

### CIVIC/LARGE SCALE EVENTS

In 2022/23, Regional Recreation Services will continue the direct delivery of municipal operational/civic events as public health restrictions permit. Since the onset of COVID-19, staff have focussed on assessing the impacts of COVID-19 on event delivery and developing an Events and Programming Recovery Plan. Short-term outcomes of the plan included the COVID-19 Events Recovery grant program to cover COVID-19 compliant costs for the delivery of in-person events and the creation of two, twelve-week summer music festivals located in Dartmouth and Grand Parade. It is anticipated that these festivals will be held once again in 2022/2023. Grants will be provided to community celebrations, established community events, and cultural showcases and events, dependent on public health restrictions. Event grants are expected to be issued from the Marketing Levy Special Events Reserve totaling up to \$750,000. There are many international major events scheduled to be hosted in summer 2022 such as the 49er, 49erFX, Nacra 17 World Sailing Championships, the Pan American Archery Championships, and Canoe 22, the ICF Canoe Sprint and Paracanoe World Championship on Lake Banook.

Typically, the calendar of civic/large scale events includes Canada Day, Bedford Days, Natal Day, Clam Harbour Beach Sandcastle, Hopscotch Arts Festival, Halifax Tree Lighting, Halifax Explosion Memorial Ceremony Dartmouth Tree Lighting, Menorah Lighting and New Year's Eve. In 2022/23 the design and delivery of events will respond to the COVID public health restrictions at the time.

#### EVENT OF SIGNIFICANCE

The North American Indigenous Games (NAIG) originally scheduled for July 2020 was postponed as a result of the worldwide COVID pandemic. The North American Indigenous Games Local Organizing Committee are planning to host the event in 2023.

The municipality's role to deliver its commitments required to stage the North American Indigenous Games hosted in K'jipuktuk (Halifax) are still within the Parks & Recreation's mandate. Council had approved municipal funds of \$1M value-in-kind support and a direct \$500,000 event grant. The full impact of resources and associated budget are not yet determined for the future event.

#### REGIONAL RECREATION SERVICES KEY DELIVERABLES (2022/23)

<b>Prosperous Economy – Economic Growth</b>
<p><b>Continued Implementation of Integrated Tourism Master Plan</b> (Target: Q3 2022/23)</p> <p>Lead the municipality's support for Discover Halifax's implementation of the long-term Tourism Master Plan to guide tourism growth and build better communities for visitors and residents. The plan includes the continuation of a twelve-week free concert series delivered at Grand Parade and Ferry Terminal Park.</p>
<b>Communities – Involved Communities</b>
<p><b>Advance Cultural Plans</b> (Est. Completion: Q4 2022/23)</p> <p>Regional Museum Strategy: Incorporate Council feedback from Phase 1 report presentation and begin implementation of the strategic deliverables, if approved.</p> <p>Cogswell Redevelopment: Develop a commemoration program.</p> <p>Cultural Spaces Plan: Initiate development of a framework in alignment with the Culture and Heritage Priorities Plan.</p>
<b>Responsible Administration – Well Managed</b>
<p><b>Partnership Agreements</b> (Est. Completion: Q4 2022/23)</p> <p>Modernize partnership agreements with community groups, as existing agreements expire, and update agreements with the Halifax Regional Centre for Education (HRCE). Continue oversight of updated partnership agreements to ensure compliance including working with partners to explore potential to extend the municipality's affordable access program to them.</p>

## MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

The Multi-District Facilities (MDFs) are a significant component of the municipality's recreation program services delivery model. These facilities are managed and operated by volunteer community boards who have authority over the day-to-day operations including program delivery. The boards are governed by consistent management agreements with the first full year of implementation in 2019/20. The management agreements have provisions in place to ensure effective stewardship of publicly owned assets in support of the municipality's recreation outcomes. These agreements contain a requirement for the volunteer community boards to submit annual budget and business plans, which may include an operating subsidy request. The management agreement includes provisions that as HRM's agent operating on the municipality's behalf, any year end surplus is transferred to a dedicated capital reserve. Additionally, should there be a year-end operating deficit, this is to be incorporated into municipal debt policies and processes.

The seven (7) Multi-District Facilities include: Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Halifax Forum, St. Margaret's Centre, and Zatzman Sportsplex. Public Health Orders concerning COVID restrictions have impacted all facilities, necessitating adjustments to program delivery, staffing reductions, increased operating costs, and declining revenues. The ordered closures of facilities, with a gradual restoration of services in 2021/22, followed by additional restrictions being imposed, had a significant effect on their projected budgets. It is anticipated that all MDFs will continue to alter program offerings and experience some expense increases and revenue decreases into 2022/23.

The municipality provided the MDFs with budget assumptions to enable them to formulate their individual business plans and respective budgets. These are conservatively optimistic and presupposed operations at 100% capacity for 2022/23 with lingering COVID impacts on participation rates. The degree of impact is challenging to determine with many variables that are outside of their purview, thus some risk remains as to whether the budgets put forth will be an accurate prediction for the upcoming fiscal year.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the business plan submitted by each facility.

### 2022/23 FINANCIAL SUMMARY

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
Alderney Landing	\$1,577,800	\$996,050	(\$581,750)	\$581,750*	\$479,750*	\$102,000
Canada Games Centre	5,351,329	5,013,492	(337,837)	337,837	146,970	190,867
Centennial Pool	778,000	488,800	(289,200)	289,200	180,000	109,200
Cole Harbour Place	3,818,880	3,204,074	(614,806)	614,806	631,372	(16,566)
Halifax Forum	4,547,000	4,547,000	0	0	386,566	(386,566)

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
St. Margaret's Centre	1,927,235	1,478,350	(448,885)	448,885	561,227	(112,342)
Zatzman Sportsplex	4,580,890	3,431,377	(1,149,513)	1,149,513	876,465	273,048
<b>TOTALS</b>	<b>\$22,581,134</b>	<b>\$19,159,143</b>	<b>(\$3,421,991)</b>	<b>\$3,421,991</b>	<b>\$3,262,350</b>	<b>\$159,641</b>

\* Includes both direct subsidy and Geothermal subsidy

All Multi-District Facilities have requested subsidy funding except the Halifax Forum. The subsidies require a total contribution request of \$3,421,991 which represents a \$159,641 increase over the currently approved subsidy of \$3,262,350 from 2021/22. The management agreements include provisions that as HRM's agent operating on the municipality's behalf, any year-end surplus is transferred to a dedicated capital reserve for future MDF capital investments. The subsidies are typically provided to the MDF facilities in installments, so if revenue recovery exceeds expectations, some of the subsidy may not need to be issued. Further, if revenue exceeds expenses resulting in a year end surplus, it would be transferred to the capital reserve and would reduce future facility recapitalization costs.

The consistent message from all MDFs is that a lack of funding could mean that they may:

- Defer annual maintenance.
- Be unable to meet payroll obligations.
- Reduce building and staffing hours.
- Reduce programing.
- Face recruitment challenges.
- Delay purchasing operational equipment.
- Incur potential difficulties paying facility operations maintenance costs.
- Increase membership fees.
- Lose members over time due to reduced offerings.

As noted, the management agreements for the Multi-District Facilities require that the facilities submit budgets and business plans pursuant to Regional Council's direction. The following pages include the business plans prepared by each facility and outline their respective programs and services.

## ALDERNEY LANDING FACILITY ASSOCIATION

Alderney Landing (AL) cultural venue typically delivers over 600 immersive cultural events, performances, and programs annually. The organization is governed by a Board of Directors and is operated by 10 full time staff, 5 part-time staff, and 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 445 program and event volunteers.

### Vision

Celebrated as a vibrant gathering place and the heart of a dynamic Dartmouth experience.

### Mission

Alderney Landing is a vital Culture and community gathering place that brings together the public with local artists, performers, farmers, vendors.

#### TOP 3 DELIVERABLES FOR 2022/23

- Implement the tactics under our Strategic Plan for Alderney Landing, Theatre, Market, Gallery and Events.
- Develop a brand that aligns Alderney Landing's dual cultural and community mandates, that is recognized for its commitment to diversity and inclusion.
- Build and maintain strong relationships with key partners that support Alderney's mandate in planning for necessary facility rejuvenation.

#### SERVICE DELIVERED

##### **Saturday Farmers Market**

Continue Online and In-person Market supporting up to 120 small businesses, artisans, and local farmers. In 2021/22 Alderney completed 40 online Market weeks filling over 6000 orders and \$500,000 in sales for our local Farmers and Artisans, reducing food security concerns while supporting local. In-person Market space was moved outdoors and to Alderney Gate pedway and communal space. In 2022/23 a lifting of social distancing requirements will allow more vendors to come back to the market.

##### **Community Groups and not-for-profits**

Continue to support the greater community by offering space to both meet the community needs and to support their fundraising efforts.

##### **Supporting local**

Alderney Landing has incubated over twenty local businesses, now thriving in the region. In 2022/23 continue to find innovative ways to support local farmers, and artisans, through our pantry program. In 2021 Alderney Landing provided new opportunities for local producers to have seasonal license agreements, seven days a week, at the venue. As a member of the Farmers Market Association of NS, the Nourishing Communities' program at AL was provided \$12,500 in Market dollars in 2021/22 for local people in need, which were redeemed at our Farmers Market. In 2022/23 Alderney Landing will continue to expand local seasonal offerings through RFP's.



## Theatre

In 2021/22 AL welcomed back Eastern Front Theatre (EFT) as our resident Theatre Company, established new partnerships with local downtown businesses supporting local Musicians, developed Digital Streaming capabilities, filmed African Nova Scotia Music awards, hosted Juba Lee Legacy with the Black Cultural Center, and hosted Indigenous Day Live and Country Simplement.

## Dance

The new digital streaming capabilities by AL will enable our 12 local dance companies to produce 120 performances in 2022-23. Launch EFT season and strengthen brand identity and season tickets. Return to 75% full capacity for 280 performances.

## Craig Gallery

In 2021/22, the Craig Gallery delivered Artist's exhibitions in person, Children's Art Programming. 2022/23 will see a return to in-person Children's Art Camps, Artists Talks, Lectures, Workshops and Gallery openings.

## Mother Goose Festival

The program creatively brings to life many characters and stories that capture the essence of traditional stories with a modern twist, through plays, musical performances, art making and ten hands-on activities.

## The Fire and Water Festival

This festival pays respect, builds awareness of our Mi'kmaq heritage and celebrates the diversity of all immigrants to this land, through elements that we all share Fire and Water.

## Bluenose Ghosts Festival

Share local history through the works of Dr. Helen Creighton by creating new works with professional artists, and engaging youth COVID bubbles. Increase the offerings for new experiences and expansion, such as our Africville program.

## The Christkindlmarket Festival

A traditional German market supported by the Canadian German Association of NS, offering authentic German experiences. Find more community private partners, expand the offerings, and grow program revenue in 2022/23.

## 2022/23 Alderney Landing Operating Budget

Expenditures	2022/23 Budget
Events, Cultural programming	170,000
Snow clearing and parking supplies	42,000
Art Gallery	8,000
Brand communication cultural programming	35,000
Tent install dismantle, cleaning, storage	9,900
Bar & Catering	8,500

<b>Expenditures</b>	<b>2022/23 Budget</b>
Wages and event staff	730,000
CPP EI WCB Health	95,000
Building maintenance	54,525
HRM Geothermal	40,000
Events supplies and equipment	68,000
Garbage removal	10,000
SOCAN, licenses, fees, ATM, security, linen	12,975
Utilities, power telephones	105,500
Interest, bank, ATM, Prof fees, & dev	24,000
Service and equipment	20,500
Property Tax and amortization	42,000
Security New Requirement	102,000
<b>Total</b>	<b>1,577,800</b>

<b>Revenues</b>	<b>2022/23 Budget</b>
Cultural Events programming	265,000
Events Plaza Parking	170,000
Farmer's and Cultural Market Vendors	150,000
Permanent Market Vendors	125,000
Theatre level	151,050
Cultural Grants	60,000
Visual Arts & ATM	45,000
Wage Subsidy	0
A.L.A Donation	30,000
HRM Geothermal	40,000
<b>Subsidy Requested</b>	<b>541,750</b>
<b>Total</b>	<b>1,577,800</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Alderney landing is requesting subsidy of \$541,750, an increase of \$102,000 from 2021/22.
- Loss of wage subsidy of \$160,000.
- Increase in theatre revenue of \$32,050.
- Increase in Market level activity for \$52,000 revenue.
- Projected parking revenue increase of \$80,000.

Lack of funding could impact the AL event and program offering, impact ability to meet payroll obligations, cause potential difficulties in covering costs related to increased facility operations, and would limit ability to provide adequate security.

# CANADA GAMES CENTRE

## Vision

Together, we inspire healthy Active Living

## Mission

The Canada Games Centre is committed to the promotion of healthy and active living. We provide opportunities and access for sport and recreation at all levels. Driven by our passion, leadership and teamwork, we provide innovative programming and exceptional experiences.

### TOP 3 DELIVERABLES FOR 2022/23

- Focus on our community, service excellence and responsible operations to improve Halifax's physical, social and mental health.
- Continue implementation of our Removing Barriers & Enhancing Accessibility Plan.
- Re-build our customer base back to Pre-Covid 19 levels leading to self funded operation.

### SERVICE DELIVERED

#### Community

We are a key community hub for the Clayton Park area with a goal of ensuring residents are involved and enjoy participating in a wider range of leisure, social, and sport and recreational opportunities that enhance our civic pride and improves the overall health of our region thus reducing health care costs in the future.

#### Recreation Programs

Offer a wide variety of Community, School, Camp and Sport programs that appeal to a mix of interests, ages and abilities. Our programs support Physical Literacy and continue to align to the Sport For Life (S4L) model to foster active living through recreation.

#### Fitness and Wellness Programs

Offer over 60 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, fitness forever, high intensity training, etc. Often offer Fitness or Wellness programming that are workshops such as nutrition, mental health, coaching, etc. that are free for members with a nominal cost for non-members who might be interested.

#### Aquatics Programs

Our program focuses on basic survival skills and proper swimming technique. We offer a broad range of program such as Parent & Tot, preschool lessons, school aged lessons, swim patrol and a range of leadership program that prepared youth for employment as lifeguard and instructors. Working on collaboration with swim lessons, our Swim Academy provides youth with training in competitive swimming, water polo, diving and lifesaving sport.

**Facility Rentals**

Rental of various spaces and areas around the facility including; pool lanes, community rooms, Field House courts, track and dance/fitness studios. Included in this area are birthday party bookings as they take place in areas that we traditionally rent.

**2022/23 Canada Games Centre Operating Budget**

<b>Expenditures</b>	<b>2022/23 Budget</b>
Marketing and Sponsorship	\$289,055
Service Operations	\$560,306
Aquatics	\$ 995,602
Recreation Programs	\$ 532,363
Rentals, Fitness and Wellness	\$ 624,073
Building Operations	\$1,621,786
Finance & Administration	\$ 728,144
<b>Total</b>	<b>\$5,315,329</b>

<b>Revenues</b>	<b>2022/23 Budget</b>
Membership & Admissions	\$ 3,134,789
Aquatics	\$709,652
Recreation Programs	\$609,240
Rentals, Fitness & Wellness	\$280,285
Commercial Leasing	\$ 254,907
Marketing and Sponsorship	\$ 7,619
Miscellaneous & Sundry	\$ 17,000
	<b>\$5,013,492</b>
<b>Subsidy Requested</b>	<b>\$337,837</b>
<b>Total</b>	<b>\$5,315,329</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Loss of membership and programming and rental revenue due to Public Health closures and restrictions and the lingering effect of COVID-19.
- Increased operational costs related to safety and cleaning protocols due to the COVID-19 pandemic
- Membership, programming and rental revenue will require time to re-establish as a result of Public Health directed closures and reopening restrictions and building customer base back.

Canada Games Centre is requesting a subsidy of \$337,837 due to the continued impacts of COVID-19.

Lack of funding could mean that the facility would be unable to meet payroll obligations, be required to reduce fitness and aquatic programming as well as facility operating hours, and further increases to fees to offset expenses.

## CENTENNIAL POOL

### Mission

The Centennial Pool Association is committed to providing the opportunity for amateur sport athletes and the community to have access to aquatic training. The Association prides itself on delivering a clean and safe aquatic facility that provides access for amateur and professional athlete training.

### TOP 3 DELIVERABLES FOR 2022/23

- To engage with our clientele to support and motivate them to reactivate their healthy style routines.
- To provide the facility for amateur sport clubs to achieve their pre-COVID competitive levels in all aquatic sports.
- To provide an outlet for our senior citizens to have a healthy social lifestyle in a clean and safe environment

### SERVICE DELIVERED

#### Fitness and Wellness Programs

Aquasize and Dedicated Lane Availability

#### Aquatics Programs

Adult Swim Lessons

#### Facility Rentals

Amateur Competitive Sport, Military Training, and Professional Sport fitness

### 2022/23 Centennial Pool Operating Budget

Expenditures	2022/23 Budget
Compensation and Benefits	427,500
Office	52,200
Contract Services	50,000
Repairs and Maintenance	50,000
Supplies	21,600
Aquatics	21,000
Equipment & Communications	5,700
Other Goods & Services	150,000

<b>Expenditures</b>	<b>2022/23 Budget</b>
<b>Total</b>	<b>\$778,000</b>

<b>Revenues</b>	<b>2022/23 Budget</b>
Contract Rentals	270,000
Public Attendance / Membership	74,000
Instructional	12,000
Parking	115,800
<b>Subsidy Requested</b>	<b>\$289,200</b>
<b>Total</b>	<b>\$778,000</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Aging infrastructure resulting in significant facility capital project delays, impacting ability to raise revenue
- Public Health directives closing the facility
- Increasing facility operational costs
- Reduction in parking lot revenue due to community housing initiative.

Lack of funding could mean that the facility would be unable to meet payroll obligations, have potential difficulties paying facility operations maintenance and utility costs and delay in purchasing operational equipment.



## COLE HARBOUR PLACE

### Vision

The Heart of the community, inspiring and enabling physical, mental and social well-being.

### Mission

To fulfil the recreational, cultural and wellness needs of the community, while creating a legacy for families and inspiring leaders of tomorrow

#### TOP 3 DELIVERABLES FOR 2022/23

- Focus on our community, service excellence and responsible operations to continue to improve our communities' physical, social and mental health.
- Provide a safe facility that follows Covid-19 and Public Health guidelines while growing programs after two years of shutdowns.
- Continue to provide inclusion and access for those who are facing physical, financial, and physiological barriers be able to access Cole Harbour Place.

#### SERVICE DELIVERED

##### Community

We are a key community facility for the Cole Harbour area. We offer services and programs to the community so everyone can increase their recreation, fitness and social experiences and opportunities. This allows the community to improve their health and social connections.

##### Inclusion and Access

Cole Harbour Place offers a Pay What You Can Membership to those who have financial restrictions surrounding the cost of a membership. We also have a partnership with the Halifax Library to offer family memberships through the library loan program so more people can access the facility. We are offering a sensory friendly family swim in the pool so that those who require a quieter environment can still come enjoy the pool.

##### Programs

Cole Harbour Place (CHP) offers recreational programming for all ages. Our facility contains multiple dance studios, weight training centre, cardio room, spin studio, squash courts as well as a functional training space. Programs offered include, but are not limited to, spin classes, high intensity interval training (HIIT), yoga, Zumba, chair fit, personal training, heavy bag training, squash lessons, paint nights, cheerleading, gymnastics, and parent and child classes. We also have a partnership with the Boys & Girls club to offer free youth programming to community youth.

##### Aquatics Programs

CHP is home to a six lane, 25 metre competition pool, a large leisure pool, hot tub and tot pool. We offer a variety of recreational options for people of all ages in the pool. Members and the general public can take part in public swims, lane swimming, parent and tot swims, lessons, swimming certifications, stroke improvement, and group

classes such as aqua-fit and pool yoga. We also have several sport groups who rent pool space to be able to offer other opportunities in the community.

### Arena Programming / Rentals

Our facility contains 2 NHL sized arenas and is host to a variety of on-ice activities. We cater to multiple minor hockey associations, ringette, figure skating, HRM learn to skate, recreational public skating as well as adult hockey leagues. We are proud to be the home rink of a Major Midget, Major Bantam, Junior B and High School hockey teams and are involved in hosting large tournaments and camps throughout the year.

### Facility Rentals

Associations, community groups, corporations and individuals can rent space to suit their needs. We offer multiple meeting rooms of various sizes, including a 5500 sq. ft Multi-Purpose Room. We have non-profit rates and donate space for community groups to ensure we are doing our part to help support the needs of the areas we serve. Spaces are commonly rented for a variety of events including trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings, and weddings.

### Cultural Events

CHP is home to the Dartmouth Dance Academy. The facility hosts many classes at all levels and has hosted recitals for the dance school throughout the pandemic so that the dancers can continue showing their work, and the community can enjoy it.

## 2022/23 Cole Harbour Place Operating Budget

Expenditures	2022/23 Budget
Aquatics	282,579
Athletics	530,238
Maintenance	603,698
Administration	858,006
Operations	1,544,359
<b>Total</b>	<b>\$3,818,880</b>

Revenues	2022/23 Budget
Memberships	443,000
Aquatics	522,500
Athletics	292,550
Arenas	1,065,043
Facility Rentals	73,500

<b>Revenues</b>	<b>2022/23 Budget</b>
Other Revenue	29,699
Leases	777,782
<b>Subsidy Requested</b>	<b>\$614,806</b>
<b>Total</b>	<b>\$3,818,880</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Increased facility operating costs as a result of enhanced COVID 19 protocols.
- Membership and programing revenue will require time to re-establish as a result of Public Health directed closures and reopening restrictions.
- Loss of ice revenue due to reducing fees to match HRM's new fee by law ice rates.
- Opening of privately-owned fitness centers in the city reducing memberships at CHP due to their low prices.
- Aging building requiring significant maintenance to ensure it is state of good repair, properly functioning and safe for everyone.
- Ongoing union negotiations that will have significant wage pressures.

These circumstances have necessitated the request of a subsidy in 2022/23 of \$614,806 which is a decrease of \$16,566 from 2021/22.

Lack of funding could mean that the facility would be unable to meet payroll obligations, defer annual maintenance; reduce building and staffing hours resulting in less programming and customer service; and have potential impact to legal services for union negotiations.

## HALIFAX FORUM

### Mission

The Halifax Forum Community Association is committed to providing an innovative and quality facility for a diverse cross-section of recreation, entertainment, arts, business, cultural and community-based events. We provide facilities that are fun, safe and versatile, which enables us to create opportunities for children, adults and seniors through individual, group and team activities. The Halifax Forum is a vital community partner for the residents of HRM and is committed to being financially responsible and efficiently managed.

#### TOP 3 DELIVERABLES FOR 2022/23

- Operate in a financially responsible manner while offering a wide range of services and activities with a focus on community and culturally based partnerships.
- Coordinate and plan all programs/events with public safety as top priority.
- Advocate for the future needs of the Halifax Forum during the redevelopment process.

#### SERVICE DELIVERED

##### Arena

The Halifax Forum complex is home to two ice surfaces which accommodate a wide range of recreational activities. The Forum (1927) and the Civic Arena (1995) play host to multiple minor hockey associations, adult recreational leagues, ringette, figure skating, public skating, U18 Major hockey as well as men's and women's AUS hockey. Ice surfaces are available for rent to the public at some of the most affordable rates in Halifax.

##### Event Facility Rentals

The Halifax Forum complex is comprised of five buildings which are available for rent 365 days of the year. The Multi-Purpose Centre (18,000 sq. ft.) and Maritime Hall (4,500 sq. ft) are our most commonly used rooms. Both are rented for a variety of events throughout the year including trade shows, community gatherings, cultural festivals and boxing to name a few. The Bingo Hall (18,000 sq. ft.) is commonly used for day-time meetings and is the location of the weekly Saturday morning Farmer's Market. For larger events such as trade shows and concerts, the ice surfaces can be made available and converted with floor coverings.

##### Programming

The Halifax Forum Super Bingo runs seven days a week, under normal circumstances, and is the busiest bingo offering in Metro. It offers a full menu canteen and regularly accommodates hundreds of players per night. Local non-profit organizations can work with Forum Bingo staff to coordinate fundraising opportunities. Hundreds of other events take place at the Forum each year, many of which are made available to the public, and can be found on the Forum's website ([halifaxforum.ca](http://halifaxforum.ca)).

**2022/23 HALIFAX FORUM OPERATING BUDGET**

<b>Expenditures</b>	<b>2022/23 Budget</b>
Compensation and Benefits	\$1,700,000
Office (Supplies, telephone, ICT)	\$65,000
Training and Education	\$2,500
Repairs and Maintenance	\$75,000
Sanitary Supplies	\$35,000
Uniforms	\$3,000
Arena Equipment repairs & maintenance	\$130,000
External Services refuse, security, audit	\$172,000
Materials	\$25,000
Utilities (electricity, fuel, water)	\$500,000
Vehicle Expense	\$30,000
Other Goods & Services Bar Supplies, Cost of Goods, Bingo Prizes	\$1,754,500
Ground Maintenance (Paving, salt)	\$55,000
<b>Total</b>	<b>\$4,547,000</b>

<b>Revenues</b>	<b>2022/23 Budget</b>
Concessions	\$91,229
Bingo	\$2,829,771
Arena Ice	\$1,100,000
Events	\$440,000
Parking	\$35,000
Advertising	\$25,000
Other Revenue (Misc., cash machines)	\$20,000
Leases	\$6,000
<b>Subsidy Requested</b>	<b>\$0</b>
<b>Total</b>	<b>\$4,547,000</b>
<b>Net Surplus/Deficit</b>	<b>\$0.00</b>

## SUBSIDY REQUEST

No subsidy requested.

## ST. MARGARET'S CENTRE

### Mission

St. Margaret's Centre is dedicated to the community. The Centre evolved from the grassroots of the community and will continue to evolve to serve. We are committed to providing quality programming at an affordable price in a great recreational setting to the community. The heart of St. Margaret's is in the Centre.

### TOP 3 DELIVERABLES FOR 2022/23

- Quality ice and great gym experiences with a wide scope of programs offered.
- Health and Wellness Fitness initiatives for family and individuals.
- Development of new programs to fit the need of changing populations.

### SERVICE DELIVERED

#### Recreation Programs

From Summer Camp programs to Elite Sport we have a very diverse range of activities. Public skates, adult skates, pickleball, and yoga to just name a few. Recreation skating to spin and fitness classes. Parent tot skates, tumble tots and after school programs.

#### Fitness and Wellness Programs

Our Fitness Center is affordable, accessible and user friendly. Our Fitness and wellness programs are designed from strength building to relaxation. We are a friendly fitness and family orientated environment.

#### Aquatics Programs

St. Margaret's Centre has an outdoor pool that runs from June to September. The Centre provides quality swim lessons for the community both in group and private lessons format. Lots of public and family swims every day of the summer. A perfect meeting place for a community event or a child's birthday party.

#### Arena Programming / Rental

Two ice surfaces (one Olympic size and one International size) are available for rental 12 months a year. St. Margaret's Centre has a wide variety of groups utilizing the facility for hockey, figure skating, speedskating and ringette. Lots of family skates and great programs for people of all ages to learn to skate.

#### Facility Rentals

Ice rentals, gym rentals, meeting rooms as well as multipurpose rooms are available for rental.

#### Events

St. Margaret's Centre provides art, theatre, music and fitness classes through the afterschool programs and summer camp programming.

## 2022/23 St. Margaret's Centre Operating Budget

Expenditures	2022/23 Budget
Compensation and Benefits	1,098,000
Office	11,000
Contract Services	20,000
Training and Education	2,500
Repairs and Maintenance	80,000
Supplies	27,500
Building Costs	608,500
External Services	41,000
Vehicle Expense	5,750
Other Goods & Services	32,985
<b>Total</b>	<b>1,927,235</b>

Revenues	2022/23 Budget
Memberships	\$175,000
Aquatics	69,000
Athletics	44,000
Arena	944,500
Rentals	169,350
Advertising	40,000
Grants	11,100
Other Revenue	25,400
<b>Subsidy Requested</b>	<b>448,885</b>
<b>Total</b>	<b>1,927,235</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

### SUBSIDY REQUEST

Factors that are influencing the financial position of this facility include:



### Increase in Expenses

- Increase in Propane expenses due to expanded propane usages in building and pool.
- Increase in Furnace Oil expenses due to the market price increasing
- Increase in building maintenance expenses due to an aging building; many areas of the older parts of the buildings infrastructure dates from 1988 and early 1990's.
- Increase in plant maintenance operating costs as the plant must meet rising standards and be in compliance for all Provincial inspections.
- Increase in power bills (expected to rise even further in 2022/23)
- Increase in Camp Westwood day camp expenses due to rising prices of supplies for camp and needed changes to the camp programming to attract and keep the customer base.

### Decrease in Revenue

- Decrease in Revenue- St. Margaret's Centre is trying to recover from the Covid shutdowns and new variant restrictions and outbreaks.
- At the time of budget preparations, it is difficult to accurately gauge Ice Revenues for 2022/23. We thought we were on the other side of the covid issues, but it seems to continue to evolve and impact revenues.
- With Covid still very much in the news and in the community it is hard to gain people's trust to return to fitness programs.

### Impact of Lack of Funding

- Lack of funding could mean St. Margaret's Centre would not be able to offer quality programs at an affordable price to the community.
- Lack of funding would require the Centre to be reactive. Instead of timely preventative maintenance, only broken-down equipment would be repaired. This approach could lead to more emergency situations when major malfunction or equipment failures occur.
- Lack of funding would require less day-to-day essential services be provided to the customers that use the facility. Cleaning, maintenance and building appearance will all suffer.
- Future projects in programming and facility updates as well as accessibility will be put on hold as St. Margaret's Centre will simply not have adequate funds.

## ZATZMAN SPORTSPLEX

### Vision

Citizens are physically and socially active, healthy, happy, and feel a strong sense of belonging in their community.

### Mission

Great communities have citizens who are healthy in body, mind and spirit. The Zatzman Sportsplex provides sport, recreation and social gathering opportunities supporting individuals, families, and groups to realize their full potential and contribute to the development of a prosperous, diverse, inclusive, and healthy community.

### Motto

Transforming the health and wellbeing of our community one person at a time.

#### TOP 3 DELIVERABLES FOR 2020/21

- Re-Launch and establish the new Zatzman Sportsplex brand after COVID shutdown
- Create and maintain a comprehensive service and program base.
- Continue to develop new options to help people facing physical, financial, and physiological barriers access the Sportsplex.

#### SERVICE DELIVERED

##### Recreation Programs

Through its gymnasium, program studios and meeting rooms the Sportsplex offers a wide variety of recreation programs. From dance to sport instruction and free play opportunities to summer camps and non-physical activity-based programs the Sportsplex offers recreation opportunities for children, youth, adults, older adults and families. Programs are offered at introductory levels, moderate skill and advanced skills levels. Through the arena and swimming pool recreational skating and swimming opportunities are available.

##### Fitness and Wellness Programs

The Sportsplex offers a full-service fitness centre including a weight room, gymnasium, and fitness classes. Programs focus on physical activity as well as overall health and wellness.

##### Aquatics Programs

The pool offers public swimming, learn to swim lessons, leadership training and rentals for everything from birthday parties, to swim teams, to other sport groups, and even training for kayakers and airline staff.

##### Arena Programming / Rentals

The arena is used for a variety of ice related sports and leagues including minor and gentleman's hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several yearly hockey tournaments, including SEDMHA and Justice Scores for Wishes, along with non-hockey community events

including graduations for the local high schools and NSCC, the Dartmouth Handcrafters Guild Show, dance competitions and concerts.

### Facility Rentals

The Zatzman Sportsplex offers five community meeting rooms for rental by the community when not in use for Sportsplex programs and services. Rentals can be varied between meetings, events and even things like birthday parties.

### Cultural Events

The Zatzman Sportsplex hosts the largest piece of indigenous art in a municipal facility in HRM. We also host Artists Alley which is a community art display where artists can, at no charge, place their art in the building for one (1) month. Those that sell something from their display pay a commission on those sales that is used to maintain the public art display cases. The facility also hosts a pop-up show area in its lobby for community groups wishing to promote their programs and/or services. The Sportsplex also hosts concerts, art shows and other programs that support community, culture and/or heritage development in HRM.

## 2022/23 Zatzman Sportsplex Operating Budget

Expenditures	2022/23 Budget
Administration	459,500
Athletics	1,195,600
Aquatics	574,850
Operations	1,426,120
Meetings and Events	225,840
Maintenance	698,980
<b>Total Expenses</b>	<b>\$4,580,890</b>

Revenues	2022/23 Budget
Arena	642,500
Athletics	1,854,592
Aquatics	563,120
Meeting Room Rental	107,625
Fund Development	207,000
Other	56,540
<b>Subsidy Requested</b>	<b>\$1,149,513</b>

<b>Revenues</b>	<b>2022/23 Budget</b>
<b>Total</b>	<b>\$4,580,890</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## SUBSIDY REQUEST

Factors that have influenced the financial position of this facility include:

- Loss of membership and programming revenue due to Public Health mandated closures and restrictions
- Increasing utility and operational repair and maintenance costs.
- Staff and programing funding required to maintain programing.
- Increased facility operating costs due to labor shortage.
- Membership and programing revenue will require time to re-establish as a result of the pandemic.

These circumstances have necessitated the request of a subsidy in 2022/23 of \$1,149,513.

Lack of funding could mean that the facility would be unable to meet payroll obligations, eliminate all free community access programming included free track access, and have potential difficulties paying facility operations maintenance.

## Summary of Net Expenditures - Parks & Recreation

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
C413 P & Rec Ops Support	368,334	469,500	612,900	703,000	233,500	49.7
C414 Stra Plan & Des Adm	266,194	428,400	428,400	288,500	(139,900)	(32.7)
W700 Policy & Planning	811,439	906,900	771,900	1,043,100	136,200	15.0
W954 Parks Capital Projects	713,681	729,800	729,800	745,400	15,600	2.1
**** Strategic Planning and Design	<b>2,159,648</b>	<b>2,534,600</b>	<b>2,543,000</b>	<b>2,780,000</b>	<b>245,400</b>	<b>9.7</b>
C888 NAIG P-R	(55,008)	-	(80,300)	103,000	103,000	-
C410 Director's Office	444,014	425,600	475,600	464,500	38,900	9.1
**** Parks & Recreation Administra	<b>389,006</b>	<b>425,600</b>	<b>395,300</b>	<b>567,500</b>	<b>141,900</b>	<b>33.3</b>
R851 Horticulture East	625,090	809,800	824,800	862,400	52,600	6.5
W180 Playgrounds East	665,712	836,800	827,600	791,000	(45,800)	(5.5)
W181 Parks East Admin	286,597	371,300	503,600	154,000	(217,300)	(58.5)
W182 Sportsfields East	1,002,521	1,106,300	1,149,700	1,380,200	273,900	24.8
W183 Playgrounds Central	614,211	677,100	694,800	656,900	(20,200)	(3.0)
W185 Sportsfields - Central	887,863	990,600	1,031,900	759,300	(231,300)	(23.3)
W187 Artificial Fields	237,872	331,800	338,000	331,800	-	-
W191 Cntrcts-Grass/Hort	<u>1,753,629</u>	<u>1,827,800</u>	<u>1,955,500</u>	<u>1,831,600</u>	<u>3,800</u>	<u>0.2</u>
*** Parks East	6,073,494	6,951,500	7,325,900	6,767,200	(184,300)	(2.7)
R831 Parks West Admin	270,021	441,300	422,800	226,400	(214,900)	(48.7)
R850 Horticulture West	883,928	1,257,200	1,283,600	1,236,300	(20,900)	(1.7)
R855 Cemeteries	39,997	30,300	(6,900)	(41,000)	(71,300)	(235.3)
R860 Major Parks	577,688	703,100	709,300	709,400	6,300	0.9
W184 Playgrounds West	884,634	750,200	795,300	768,700	18,500	2.5
W186 Sportsfields West	1,127,004	1,206,600	1,302,000	1,223,000	16,400	1.4
W193 Trails & Op. Sp Mtce	<u>-</u>	<u>573,800</u>	<u>562,400</u>	<u>585,500</u>	<u>11,700</u>	<u>2.0</u>
*** Parks West	3,783,273	4,962,500	5,068,500	4,708,300	(254,200)	(5.1)
W189 LKDFleet Maintenance	3,661	-	-	-	-	-
W702 Parks Administration	397,281	(43,300)	(149,800)	(450,600)	(407,300)	940.6
W705 State of Good Repair	1,097,017	985,000	1,220,900	985,000	-	-
W706 Admin & Mtce Planing	<u>-</u>	<u>-</u>	<u>-</u>	<u>405,000</u>	<u>405,000</u>	<u>-</u>
**** Parks	<b>11,354,725</b>	<b>12,855,700</b>	<b>13,465,500</b>	<b>12,414,900</b>	<b>(440,800)</b>	<b>(3.4)</b>
D101 Rec. Prog. Admin.	409,174	416,300	300,500	388,500	(27,800)	(6.7)
D999 Clearing Account Rec	<u>612,024</u>	<u>-</u>	<u>-</u>	<u>85,000</u>	<u>85,000</u>	<u>-</u>
*** Recreation Services	1,021,198	416,300	300,500	473,500	57,200	13.7
D160 SMBC Prog. & Skating	99,459	152,700	185,200	89,600	(63,100)	(41.3)
D175 CWSCC PR AQ FC	539,915	549,600	560,100	216,100	(333,500)	(60.7)
D320 Bedford Outdoor Pool	(4,964)	25,000	26,800	(30,500)	(55,500)	(222.0)
D540 Beaches/Commons Pool	331,284	389,300	329,000	375,200	(14,100)	(3.6)
D570 Needham Pool	87,787	117,200	120,500	88,800	(28,400)	(24.2)
D640 Colby Vill Otdr Pool	877	27,800	40,500	(200)	(28,000)	(100.7)
** Aquatics & Leisure	1,054,359	1,261,600	1,262,100	739,000	(522,600)	(41.4)
D180 Herring Cove Program	(3)	-	-	-	-	-
D850 Inclusion Services	<u>108,174</u>	<u>281,700</u>	<u>228,800</u>	<u>370,700</u>	<u>89,000</u>	<u>31.6</u>
*** Aquatics,Leisure,Active Livin	1,162,530	1,543,300	1,490,900	1,109,700	(433,600)	(28.1)
S210 Youth LIVE Admin	230,714	307,800	345,100	324,100	16,300	5.3
S231 947 Mitchell	98,921	103,800	110,500	23,300	(80,500)	(77.6)
S232 1300 St. Margaret's Bay	721	1,000	14,600	1,000	-	-
S233 Youth LIVE Initiatives	572,573	714,000	616,000	1,084,000	370,000	51.8
** Youth LIVE Operations	902,930	1,126,600	1,086,200	1,432,400	305,800	27.1
C761 Youth Power House	103,336	132,200	173,600	141,900	9,700	7.3
C762 Youth Advocate Program	-	(21,200)	(21,200)	54,500	75,700	(357.1)
D755 Youth Programming	<u>448,530</u>	<u>535,800</u>	<u>534,800</u>	<u>492,400</u>	<u>(43,400)</u>	<u>(8.1)</u>
*** Youth Programming	1,454,795	1,773,400	1,773,400	2,121,200	347,800	19.6
C175 Hubbards Programming	19,373	35,100	27,800	35,100	0	0.0
D155 Chocolate Lk Program	<u>145,028</u>	<u>158,700</u>	<u>168,000</u>	<u>137,600</u>	<u>(21,100)</u>	<u>(13.3)</u>

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
D210 Lakeside Programming	311,871	457,200	479,600	401,800	(55,400)	(12.1)
D215 St.Margs/Tantal Prog	3,282	10,000	4,600	110,500	100,500	1,005.0
D580 St Andrews Programming	<u>158,700</u>	<u>223,700</u>	<u>222,400</u>	<u>169,200</u>	<u>(54,500)</u>	<u>(24.4)</u>
*** Mainland North & Western	638,253	884,700	902,400	854,200	(30,500)	(3.4)
D310 Gordon Snow Programm	153,792	269,200	245,300	232,200	(37,000)	(13.7)
D315 Acadia Programming	284,430	491,500	381,600	442,400	(49,100)	(10.0)
D325 Lebrun Programming	190,205	225,000	137,900	166,200	(58,800)	(26.1)
D330 Mid. Musq. Program	8,267	31,200	30,500	23,600	(7,600)	(24.4)
D350 Bdfd/Hmdplns CommCtr	<u>201,674</u>	<u>170,200</u>	<u>193,800</u>	<u>128,200</u>	<u>(42,000)</u>	<u>(24.7)</u>
*** Bedford/Sackville/Fall River	838,368	1,187,100	989,100	992,600	(194,500)	(16.4)
D172 NPCC Programming	423,750	321,800	305,200	401,600	79,800	24.8
D410 Musq Harbour Prog/FC	205,949	399,200	332,700	361,100	(38,100)	(9.5)
D430 Sheet Hbr.Prog/FC	163,829	217,200	222,300	213,000	(4,200)	(1.9)
D620 Cherrybrk/LkEcho Pro	(1,600)	12,700	12,200	8,700	(4,000)	(31.5)
D630 Cole Hbr Programming	411,904	634,100	634,400	471,300	(162,800)	(25.7)
D810 Findlay Programming	180,400	241,100	240,700	183,500	(57,600)	(23.9)
D815 Dart North Com Ctr.	236,931	322,600	298,400	346,000	23,400	7.3
D825 Tallahassee Programming	<u>260,333</u>	<u>373,300</u>	<u>350,000</u>	<u>344,400</u>	<u>(28,900)</u>	<u>(7.7)</u>
*** Cole Harbour/Dartmouth & East	1,881,494	2,522,000	2,395,900	2,329,600	(192,400)	(7.6)
C471 Emera Oval	353,597	439,100	448,400	460,600	21,500	4.9
D510 Needham Programming	379,440	490,500	464,700	485,100	(5,400)	(1.1)
D550 G. Dixon Programming	112,892	271,900	257,400	193,800	(78,100)	(28.7)
D555 Isleville Programming	(4,002)	(10,900)	(7,000)	(18,500)	(7,600)	69.7
D565 The Pavilion/HFX Com	(955)	5,200	5,200	5,200	-	-
D575 Larry O'Connell Prog	2,146	5,100	6,800	(6,900)	(12,000)	(235.3)
D590 Citadel Programming	<u>161,930</u>	<u>222,400</u>	<u>224,000</u>	<u>149,700</u>	<u>(72,700)</u>	<u>(32.7)</u>
*** Peninsula	1,005,050	1,423,300	1,399,500	1,269,000	(154,300)	(10.8)
ADMN SSS - Administration	154,741	190,600	209,600	186,300	(4,300)	(2.3)
ATHL SSS-Athletics	33,095	75,900	105,200	55,500	(20,400)	(26.9)
ICEX SSS - Ice	(321,342)	(367,900)	(406,600)	(397,500)	(29,600)	8.0
MEMB SSS - Memberships	231,458	131,300	144,800	(70,100)	(201,400)	(153.4)
POOL SSS - Pool	174,866	88,500	155,700	(132,400)	(220,900)	(249.6)
Z118 LKD:Stadium Program	-	-	-	-	-	-
*** Sackville Sports Stadium	272,819	118,400	208,700	(358,200)	(476,600)	(402.5)
**** Recreation Programming	<b>8,274,507</b>	<b>9,868,500</b>	<b>9,460,400</b>	<b>8,791,600</b>	<b>(1,076,900)</b>	<b>(10.9)</b>
C705 Community Partnerships	9,000,680	3,074,000	4,874,700	3,082,500	8,500	0.3
C711 Discover Halifax	466,702	959,500	391,300	893,000	(66,500)	(6.9)
C760 Culture & Events	1,270,309	2,094,200	1,949,500	3,101,600	1,007,400	48.1
C764 Cultural Development	(10,500)	75,000	46,900	775,000	700,000	933.3
D710 Program Sup Serv Adm	229,793	217,600	217,600	223,700	6,100	2.8
D911 Administration Services	<u>507,010</u>	<u>715,900</u>	<u>718,200</u>	<u>714,300</u>	<u>(1,600)</u>	<u>(0.2)</u>
*** Operations	11,463,994	7,136,200	8,198,200	8,790,100	1,653,900	23.2
C706 HRM 4 PAD	301,380	(73,100)	68,000	101,900	175,000	(239.4)
C708 RBC Centre	434,577	219,400	249,900	419,400	200,000	91.2
C910 Facility Transfers	180,000	177,000	321,900	415,700	238,700	134.9
W204 LKD Spencer House	-	-	-	-	-	-
*** Facilities	915,956	323,300	639,800	937,000	613,700	189.8
D970 Le Brun Centre	(227,082)	(245,700)	(237,400)	(265,000)	(19,300)	7.9
D980 Gray Arena	(14,386)	(3,800)	(7,800)	(33,000)	(29,200)	768.4
D985 Locked: Bowles Arena	-	-	-	-	-	-
*** Arenas	(241,468)	(249,500)	(245,200)	(298,000)	(48,500)	19.4
C220 LKDRiverlakeCom.Ctr.	-	-	-	-	-	-
C230 Waverley Com. Centre	20,000	20,000	20,000	-	(20,000)	(100.0)
C270 Lucasville Comm. Ctr	4,496	8,400	8,400	8,400	-	-

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
C290 Upper Sack. Com. Ctr	-	40,000	49,300	40,000	-	-
*** Area Services	24,496	68,400	77,700	48,400	(20,000)	(29.2)
C110 East Preston Rec Ctr	32,646	33,400	33,400	33,400	-	-
C113 LKDBedfordHammPC/Ctr	-	-	-	-	-	-
C125 Beaver Bank Com. Ctr	83,464	70,000	70,000	81,000	11,000	15.7
C150 Up. Ham Plns Com Ctr	21,436	34,100	34,100	-	(34,100)	(100.0)
C155 Hrtsfld/Wlmwd Com Ct	18,773	29,000	29,000	-	(29,000)	(100.0)
C199 LKD St. Marg Bay Ctr	-	-	-	-	-	-
*** Mun. Rec. Facil-General Rate	156,318	166,500	166,500	114,400	(52,100)	(31.3)
**** Regional Recreation	12,319,297	7,444,900	8,837,000	9,591,900	2,147,000	28.8
Net Total	34,497,184	33,129,300	34,701,200	34,145,900	1,016,600	3.1

### Summary Details - Parks & Recreation

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	16,217,742	16,965,800	17,187,000	18,202,100	1,236,300	7.3
6002 Salaries - Overtime	335,035	75,600	91,100	75,600	-	-
6003 Wages - Regular	2,724,608	40,000	40,000	40,000	-	-
6004 Wages - Overtime	52	-	400	-	-	-
6005 PDP & Union Con Incr	(973,584)	-	(332,800)	-	-	-
6051 Shift Agreements	4,279	-	1,300	-	-	-
6054 Vacation payout	45,828	-	27,700	-	-	-
6100 Benefits - Salaries	3,224,288	3,443,600	3,481,100	3,550,800	107,200	3.1
6101 Benefits - Wages	151,113	-	500	-	-	-
6110 Vacancy Management	-	(808,000)	(808,000)	(678,000)	130,000	(16.1)
6150 Honorariums	12,000	5,100	9,500	15,900	10,800	211.8
6152 Retirement Incentives	98,812	117,800	117,800	82,800	(35,000)	(29.7)
6154 Workers' Compensation	365,389	321,200	322,800	482,200	161,000	50.1
6155 Overtime Meals	11,633	500	500	500	-	-
6157 stipends	161,926	326,500	118,300	300,000	(26,500)	(8.1)
6158 WCB Recov Earnings	(1,388)	-	-	-	-	-
6190 Compensation OCC trf	(125,885)	-	-	-	-	-
6199 Comp & Ben InterDept	(631,370)	(623,300)	(643,300)	1,104,300	1,727,600	(277.2)
9200 HR CATS Wage/Ben	(324,482)	5,988,400	5,918,300	6,525,100	536,700	9.0
9210 HR CATS OT Wage/Ben	(340,092)	-	100	-	-	-
9230 HR CATS OT Meals	(3,580)	-	-	-	-	-
* Compensation and Benefits	20,952,323	25,853,200	25,532,300	29,701,300	3,848,100	14.9
6201 Telephone/Cable	83,356	74,200	119,000	69,200	(5,000)	(6.7)
6202 Courier/Postage	50,344	59,500	58,000	58,100	(1,400)	(2.4)
6203 Office Furn/Equip	156,481	24,700	33,000	19,900	(4,800)	(19.4)
6204 Computer S/W & Lic	577	3,700	3,200	3,200	(500)	(13.5)
6205 Printing & Reprod	342	4,500	5,400	6,200	1,700	37.8
6207 Office Supplies	101,702	77,400	166,000	74,600	(2,800)	(3.6)
6290 Office OCC Transfer	(165,000)	-	-	-	-	-
6299 Other Office Expenses	97,328	108,900	113,300	106,500	(2,400)	(2.2)
* Office	325,129	352,900	497,900	337,700	(15,200)	(4.3)
6301 Professional Fees	276	800	800	800	-	-
6303 Consulting Fees	21,411	6,500	132,400	8,500	2,000	30.8
6304 Janitorial Services	213,263	73,000	92,900	72,000	(1,000)	(1.4)
6305 Property Appraisal	-	5,100	-	-	(5,100)	(100.0)
6308 Snow Removal	26,587	17,200	28,600	23,200	6,000	34.9
6309 Litigation Disburse	-	-	50,000	-	-	-
6311 Security	211,893	164,700	226,500	164,000	(700)	(0.4)
6312 Refuse Collection	38,725	41,000	84,900	38,500	(2,500)	(6.1)
6390 Extnl Svcs OCC Trsf	(1,400)	-	-	-	-	-
6399 Contract Services	4,891,998	5,225,300	5,192,200	4,823,100	(402,200)	(7.7)
* External Services	5,402,754	5,533,600	5,808,300	5,130,100	(403,500)	(7.3)

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6401 Uniforms & Clothing	47,864	72,000	78,700	74,200	2,200	3.1
6402 Med & First Aid Supp	5,342	15,400	11,300	15,400	-	-
6404 Rec Prog Supplies	120,187	192,300	226,800	192,600	300	0.2
6406 Bridge Tolls	5,127	2,200	3,600	1,200	(1,000)	(45.5)
6407 Clean/Sani Supplies	68,003	64,800	66,300	69,100	4,300	6.6
6409 Personal Protect Equ	176,426	224,200	127,500	111,200	(113,000)	(50.4)
6499 Other Supplies	16,852	21,800	15,600	11,300	(10,500)	(48.2)
<b>* Supplies</b>	<b>439,801</b>	<b>592,700</b>	<b>529,800</b>	<b>475,000</b>	<b>(117,700)</b>	<b>(19.9)</b>
6501 Asphalt	1,488	2,000	1,500	2,000	-	-
6502 Chemicals	980	4,100	7,700	4,100	-	-
6503 Fertilizer	51,623	46,000	49,100	46,000	-	-
6504 Hardware	61,601	54,400	64,600	55,400	1,000	1.8
6505 Lubricants	308	300	1,100	300	-	-
6506 Lumber	42,115	38,400	59,600	38,400	-	-
6507 Propane	83	-	-	-	-	-
6508 Ready Mix Concrete	726	-	500	-	-	-
6511 Salt	3,624	1,800	1,800	1,800	-	-
6512 Sand	7,996	20,300	15,500	20,300	-	-
6513 Seeds & Plants	63,238	68,800	74,900	68,800	-	-
6514 Sods	2,085	8,600	4,800	8,600	-	-
6515 Stone and Gravel	21,957	47,400	38,200	47,400	-	-
6516 Topsoil	58,898	65,800	73,000	55,800	(10,000)	(15.2)
6517 Paint	34,914	62,200	64,500	62,200	-	-
6590 Materials OCC Trsf	(1,500)	-	-	-	-	-
6599 Other Materials	6,737	9,400	25,400	9,400	-	-
<b>* Materials</b>	<b>356,873</b>	<b>429,500</b>	<b>482,200</b>	<b>420,500</b>	<b>(9,000)</b>	<b>(2.1)</b>
6602 Electrical	217,303	77,100	129,200	127,100	50,000	64.9
6603 Grnds & Landscaping	6,273	-	-	-	-	-
6605 Municipal Taxes	46,533	44,000	45,900	32,000	(12,000)	(27.3)
6606 Heating Fuel	38,581	47,700	38,600	38,500	(9,200)	(19.3)
6607 Electricity	1,069,356	1,348,700	1,382,800	1,350,700	2,000	0.1
6608 Water	114,462	147,600	148,400	144,400	(3,200)	(2.2)
6610 Building - Exterior	5,272	-	-	-	-	-
6611 Building - Interior	23,741	2,500	19,500	500	(2,000)	(80.0)
6612 Safety Systems	1,257	500	4,100	3,500	3,000	600.0
6613 Overhead Doors	(0)	-	-	-	-	-
6617 Pest Management	872	3,200	4,000	2,400	(800)	(25.0)
6699 Other Building Cost	434,520	473,300	524,700	474,300	1,000	0.2
<b>* Building Costs</b>	<b>1,958,170</b>	<b>2,144,600</b>	<b>2,297,200</b>	<b>2,173,400</b>	<b>28,800</b>	<b>1.3</b>
6701 Equipment Purchase	393,922	348,800	640,700	448,400	99,600	28.6
6702 Small Tools	39,718	36,100	47,300	39,400	3,300	9.1
6703 Computer Equip/Rent	456	1,100	2,500	1,100	-	-
6704 Equipment Rental	35,243	70,500	59,200	64,500	(6,000)	(8.5)
6705 Equip - R&M	9,854	20,700	21,500	20,700	-	-
6706 Computer R&M	116	600	-	400	(200)	(33.3)
6707 Plumbing & Heating	3,494	2,700	1,900	2,300	(400)	(14.8)
6711 Communication System	138,483	88,300	104,700	88,300	-	-
<b>* Equipment &amp; Communications</b>	<b>621,287</b>	<b>568,800</b>	<b>877,800</b>	<b>665,100</b>	<b>96,300</b>	<b>16.9</b>
6802 Vehicle R&M	55	-	-	-	-	-
6803 Vehicle Fuel - Diesel	113	500	700	500	-	-
6804 Vehicle Fuel - Gas	1,484	3,300	3,100	3,300	-	-
6806 Vehicle Rentals	67,281	17,600	101,800	42,500	24,900	141.5
6807 Vehicle Leases	1,869	-	2,000	-	-	-
6811 Shop Supplies	34	-	100	-	-	-
6899 Other Vehicle Expense	322	-	1,300	-	-	-
<b>* Vehicle Expense</b>	<b>71,159</b>	<b>21,400</b>	<b>109,000</b>	<b>46,300</b>	<b>24,900</b>	<b>116.4</b>
6901 Membership Dues	16,007	17,100	19,100	20,300	3,200	18.7
6902 Conferences/Workshop	1,870	10,200	5,900	8,900	(1,300)	(12.7)



Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6903 Travel - Local	93,179	152,900	149,700	143,300	(9,600)	(6.3)
6904 Travel - Out of Town	(1,071)	5,000	5,100	5,000	-	-
6905 Training & Education	4,528	33,500	55,000	34,700	1,200	3.6
6906 Licenses & Agreements	11,058	22,500	23,500	33,000	10,500	46.7
6908 Medical Examinations	1,370	3,900	3,800	3,900	-	-
6909 Cost of Sales	197,670	213,700	197,100	146,800	(66,900)	(31.3)
6910 Signage	21,772	39,700	27,600	126,700	87,000	219.1
6911 Facilities Rental	167,900	388,200	277,200	277,200	(111,000)	(28.6)
6912 Advertising/Promotio	16,650	72,500	52,800	75,400	2,900	4.0
6913 Awards	11,686	54,200	53,200	50,400	(3,800)	(7.0)
6914 Recruiting	62	1,000	1,000	1,000	-	-
6916 Public Education	244	5,000	-	5,000	-	-
6917 Books and Periodicals	1,217	1,100	900	1,100	-	-
6918 Meals	390	4,400	4,000	4,200	(200)	(4.5)
6919 Special Projects	348,053	601,000	624,900	597,800	(3,200)	(0.5)
6928 Committee Expenses	56	-	-	-	-	-
6932 Youth Pr Services	1,375	15,500	32,300	211,000	195,500	1,261.3
6933 Community Events	277,565	1,035,600	1,001,700	1,188,300	152,700	14.7
6938 Rewarding Excellence	2,976	13,800	16,800	16,400	2,600	18.8
6940 Fencing	188,543	120,900	274,000	182,900	62,000	51.3
6941 Playground Equipment	63,900	43,400	46,100	53,400	10,000	23.0
6942 Management Fees	438,968	568,200	592,700	568,200	-	-
6943 Health and Wellness	902	2,000	2,000	2,000	-	-
6954 Cash over/under	-	-	(100)	-	-	-
6990 Gds & Svcs OCC Trsf	(10,500)	-	(28,100)	-	-	-
6999 Other Goods/Services	48,926	-	100,600	-	-	-
<b>* Other Goods &amp; Services</b>	<b>1,905,297</b>	<b>3,425,300</b>	<b>3,538,800</b>	<b>3,756,900</b>	<b>331,600</b>	<b>9.7</b>
7005 Interdept EXP	-	-	100	-	-	-
7008 ltnTrsf IT & Commun	3,373	-	2,400	-	-	-
7009 Internal Trfr Other	(111,314)	(173,500)	(196,800)	(173,500)	-	-
7010 IntTrfr Insur Funds	(1,263)	-	-	-	-	-
7011 Int Trf Record Check	7,447	3,000	16,000	3,000	-	-
7012 Int Trf Print/Reprod	24,020	4,000	32,400	4,000	-	-
7013 Int Trf Extra Duty	-	87,400	87,400	87,400	-	-
7015 Int Trf FacilityRent	19,000	-	-	-	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
<b>* Interdepartmental</b>	<b>(58,738)</b>	<b>(79,100)</b>	<b>(58,500)</b>	<b>(79,100)</b>	<b>-</b>	<b>-</b>
8001 Transf Outside Agenc	9,813,455	5,445,650	7,238,150	7,258,150	1,812,500	33.3
8003 Insurance Pol/Prem	5,192	3,000	3,000	3,000	-	-
8004 Grants	1,505,635	2,980,200	3,130,200	3,276,400	296,200	9.9
8022 Transf to/fr Trust	(42,869)	-	(23,000)	-	-	-
8030 Tfr Fr Resvs to Oper	(1,377,025)	(4,794,150)	(4,944,150)	(3,465,350)	1,328,800	(27.7)
8031 Tfr To Resvs Fr Oper	486,582	540,200	494,300	540,200	-	-
<b>* Other Fiscal</b>	<b>10,390,969</b>	<b>4,174,900</b>	<b>5,898,500</b>	<b>7,612,400</b>	<b>3,437,500</b>	<b>82.3</b>
<b>** Total</b>	<b>42,365,023</b>	<b>43,017,800</b>	<b>45,513,300</b>	<b>50,239,600</b>	<b>7,221,800</b>	<b>16.8</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4950 Other Lic. & Permits	-	-	(16,200)	(20,000)	(20,000)	-
5101 Parking Rentals	(48,586)	(153,000)	(100,000)	(132,500)	20,500	(13.4)
5102 Facilities Rentals	(216,114)	(675,100)	(533,200)	(810,500)	(135,400)	20.1
5107 Rental Ball Fields	(89,191)	(158,900)	(176,500)	(262,500)	(103,600)	65.2
5108 Rental Sportsfields	(42,354)	(85,000)	(164,400)	(171,500)	(86,500)	101.8
5109 Rental Parks	(8,552)	(15,000)	(19,000)	(20,000)	(5,000)	33.3
5110 Rental Sports Courts	(10,169)	(8,000)	(15,000)	(50,000)	(42,000)	525.0
5111 RTAL Weather Fields	(98,732)	(168,900)	(243,500)	(410,000)	(241,100)	142.7
5150 Other Rental Revenue	-	(1,800)	(2,000)	(2,700)	(900)	50.0
5151 Lease Revenue	(235,147)	(395,900)	(308,300)	(440,600)	(44,700)	11.3

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
5204 Administration Fees	-	-	(100)	-	-	-
5209 Comm. Events Rev.	(197,674)	(1,000)	(111,400)	(88,000)	(87,000)	8,700.0
5210 Sport & Fitness Rev.	(238,839)	(513,200)	(541,600)	(912,500)	(399,300)	77.8
5212 Leisure Skills Rev.	(19,607)	(169,500)	(51,500)	(300,400)	(130,900)	77.2
5213 Play. & Camp Rev.	(172,720)	(494,800)	(598,200)	(893,600)	(398,800)	80.6
5215 Aquat.Rev.-Instuct.	(109,890)	(662,200)	(490,000)	(1,184,100)	(521,900)	78.8
5216 Aquat.Rev.-Recreat.	(28,050)	(111,200)	(81,000)	(215,400)	(104,200)	93.7
5219 Ice Rentals	(2,875,784)	(4,024,300)	(3,923,900)	(3,695,200)	329,100	(8.2)
5220 Public Skates	-	-	(100)	-	-	-
5228 Membership Revenue	(115,460)	(432,400)	(407,300)	(655,700)	(223,300)	51.6
5239 Cultural Programs	(43,811)	(116,300)	(102,200)	(240,400)	(124,100)	106.7
5250 Sales of Svcs-Other	(255,030)	(243,400)	(264,000)	(486,600)	(243,200)	99.9
5402 Sale of Bottles	(11,583)	(50,300)	(12,000)	-	50,300	(100.0)
5403 Sale-Other Recycle	(195,507)	(293,300)	(293,300)	-	293,300	(100.0)
5404 Canteen Revenue	(298)	(151,600)	-	(151,600)	-	-
5450 Other Sales Revenue	(1,055)	(5,000)	(2,000)	(88,600)	(83,600)	1,672.0
<b>* Fee Revenues</b>	<b>(5,014,152)</b>	<b>(8,930,100)</b>	<b>(8,456,700)</b>	<b>(11,232,400)</b>	<b>(2,302,300)</b>	<b>25.8</b>
5503 Advertising Revenue	(186,640)	(177,000)	(238,600)	(171,500)	5,500	(3.1)
5508 Recov External Parti	(2,327,622)	(717,200)	(2,020,500)	(4,647,200)	(3,930,000)	548.0
5509 NSF Chq Fee	40	(1,400)	-	-	1,400	(100.0)
5600 Miscellaneous Revenue	(339,465)	(62,800)	(96,300)	(42,600)	20,200	(32.2)
<b>* Other Revenue</b>	<b>(2,853,687)</b>	<b>(958,400)</b>	<b>(2,355,400)</b>	<b>(4,861,300)</b>	<b>(3,902,900)</b>	<b>407.2</b>
<b>** Total</b>	<b>(7,867,840)</b>	<b>(9,888,500)</b>	<b>(10,812,100)</b>	<b>(16,093,700)</b>	<b>(6,205,200)</b>	<b>62.8</b>
<b>Net Total</b>	<b>\$ 34,497,184</b>	<b>\$ 33,129,300</b>	<b>\$ 34,701,200</b>	<b>\$ 34,145,900</b>	<b>\$ 1,016,600</b>	<b>3.1</b>

## PLANNING & DEVELOPMENT

2022/23 BUDGET AND BUSINESS PLAN

### MISSION

PLANNING & DEVELOPMENT IS LEADING HALIFAX'S TRANSFORMATION, ENSURING OUR REGION IS RESILIENT AND A PREFERRED DESTINATION FOR PEOPLE, INVESTMENT, AND NEW IDEAS. WE ARE TAKING ACTION ALIGNED WITH THESE PRIORITIES AND ARE COMMITTED TO DELIVERING RESULTS THAT ARE VALUED BY REGIONAL COUNCIL AND THE COMMUNITY BY IMPROVING AND STREAMLINING OUR LEGISLATION, PROCESSES, SUPPORTING TOOLS, AND TECHNOLOGIES.

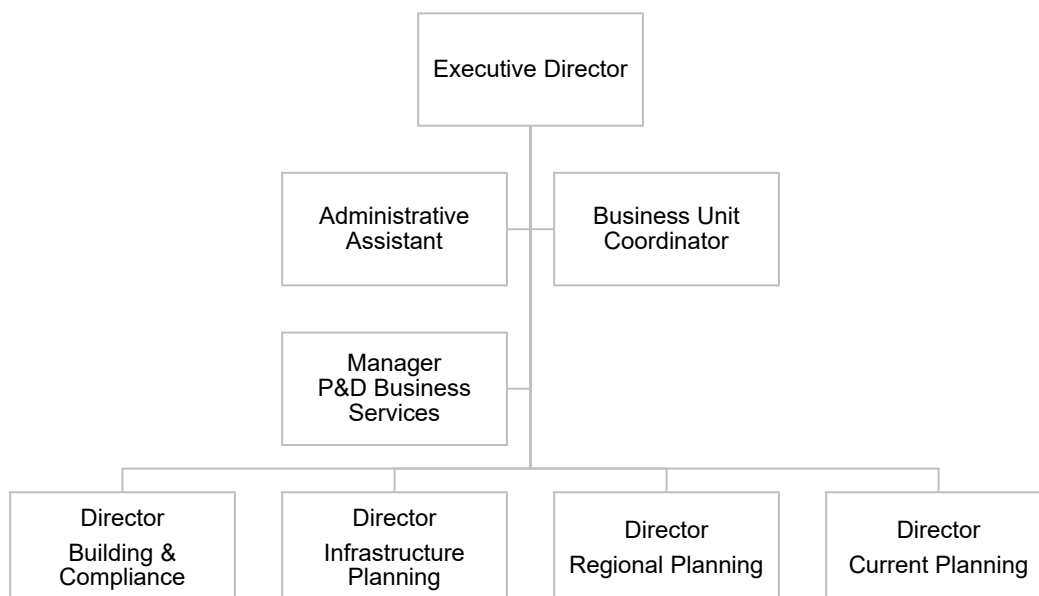
## PLANNING & DEVELOPMENT OVERVIEW

Planning & Development is committed to advancing Regional Council's priority outcomes through the delivery of services designed to build a municipality with a healthy, vibrant and sustainable future.

Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development and regulation, infrastructure planning and growth analysis, transportation planning, licensing, compliance and building standards.

The team delivers services in an efficient, accurate, professional, and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

## PLANNING & DEVELOPMENT ORGANIZATIONAL CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	236.8	(13.3)	17.0	240.5	1,645,700
Capital	1.0	-	1.0	2.0	N/A
<b>Total</b>	<b>237.8</b>	<b>(13.3)</b>	<b>18.0</b>	<b>242.5</b>	<b>\$ 1,645,700</b>

*Includes all approved & funded positions - calculated value based on the normal working hours of each position. \$ Budget Change amount reflects the cost of newly funded positions in the 2022/23 Budget.*

**Transfers:**        2 FTEs of Parks & Recreation transferred in.  
                          14.3 FTEs of Environment & Climate Change (previously Energy & Environment) transferred out to Corporate & Customer Service.  
                          1 FTE of Regional Planning (Food Security) to GREA.  
                          Net Transfer Out of 13.3 FTEs

**Changes:**        1 Manager Planned Growth, 1 Planner II, 1 Planner III, 1 Principal Planner added to create a new Planned Growth team in Planning & Development (staffing resource fund).  
                          1 Program Engineer to support Planned Growth and 1 Senior Transportation Engineer (Capital) added to Infrastructure Planning after 2022/23 wage model approval by CAO. (effective April 1, 2022).  
                          1 Water Quality Program Monitoring Coordinator added to Environment & Climate Change in response to Council approved June 2021 Water Quality Monitoring Program. OCA #1036.  
                          5 Building Officials (new), 4 Planner I, 1 Planner II, 1 Principal Planner added to Building & Compliance and Current Planning for additional staffing to support the permit application process  
                          Net Changes 18 FTEs

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Regional Plan**

Planning & Development continues to move forward on a wide range of strategic initiatives that define how the municipality proceeds from a planning perspective. These initiatives include the Regional Plan Review, Plan & By-law Simplification, improving the regulatory framework governing social planning initiatives such as affordable housing and heritage property protection. Work also includes implementing a suite of improvements to our data management and reporting capabilities.

#### **Plan & By-law Simplification**

With the approval of Centre Plan Package A in 2019 and Package B in 2021, the Regional Centre now has updated policy in place. Additional work will include additional policy work for two heritage conservation district areas in downtown Halifax and for the Cogswell District lands. Utilizing the framework that was setup out through the Centre Plan process, the municipality will continue Plan & By-law Simplification for the remainder of the urban settlement area and ensure that each of those plans are modernized.

#### **Rural Planning Program Implementation**

Develop a rural land use management framework which considers both planning applications and policy in response to issues facing the residents and businesses of our municipality's rural areas and help improve the economic, environmental, and cultural resiliency of rural communities.

#### **Affordable Housing and Development**

The provision of housing is paramount to the success of a municipality as it is an economic driver and is a driver for attracting talent and business. As an urban, suburban and rural municipality, HRM is faced with challenges of geography, supply, and servicing. Success in the provision of housing involves the provision of adequate supply to meet demand and ensuring that this supply is available in locations that will not create cost or environmental barriers to its provision. The Regional Plan will spell out where housing will be permitted, while local area plans will speak to the form. As the municipality is the regulator of supply, HRM's role is to ensure there are no policy barriers to the provision of the supply. Policy should include opportunities for market, mixed market, below market, and deep affordability housing.

#### **Building Community Trust**

As part of the National Housing Strategy Demonstration Initiative, HRM, in partnership with various community organizations, has requested funding to develop a Community Land Trust (CLT) Model. The Housing and Homelessness Partnership has completed preliminary research into various Trust concepts and identified numerous existing CLT operations (e.g., Vancouver, and the Community Land Trust of British Columbia) whose operational models align with Halifax's needs. The goal of this project is to demonstrate how a municipal-scale CLT can address systemic housing challenges in Halifax, increase the capacity (development, operational, growth, etc.) of affordable housing stakeholders, and provide stability and quality of life for prospective residents. More broadly, the project can stimulate new thinking about housing and a deeper public conversation about the significance of complete communities as they relate to health, equity, and opportunity.

### **Net-Zero New Construction**

The municipality will continue to work with the Province of Nova Scotia and other external stakeholders on the need for a net-zero new construction standard in the municipality. If after one year there are no signs of progress, the municipality will consider developing a Green Building Standard as an interim, though less impactful, measure. To achieve Council's commitment to a target of net-zero municipal operations by 2030, all new corporate buildings will be built to a net-zero standard.

### **Coastal and Freshwater Flood Risk Management**

The Municipality will protect people and infrastructure from coastal and freshwater flood risks through modeling and mapping flood risk under current and future climate conditions, incorporating green infrastructure solutions, updating policies, by-laws, codes, and design standards, stormwater management, education, programs, and policies.

### **Protect Critical Infrastructure Against Future Climate and Extreme Weather Impacts**

Over the next four years HRM will develop a framework with owners of critical infrastructure to conduct high level risk and vulnerability assessments. Conduct risk and vulnerability assessments of municipally owned and operated critical infrastructure. Prioritize the most vulnerable infrastructure for improvements.

### **Major Strategic Multi-Modal Corridors**

The Integrated Mobility Plan (Action 121) provides direction to identify "Strategic Corridors" that are key to the regional traffic flow, transit, movement of goods and active transportation, and develop plans that will guide their development over time. The Major Strategic Multi-Modal Corridors have been identified and will be incorporated with planned recapitalization projects as part of the capital budget process.

### **Windsor Street Exchange Redevelopment Project**

The Windsor Street Exchange redevelopment project involves the redesign of the intersection of Bedford Highway, Windsor Street and Lady Hammond Road. The Windsor Street Exchange is one of five key access points to the Halifax Peninsula and is a bottleneck or "pinch point" in the road network carrying approximately 50,000 vehicles per day. The reconfiguration of the Windsor Street Exchange will have significant benefits for local traffic flow and freight movement. It will also reduce the amount of truck traffic in the downtown core, improve transit and active transportation connectivity, as well as help reduce greenhouse gas emissions.

### **Transportation Demand Management**

Transportation Demand Management is one of the foundational policies in the Integrated Mobility Plan and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. Approaches will include education, marketing, and outreach, as well as travel incentives and disincentives to influence travel behaviors.

### **Integrated Land Use Planning**

The Integrated Mobility Plan identifies Integrated Planning and Land Use & Transportation as foundational policies. This includes integrating transportation network planning with community design to achieve active transportation and transit use through compact, mixed-use development which can support sustainable and affordable housing.

## **External Stakeholder Integration - Integrated Mobility Plan**

External Stakeholder Integration – Integrated Mobility Plan refers to the partnering with external agencies and organizations, such as the Province of Nova Scotia, Halifax Harbour Bridges, Halifax Port Authority, etc., to collaborate on projects to mitigate disruptions to the mobility network, expand educational programs, promote sustainable and healthy mobility, and monitor the joint success of initiatives. This helps to ensure the objectives of the Integrated Mobility Plan are incorporated into the planning and execution of projects within the municipality. It is expected that a significant portion of this work will be incorporated into the Regional Transportation Task Force created by the Joint Regional Transportation Agency Act.

## **Streetscaping**

Streetscaping considers how elements such as trees, lighting, street furniture, surface materials, underground wiring, planters, and more can be used to animate and support a street's function as part of the public realm, beyond its role as a corridor for transportation. The streetscaping program will be delivered through our capital infrastructure work within the right-of-way or as part of stand-alone place-making projects like the Argyle and Grafton Streetscaping Project.

## **Integrated Mobility Land Acquisition Strategy**

The Integrated Mobility Plan (IMP) provides an action plan for short-term and long-term requirements for the transportation network. In order to plan a connected and reliable transportation system, the Integrated Mobility Land Acquisition Strategy is required to secure corridors and sites for short-term and longer-term mobility projects in advance of the project itself being budgeted for. Projects such as the implementation of the Major Strategic Multi-Modal Corridors, Bus Rapid Transit, the All Ages and Abilities Regional Centre Bike Network, and the Active Transportation Priorities Plan. This strategy would identify and execute on property assessments, appraisals and acquisitions.

## **Culture & Heritage Priorities Plan**

The Sharing Our Stories Plan (Culture and Heritage Priorities Plan) provides the vision, principles, and priorities to more effectively guide investments and decisions related to culture and heritage. The Sharing Our Stories project will clarify the municipality's role in supporting culture and heritage by:

- Analyzing the municipality's current support for culture and heritage by reviewing existing programs, policies and complete best practices research;
- Completing targeted stakeholder and rights holder engagement, youth engagement, and provide opportunities for broader public input; and
- Developing and prioritizing a set of actions with timelines to improve how the municipality supports culture and heritage.



## PLANNING & DEVELOPMENT BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Planning & Development Admin	\$ 1,918,520	\$ 2,031,900	\$ 2,035,200	\$ 5,181,300	\$ 3,149,400	155.0
Buildings & Compliance	(638,743)	2,801,000	(1,473,900)	(4,175,600)	(6,976,600)	(249.1)
Infrastructure Planning	1,378,502	2,338,375	1,613,775	2,406,600	68,225	2.9
Regional Planning	3,422,151	5,391,225	4,450,325	5,494,800	103,575	1.9
Current Planning	2,285,738	2,904,500	2,437,100	2,961,300	56,800	2.0
<b>Net Total</b>	<b>\$ 8,366,167</b>	<b>\$ 15,467,000</b>	<b>\$ 9,062,500</b>	<b>\$ 11,868,400</b>	<b>\$ (3,598,600)</b>	<b>(23.3)</b>

### OPERATING – SUMMARY OF CHANGES – PROPOSED BUDGET

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 15,467,000</b>
Compensation Changes:	
New positions and salary adjustments less transfers	721,000
Additional Staff/Resources for permit application	924,700
Revenue Adjustments:	
Increase to Building Permit Revenue	(7,167,000)
Increase to Plumbing Permits Revenue	(94,000)
Increase to Street Opening Permit Revenue	(353,000)
Increase to Subdivision Application Revenue	(60,000)
Increase to Taxi License Revenue	(68,000)
Increase to Zoning Fee Revenue	(11,000)
Decrease to Signs and Encroachments Revenue	6,000
Decrease to Grade Alteration Revenue	297,600
Decrease to Minor Variance Revenue	9,000
Increase to Development Permit Revenue	(245,000)
Increase to Other Licenses and Permit Revenue	(78,000)
Other Budget Adjustments:	
Increase to Office Costs	23,000
Decrease to External Services	(60,100)
Decrease to Supplies	(5,600)
Increase to Equipment and Communications	6,700
Decrease to Vehicle Expenses	(1,500)
Decrease to Other Goods and Services	(225,700)
Increase to Interdepartmental	7,300
Increase to Other Fiscal	325,000
Mill Cove Planning and Infrastructure Design	200,000
By-law simplification	1,000,000
Future Serviced Communities (Master Planning)	1,250,000
<b>Total Changes</b>	<b>\$ (3,598,600)</b>
<b>2022/23 Budget</b>	<b>\$ 11,868,400</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 16,985,535	\$ 19,375,600	\$ 17,913,600	\$ 21,021,300	\$ 1,645,700	8.5
Office	89,243	137,400	149,700	160,400	23,000	16.7
External Services	877,556	1,711,300	1,419,600	4,099,200	2,387,900	139.5
Supplies	21,104	49,900	40,400	45,800	(4,100)	(8.2)
Building Costs	13,189	16,000	14,900	16,000	-	-
Equipment & Communications	12,884	19,100	26,400	25,800	6,700	35.1
Vehicle Expense	16,477	13,300	24,500	12,300	(1,000)	(7.5)
Other Goods & Services	211,370	794,600	658,500	568,900	(225,700)	(28.4)
Interdepartmental	13,380	8,400	15,900	15,700	7,300	86.9
Other Fiscal	94,245	1,075,000	508,000	1,400,000	325,000	30.2
<b>Total Expenditures</b>	<b>18,334,980</b>	<b>23,200,600</b>	<b>20,771,500</b>	<b>27,365,400</b>	<b>4,164,800</b>	<b>18.0</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual*	Budget*	Projections*	Budget	Δ 21/22 Budget	Δ %
Fee Revenues	\$ (9,674,756)	\$ (7,423,600)	\$ (11,411,000)	\$ (15,187,000)	\$ (7,763,400)	104.6
Other Revenue	(294,057)	(310,000)	(298,000)	(310,000)	-	
<b>Total Revenues</b>	<b>(9,968,813)</b>	<b>(7,733,600)</b>	<b>(11,709,000)</b>	<b>(15,497,000)</b>	<b>(7,763,400)</b>	<b>100.4</b>
<b>Net Total</b>	<b>\$ 8,366,167</b>	<b>\$ 15,467,000</b>	<b>\$ 9,062,500</b>	<b>\$ 11,868,400</b>	<b>\$ (3,598,600)</b>	<b>(23.3)</b>

\*Note previous years actuals and budget have been restated to reflect reorganizations

## PLANNING &amp; DEVELOPMENT SERVICE AREA PLANS (2022/2023)

## BUSINESS SERVICES

Business Services is committed to supporting Regional Council priorities by leading the business unit in formulating and implementing its strategic plan and service standards to achieve goals, objectives, and outcomes consistent with the business unit's strategic direction and corporate vision.

## SERVICE DELIVERED

**Strategic Management**

Apprises of organizational issues, prepares reports, analyses information and other communications, identifying progress, sets forth appropriate recommendations or conclusions as necessary or requested, identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.

**Business Process and Change Management**

Oversees efficient and effective delivery of services in all business unit service areas, managing and monitoring resources, supporting program and service delivery procedures and business processes, so customer/client interests are well represented through direct contact and change, as needed, to support operational functions.

**Staff and Client Engagement**

Accountable for the design and hands-on implementation of all aspects of engagement, communication and training programs required to support the Business Unit Strategic Plan and Corporate Priorities.

#### BUSINESS SERVICES KEY DELIVERABLES (2022/23)

Service Excellence – Innovative Performance Excellence
<b>Permitting, Licensing &amp; Compliance Solution Implementation - Release 3</b> (Target: Q4 2022/23)  Design and implement Release 3 of the new Permitting, Planning, Licensing & Compliance Solution - Public One Stop Service Enterprise (POSSE). Release 3 includes implementing the Planning Application & Subdivision modules.

## BUILDING & COMPLIANCE

Building & Compliance is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to building construction, licensing, and by-law enforcement. This division is responsible for the Animal Control, Building Inspection and Minimum Standards, and By-law Enforcement program areas.

#### SERVICES DELIVERED

##### **Animal Control**

Responsible for responding to animal-related public safety and nuisance issues. Enforcement and public education services are provided by HRM staff and sheltering services for lost and impounded pets are provided through contractual arrangement.

##### **Licensing**

Responsible for the administration and issuance of various licences.

##### **By-law Enforcement**

Responsible for the enforcement of HRM's by-laws through response to complaints by way of site inspection, evidence gathering, and remedy as required.

##### **Building Approvals**

Responsible for reviewing and issuing permits and performing inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings.

##### **Building Standards**

This service includes minimum standards investigations, sub-standard residential housing, and rooming house licensing.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual*	2019/20 Actual	2020/21 Actual	2021/22 Projected
Number of Building Permits Issued <sup>1</sup>	2,871	2,997	2,869	2,911
Approved Residential Units from Permits Issued <sup>2</sup>	3,755	3,871	4,049	4,992
Number of Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaints	3,481	3,247	3,078	3,359
Number of Inspections per Noise, Property Standards, Yard Maintenance and Zoning By-Law Complaint	2.71	4	3.2	3.5
Percent of Compliance to Noise, Property Standards, Yard Maintenance and Zoning By-Laws	95%	95%	95%	94%

\*Changes to previously reported numbers are due to a change in calculation to ensure consistent reporting year over year.

(1) Since PPL&C has changed the classification of permits, these number only includes Residential and Mixed-Use & Commercial Building permits, and permit types that would have been comparable under the previous permitting system.

(2) This metric was updated to include all new residential units, including those resulting from additions and renovations, in addition to new construction.

Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Total Construction Value (CV) of Building Permits Issued per Capita <sup>1</sup>	2,080	2,595	2,314	3,376
Building Inspections & Reviews	21,651	29,097	29,531	36,069
Number of By-law - Service Requests <sup>2</sup>	27,238	11,437	10,144	9,719
Number of By-law Services Inspections <sup>3</sup>	14,242	10,869	8,233	9,718
Number of Minimum Standards Service Request (M200)	745	840	838	661
Number of Animals Handled (Animal Control)	425	402	287	262

(1) 2018/19 429,895, 2019/20 439,529, 2020/21 448,544, 2021/22 459,938 (subject to Stats Can data update)

(2) Service requests include requests from Animal Services, License Standards and By-law Standards

(3) Decline is due to the removal of parking service request data as this service area was transferred to TPW in fall 2019

## NUMBER OF BY-LAW – SERVICES INSPECTIONS

By-law services inspections started to rebound in 2021 after a significant decline in 2020 largely due to COVID-19 pandemic impacts.

## BUILDING & COMPLIANCE KEY DELIVERABLES (2022/23)

Communities - Safe Communities
<p><b>Review of Building By-Law B201</b> (Est. Completion: Q4 2022/23)</p> <p>Building Standards staff will review the existing B201 By-Law to determine any required amendments for regulatory improvements and process efficiencies.</p>
<p><b>Review of Mobile Home Parks Legislation and Operational Engagement</b> (Est. Completion: Q4 2022/23)</p> <p>Compliance staff will form and lead a working group to assess HRM's current legislative, regulatory, and operational engagement in mobile home parks to increase clarity, define roles &amp; responsibilities and consider any regulatory amendments required to achieve these.</p>
Service Excellence – Innovative Performance Excellence
<p><b>Review of Transportation Network Company (TNC) Data Stewardship</b> (Est. Completion Q4 2022/23)</p> <p>Licensing will ensure that there is the capability to collect and access data that is warehoused, disseminated, and available for analysis of TNC-related data. This data will contribute to various project and programs including HalifACT, IMP and a variety of HRM Transit initiatives. Milestones include:</p> <ul style="list-style-type: none"> <li>i. Determine stakeholders</li> <li>ii. Work with ICT to create the capability to collect the data from the Brokers and TNCs</li> <li>iii. Advise stakeholders once the data is available.</li> </ul>

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion.  
Target applies to new deliverables and is the original target completion date.*

## INFRASTRUCTURE PLANNING

Infrastructure Planning is committed to supporting Regional Council priorities through the formulation and implementation of policies, standards, by-laws and programs related to the ongoing management of infrastructure, growth and development including the Integrated Mobility Plan. This division is responsible for the strategic transportation, infrastructure policy and standards, and development engineering program areas.

### SERVICES DELIVERED

#### Infrastructure Policy & Standards

Leads the assessment of infrastructure policy standards and plans to assist and manage growth and development issues. Taking direction from the Regional Plan, it is responsible for developing infrastructure standards to be employed in the assessment of municipally approved infrastructure, research of appropriate and relevant development standards and engineering standards, including those pertaining to storm water and flood management.

#### Growth Analysis

Responsible for the development of infrastructure plans and strategies to manage and finance growth and development related issues, including but not limited to the corporate Development Charges program.

#### Development Engineering

This group is the business unit lead in providing advice and direction in the administration of municipal engineering aspects of the Subdivision Approvals, Construction Approvals, and Planning Applications programs. Under the authority of the HRM Charter, this group administers engineering specifications and HRM By-laws and approves various activities and permits relating to the design, review, inspection and acceptance of municipal service systems associated with development, subdivision and planning projects.

#### Transportation Planning

Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation, and Transportation Demand Management.

### SERVICE DELIVERY MEASURES

Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Number of intersections with transit priority measures	28	29	36	39
% of all ages and abilities bicycle network completed in the Regional Centre	24%	29%	34%	40%
Kilometers of transit priority lanes for transit vehicles	4.4	6.1	9.1	9.6

## KILOMETERS OF TRANSIT PRIORITY LANES FOR TRANSIT VEHICLES

The data represents work completed as of December 2021 (i.e., Between 2016-2021, HRM constructed 9.6kms of transit priority lanes for transit vehicles).

## INFRASTRUCTURE PLANNING KEY DELIVERABLES (2022/23)

<b>Integrated Mobility – Affordable &amp; Sustainable Integrated Mobility Network</b>	
<b>Integrated Mobility Plan</b> (Est. Completion: Q4 2022/23)	
<ul style="list-style-type: none"> <li>Complete Functional Design:             <ul style="list-style-type: none"> <li>Windmill Road (Akerley Blvd. to Wyse Rd.)</li> <li>Main Street (Forest Hills Pkwy to Ross Rd.)</li> </ul> </li> <li>Complete Preliminary Design:             <ul style="list-style-type: none"> <li>Herring Cove Road (Glenora Dr. to Greystone Dr.)</li> <li>Upper / Lower Water Street</li> <li>Robie Street (Spring Garden Rd. to Young St.)</li> <li>Young Street (Windsor St. to Robie St.)</li> <li>Barrington Street (Cornwallis St. to North St. / Macdonald Bridge Ramp)</li> </ul> </li> <li>Develop a land acquisition strategy for the strategic corridors to secure lands based on these functional and preliminary designs.</li> </ul>	
<b>Windsor Street Exchange Redevelopment Project</b> (Est. Completion: Q4 2022/23)	
<ul style="list-style-type: none"> <li>Complete the functional design, including public and community benefits consultation.</li> <li>Present the consultation results and functional design to Regional Council.</li> <li>Advance the preliminary design to 60% completion.</li> </ul>	
<b>Prosperous Economy – Holistic Planning</b>	
<b>Streetscaping</b> (Target: Q4 2022/23)	
<p>Planning &amp; Development will continue to identify opportunities to integrate streetscaping elements with recapitalization projects and development led projects.</p>	
<b>Spring Garden Road Pedestrian Pilot</b> (Target: Q4 2022/23)	
<p>Following completion of the Spring Garden Road Streetscaping project in early spring 2022, a pilot project will be initiated in June 2022 that closes the section of Spring Garden Road between Queen Street and South Park Street to vehicular traffic (except buses) between 7AM – 8PM.</p>	
<b>Environment – Climate Resilience</b>	

**Stormwater Policy Implementation** (Est. Completion: Q4 2022/23)

Begin development of a joint flood risk reduction strategy with Halifax Water for the Sackville River, Shubenacadie Lakes System and Bissett Run.

**Critical Infrastructure Working Group** (Est. Completion: Q4 2022/23)

Planning & Development will support the Critical Infrastructure Working Group to develop a framework to assess and vulnerabilities; and prioritize the most vulnerable infrastructure for resilience measures.

## REGIONAL PLANNING

Regional Planning is committed to supporting Regional Council priorities through the formulation of long-range objectives and policies related to future land use and the growth and development of the municipality. This work has far reaching implications for the organization as it proactively defines the regional settlement pattern and influences the long-term environmental, social, and economic resiliency of the community. This division is responsible for the regional policy, community policy, civic addressing, asset and commemorative naming, and social and heritage program areas.

### SERVICES DELIVERED

**Plan and By-law Simplification**

Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and by-laws for the Regional Centre for Land Use, Heritage, Streetscapes, and Urban Design. Provide advisory services on urban design issues through development of urban design policies for the city, peer review of significant projects, and input into development applications.

**Heritage Property Program**

Respond to land development and heritage property registration requests through staff or Regional Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street Heritage Conservation District and the *Heritage Property Act*.

**Civic Addressing, Asset and Commemorative Naming**

Responsible for assignment and correction of civic addresses, including street naming and community names / boundary delineation. In addition, this service responds to requests as per the municipality's Asset and Commemorative Naming policy.

**Affordable Housing**

Support for the objectives of the Housing and Homelessness Partnership by exploring ways to positively impact affordable housing via programs, policies and regulations that the Municipality controls in keeping with the Regional Municipal Planning Strategy and the *HRM Charter*.



## Strategic Land Use Planning

Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review, Centre Plan Development and Community Plan Development.

## Priority Plans

On-going work to develop and implement priorities plans including Sharing Our Stories - Culture and Heritage Plan and the Green Network Plan.

## Social and Economic Research

Prepares projections related to population and employment, including statistics related to regional land supply for housing and employment, and such other research or forecasting issues assigned. Collects and assesses socio-economic data to be used departmentally and corporately and ensures the delivery of annual reporting on Regional Plan indicators and development trend statistics. Complete research on a municipal-wide basis on a wide selection of demographic, socio-economic, land use and economic subjects.

### SERVICE DELIVERY MEASURES

Performance Measures	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Approved Residential Units from Permits Issued	3,142	4,112	3,737	5,134
CMHC Housing Starts*	2,871	3,143	3,249	3,794

*\*Data source: Statistics Canada. Table 34-10-0148-01 Canada Mortgage and Housing Corporation, housing starts, by type of dwelling and market type in centres 10,000 and over, Canada, provinces, census metropolitan areas and large census agglomerations.*

### APPROVED RESIDENTIAL UNITS AND HOUSING STARTS

“Approved Residential Units” refers to the number of new residential units associated with building permits issued each year, including from new construction, renovations, and additions, and is derived from municipal building permit data.

Housing start data is from Canada Mortgage and Housing Corporation (CMHC), estimated through the Starts and Completions Survey on a monthly basis. CMHC defines a housing start as “the beginning of construction work on a building, usually when the concrete has been poured for the whole of the footing around the structure, or an equivalent stage where a basement will not be part of the structure” ([CMHC, 2021](#)).

## REGIONAL PLANNING KEY DELIVERABLES (2022/23)

Prosperous Economy – Holistic Planning
<p><b>Secondary Planning and By-law Simplification Program</b> (Target: Q4 2022/23)</p> <p>With the approval of Centre Plan Package A in 2019 and Package B in 2021, the Regional Centre now has one comprehensive and modern secondary plan in place. Additional work will include incorporating the Downtown Halifax conservation district areas and the Cogswell District lands into the Centre Plan framework. Using the framework established through the Centre Plan process, the municipality will continue the Secondary Plan and By-law Simplification program for suburban and rural areas.</p>
<p><b>Regional Plan</b> (Target: Q4 2022/23)</p> <ul style="list-style-type: none"> <li>• Advance the 10-year Regional Plan Review. This will consist of preparing draft amendments, undertaking public engagement and bringing amendments through the Regional Council approval process.</li> <li>• Prepare a Draft Regional Plan for internal review and feedback.</li> <li>• Publish the Draft Regional Plan, which will provide the Community Planning and Economic Development Committee, Regional Council, and the public with an opportunity to engage and provide feedback on the content of the document.</li> </ul>
<p><b>Community Land Trust Model</b> (Target: Q4 2022/23)</p> <p>Through collaboration with partners from the Housing and Homelessness Partnership and community stakeholders, establish development models for a municipal scale Community Land Trust.</p>
Communities – Affordable Communities
<p><b>Affordable Housing</b> (Target: Q4 2022/23)</p> <ul style="list-style-type: none"> <li>• Remove land use policy barriers to supportive/shared housing and ensure a consistent approach region wide.</li> <li>• Deliver the Rapid Housing Initiative projects, which will result in new affordable housing units constructed throughout 2021 and 2022, with approximately 52 new units/rooms occupied by mid 2022 and an additional 85 units/room occupied by the end of 2022.</li> <li>• Amend municipal planning documents and develop a short-term rental registration by-law which will include a focus on reducing the impact of short-term rentals on the long-term rental market.</li> <li>• Continue to explore options to broaden municipal support for affordable housing through financial incentives and the use of municipal surplus land. (Target: Q4 2025/26)</li> <li>• Allocate funds to successful projects of the 2021/22 Affordable Housing Grant Programs. The affordable housing grant program will allocate the cash-in-lieu for affordable housing, collected through the incentive or bonus zoning program, to affordable housing developments by registered non-profits or charities within the Regional Centre.</li> </ul>

- Develop and implement framework for an Inclusionary Zoning Program for the municipality. (Target; Q4 2023/24)

### Communities – Involved Communities

#### Sharing Our Stories - Culture & Heritage Priorities Plan (Est. Completion: Q2 2022/23)

One of the main objectives in developing the Culture & Heritage Priorities Plan (CHPP) is increased engagement with traditionally under-represented groups including the Indigenous, African Nova Scotian, Acadian, accessibility, and newcomer communities. Staff have completed the first phase of this engagement process and have summarized the results in a report. Staff are beginning the second and final phase of engagement on the completed draft of the CHPP documents and expect to complete this process by September 2022.

## CURRENT PLANNING

Current Planning is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to land use and property development. This division is responsible for planning applications, rural planning, subdivision approvals, and development approvals.

### SERVICES DELIVERED

#### As-of-Right Land Development Regulation

Responsible for responding to requests for land development approval, through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the *HRM Charter*.

#### Discretionary Land Development Regulation

Responsible for responding to requests for land development approval, through Regional Council, as per the requirements of various HRM municipal planning strategies, the Regional Plan, and the *HRM Charter*.

#### Subdivision Approvals

Responsible for responding to requests for subdivision approval as per the requirements of the Regional Subdivision by-law and the *HRM Charter*.

### SERVICE DELIVERY MEASURES

Permit Type	2021		
	# of Applications	# of Permits Issued	Average Calendar Days to Complete Process
Building Permits <sup>1</sup>	3,362	2,679	44
Residential	2,608	2,102	40

Mixed Use & Commercial	641	464	73
Construction Permits <sup>2</sup>	2,228	1,960	19
Occupancy Permits	212	127	38
Engineering Permits	1,661	1,337	21
Development Only Permits	508	274	33
<b>Total</b>	<b>7,971</b>	<b>6,377</b>	<b>31</b>

(1) *Building Permits: Permits for 'buildings' (structures that can be occupied or used for storage), including for new construction, additions, and renovations.*

(2) *Construction Permits: Other permit types that involve construction, but are not for buildings (i.e., decks, demolitions, fences, signs, solar panels, swimming pools). Permits for Mobile Homes also fall under this category.*

#### CURRENT PLANNING - PERFORMANCE MEASURES ANALYSIS

The Current Planning Performance Measures demonstrate a continued increase in development over the past four years, which is reflective of larger trends of population and economic growth in HRM. An increase in building permits in 2021 correlates with an increase in housing starts and building inspections during the same period. New multi-unit dwelling developments in the Regional Centre account for large portions of the total construction value and new units in HRM. However, most of the permit volume continues to come from low-density residential construction and other minor construction, such as decks and accessory buildings.

#### CURRENT PLANNING KEY DELIVERABLES (2022/23)

<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Multi-Year Permit and Subdivision Application Process Improvement</b> (Est. Completion: Q4 2022/23)</p> <p>Implement the next phases of the multi-year process improvement analysis and implementation program by conducting a detailed review of the low volume / high complexity permit and subdivision application process. Develop and implement process enhancements designed to reduce permit wait times and to take maximum advantage of new technology embedded in the Permitting, Planning, Licensing &amp; Compliance Solution when available.</p>
<b>Prosperous Economy – Economic Growth</b>
<p><b>Rural Planning Program Implementation</b> (Target: 2026)</p> <p>Develop a rural land use management framework which considers both planning applications and policy in response to issues facing the residents and businesses of our municipality's rural areas and help improve the economic, environmental, and cultural resiliency of rural communities.</p>

Summary of Net Expenditures - Planning & Development						
Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
D001 Director P&D	546,437	653,550	653,550	3,113,500	2,459,950	376.4
D002 PD Business Services	<u>1,372,083</u>	<u>1,378,350</u>	<u>1,381,650</u>	<u>1,507,800</u>	<u>129,450</u>	<u>9.4</u>
* P & D - Administration	1,918,520	2,031,900	2,035,200	4,621,300	2,589,400	127.4
C530 Planned Growth	-	-	-	560,000	560,000	-
<b>** Planning &amp; Development Admin</b>	<b>1,918,520</b>	<b>2,031,900</b>	<b>2,035,200</b>	<b>5,181,300</b>	<b>3,149,400</b>	<b>155.0</b>
S320 Animal control	971,636	1,296,500	1,123,400	-	(1,296,500)	(100.0)
S330 Taxi & Limousine	<u>264,370</u>	<u>170,725</u>	<u>148,525</u>	<u>128,500</u>	<u>(42,225)</u>	<u>(24.7)</u>
* License	1,236,007	1,467,225	1,271,925	128,500	(1,338,725)	(91.2)
S410 By-Law Services Adm	582,524	652,425	650,325	641,400	(11,025)	(1.7)
S420 By-Law Standards	896,154	1,389,125	1,280,625	2,641,000	1,251,875	90.1
S421 Contracted Remedies	-	-	-	-	-	-
* Bylaw	1,478,677	2,041,550	1,930,950	3,282,400	1,240,850	60.8
C430 Building Standards	(3,587,185)	(1,026,300)	(4,907,600)	(7,803,500)	(6,777,200)	660.4
D004 Building Administration	<u>233,758</u>	<u>318,525</u>	<u>230,825</u>	<u>217,000</u>	<u>(101,525)</u>	<u>(31.9)</u>
* Buildings	(3,353,427)	(707,775)	(4,676,775)	(7,586,500)	(6,878,725)	971.9
<b>** Buildings &amp; Compliance</b>	<b>(638,743)</b>	<b>2,801,000</b>	<b>(1,473,900)</b>	<b>(4,175,600)</b>	<b>(6,976,600)</b>	<b>(249.1)</b>
C450 Development Engineering	(80,497)	425,200	135,500	428,100	2,900	0.7
C455 Infrastructure Standards	145,391	-	-	-	-	-
D006 Infra Planning Admin	248,092	261,175	261,175	264,300	3,125	1.2
R951 StrategicTrans Plan	845,160	1,101,975	861,375	1,165,500	63,525	5.8
R953 TDM Programs	95,222	113,750	93,750	112,900	(850)	(0.7)
R956 IMP Studies	125,134	436,275	261,975	435,800	(475)	(0.1)
<b>** Infrastructure Planning</b>	<b>1,378,502</b>	<b>2,338,375</b>	<b>1,613,775</b>	<b>2,406,600</b>	<b>68,225</b>	<b>2.9</b>
C002 Urban Design	916,150	878,650	789,850	940,800	62,150	7.1
C320 Policy & Strtgc Plan	1,401,413	1,976,025	1,844,525	1,895,700	(80,325)	(4.1)
C340 Social & Eco. Resrch	870,833	2,288,200	1,578,700	2,396,500	108,300	4.7
D005 Reg. Planning Admin	233,755	248,350	237,250	261,800	13,450	5.4
<b>** Regional Planning</b>	<b>3,422,151</b>	<b>5,391,225</b>	<b>4,450,325</b>	<b>5,494,800</b>	<b>103,575</b>	<b>1.9</b>
C310 Urban & Rural Applic	1,308,283	1,389,400	1,221,500	1,380,300	(9,100)	(0.7)
C420 Land Dev & Subdv	735,941	1,252,300	905,300	1,315,400	63,100	5.0
D003 Current Plan. Admin	241,514	262,800	310,300	265,600	2,800	1.1
<b>** Current Planning</b>	<b>2,285,738</b>	<b>2,904,500</b>	<b>2,437,100</b>	<b>2,961,300</b>	<b>56,800</b>	<b>2.0</b>
<b>Net Total</b>	<b>8,366,167</b>	<b>15,467,000</b>	<b>9,062,500</b>	<b>11,868,400</b>	<b>(3,598,600)</b>	<b>(23.3)</b>

Summary Details - Planning & Development						
Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	14,057,895	16,142,100	14,899,100	17,619,500	1,477,400	9.2
6002 Salaries - Overtime	21,900	56,800	92,300	56,800	-	-
6005 PDP & Union Con Incr	(138,977)	-	-	-	-	-
6051 Shift Agreements	(15)	-	-	-	-	-
6054 Vacation payout	32,531	-	-	-	-	-
6100 Benefits - Salaries	2,875,976	3,371,200	3,116,700	3,589,700	218,500	6.5
6110 Vacancy Management	-	(605,500)	(605,500)	(825,700)	(220,200)	36.4
6152 Retirement Incentives	84,418	116,800	116,800	124,800	8,000	6.8
6154 Workers' Compensation	240,988	294,200	294,200	456,200	162,000	55.1
6155 Overtime Meals	10	-	-	-	-	-
6199 Comp & Ben InterDept	(192,377)	-	-	-	-	-
9200 HR CATS Wage/Ben	<u>3,185</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>* Compensation and Benefits</b>	<b>16,985,535</b>	<b>19,375,600</b>	<b>17,913,600</b>	<b>21,021,300</b>	<b>1,645,700</b>	<b>8.5</b>
6201 Telephone/Cable	25,948	23,800	28,600	29,000	5,200	21.8
6202 Courier/Postage	3,596	11,600	7,800	8,600	(3,000)	(25.9)
6203 Office Furn/Equip	5,033	22,900	34,300	24,900	2,000	8.7
6204 Computer S/W & Lic	30,680	18,800	18,800	23,800	5,000	26.6

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6205 Printing & Reprod	2,575	13,700	17,200	14,700	1,000	7.3
6207 Office Supplies	20,669	46,600	42,600	59,400	12,800	27.5
6299 Other Office Expenses	<u>741</u>	<u>-</u>	<u>400</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>* Office</b>	<b>89,243</b>	<b>137,400</b>	<b>149,700</b>	<b>160,400</b>	<b>23,000</b>	<b>16.7</b>
6301 Professional Fees	14,933	42,700	24,500	42,500	(200)	(0.5)
6302 Legal Fees	14,489	2,200	2,200	2,200	-	-
6303 Consulting Fees	263,280	913,500	687,400	3,328,500	2,415,000	264.4
6399 Contract Services	<u>584,855</u>	<u>752,900</u>	<u>705,500</u>	<u>726,000</u>	<u>(26,900)</u>	<u>(3.6)</u>
<b>* External Services</b>	<b>877,556</b>	<b>1,711,300</b>	<b>1,419,600</b>	<b>4,099,200</b>	<b>2,387,900</b>	<b>139.5</b>
6401 Uniforms & Clothing	11,432	30,000	24,600	25,000	(5,000)	(16.7)
6406 Bridge Tolls	3,861	7,500	5,500	7,700	200	2.7
6407 Clean/Sani Supplies	3,590	1,500	3,400	2,000	500	33.3
6409 Personal Protect Equ	1,798	9,600	5,600	9,600	-	-
6499 Other Supplies	<u>425</u>	<u>1,300</u>	<u>1,300</u>	<u>1,500</u>	<u>200</u>	<u>15.4</u>
<b>* Supplies</b>	<b>21,104</b>	<b>49,900</b>	<b>40,400</b>	<b>45,800</b>	<b>(4,100)</b>	<b>(8.2)</b>
6611 Building - Interior	<u>13,189</u>	<u>16,000</u>	<u>14,900</u>	<u>16,000</u>	<u>-</u>	<u>-</u>
<b>* Building Costs</b>	<b>13,189</b>	<b>16,000</b>	<b>14,900</b>	<b>16,000</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	397	7,500	14,500	3,000	(4,500)	(60.0)
6702 Small Tools	20	100	200	100	-	-
6703 Computer Equip/Rent	174	-	200	7,500	7,500	-
6705 Equip - R&M	-	200	200	200	-	-
6706 Computer R&M	-	300	300	-	(300)	(100.0)
6711 Communication System	<u>12,294</u>	<u>11,000</u>	<u>11,000</u>	<u>15,000</u>	<u>4,000</u>	<u>36.4</u>
<b>* Equipment &amp; Communications</b>	<b>12,884</b>	<b>19,100</b>	<b>26,400</b>	<b>25,800</b>	<b>6,700</b>	<b>35.1</b>
6802 Vehicle R&M	16,477	10,800	21,900	10,800	-	-
6806 Vehicle Rentals	-	2,000	2,000	1,000	(1,000)	(50.0)
6811 Shop Supplies	-	-	100	-	-	-
6899 Other Vehicle Expense	<u>-</u>	<u>500</u>	<u>500</u>	<u>500</u>	<u>-</u>	<u>-</u>
<b>* Vehicle Expense</b>	<b>16,477</b>	<b>13,300</b>	<b>24,500</b>	<b>12,300</b>	<b>(1,000)</b>	<b>(7.5)</b>
6901 Membership Dues	61,618	80,100	80,100	70,500	(9,600)	(12.0)
6902 Conferences/Workshop	136	-	900	2,700	2,700	-
6903 Travel - Local	5,675	32,200	30,800	29,800	(2,400)	(7.5)
6904 Travel - Out of Town	630	-	-	9,000	9,000	-
6905 Training & Education	22,654	121,400	67,700	103,900	(17,500)	(14.4)
6906 Licenses & Agreements	8,405	14,300	14,800	17,000	2,700	18.9
6910 Signage	2,764	30,000	30,000	30,000	-	-
6911 Facilities Rental	-	11,700	11,200	9,700	(2,000)	(17.1)
6912 Advertising/Promotio	38,688	39,800	43,800	33,300	(6,500)	(16.3)
6913 Awards	37	-	700	-	-	-
6914 Recruiting	984	-	-	-	-	-
6915 Research Data Acquis	23,611	110,000	62,900	110,000	-	-
6917 Books and Periodicals	2,836	-	2,100	1,000	1,000	-
6918 Meals	196	3,100	3,400	3,000	(100)	(3.2)
6919 Special Projects	37,876	351,000	309,000	145,000	(206,000)	(58.7)
6938 Rewarding Excellence	-	-	100	4,000	4,000	-
6999 Other Goods/Services	<u>5,260</u>	<u>1,000</u>	<u>1,000</u>	<u>-</u>	<u>(1,000)</u>	<u>(100.0)</u>
<b>* Other Goods &amp; Services</b>	<b>211,370</b>	<b>794,600</b>	<b>658,500</b>	<b>568,900</b>	<b>(225,700)</b>	<b>(28.4)</b>
7008 ItnTrsf IT & Commun	1,333	-	1,600	-	-	-
7009 Internal Trfr Other	3,655	400	2,300	4,200	3,800	950.0
7011 Int Trf Record Check	-	-	-	2,000	2,000	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
7012 Int Trf Print/Reprod	8,392	8,000	12,000	9,500	1,500	18.8
<b>* Interdepartmental</b>	<b>13,380</b>	<b>8,400</b>	<b>15,900</b>	<b>15,700</b>	<b>7,300</b>	<b>86.9</b>
8004 Grants	386,108	1,275,000	708,000	1,400,000	125,000	9.8
8030 Tfr Fr Resvs to Oper	(291,864)	(200,000)	(200,000)	-	200,000	(100.0)
<b>* Other Fiscal</b>	<b>94,245</b>	<b>1,075,000</b>	<b>508,000</b>	<b>1,400,000</b>	<b>325,000</b>	<b>30.2</b>
<b>** Total</b>	<b>18,334,980</b>	<b>23,200,600</b>	<b>20,771,500</b>	<b>27,365,400</b>	<b>4,164,800</b>	<b>18.0</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4903 Building Permits	(6,441,182)	(4,600,000)	(8,000,000)	(11,767,000)	(7,167,000)	155.8
4904 Plumbing Permits	(205,894)	(146,000)	(210,000)	(240,000)	(94,000)	64.4
4905 St. Opening Permits	(60,888)	(47,000)	(400,000)	(400,000)	(353,000)	751.1
4906 Subdivision Applic.	(174,769)	(140,000)	(180,000)	(200,000)	(60,000)	42.9
4907 Taxi Licenses	(107,013)	(90,000)	(124,000)	(158,000)	(68,000)	75.6
4908 Animal Licenses	(171,788)	(175,000)	(175,000)	(175,000)	-	-
4911 Zoning Fees	(128,150)	(104,000)	(115,000)	(115,000)	(11,000)	10.6
4912 Signs & Encroachments	(800,277)	(656,000)	(656,000)	(650,000)	6,000	(0.9)
4914 Grade Alterations	(481,150)	(537,600)	(240,000)	(240,000)	297,600	(55.4)
4915 Minor Variance	(42,787)	(39,000)	(39,000)	(30,000)	9,000	(23.1)
4916 Vending Licenses	(15,351)	(40,000)	(40,000)	(40,000)	-	-
4920 Development Permits	(685,624)	(605,000)	(750,000)	(850,000)	(245,000)	40.5
4950 Other Lic. & Permits	(170,262)	(82,000)	(320,000)	(160,000)	(78,000)	95.1
5250 Sales of Svcs-Other	(158,500)	(152,000)	(152,000)	(152,000)	-	-
5253 Subdiv Insp Fees	(31,121)	(10,000)	(10,000)	(10,000)	-	-
<b>* Fee Revenues</b>	<b>(9,674,756)</b>	<b>(7,423,600)</b>	<b>(11,411,000)</b>	<b>(15,187,000)</b>	<b>(7,763,400)</b>	<b>104.6</b>
5508 Recov External Parti	(294,037)	(310,000)	(298,000)	(310,000)	-	-
5600 Miscellaneous Revenue	(20)	-	-	-	-	-
<b>* Other Revenue</b>	<b>(294,057)</b>	<b>(310,000)</b>	<b>(298,000)</b>	<b>(310,000)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(9,968,813)</b>	<b>(7,733,600)</b>	<b>(11,709,000)</b>	<b>(15,497,000)</b>	<b>(7,763,400)</b>	<b>100.4</b>
<b>Net Total</b>	<b>8,366,167</b>	<b>15,467,000</b>	<b>9,062,500</b>	<b>11,868,400</b>	<b>(3,598,600)</b>	<b>(23.3)</b>

# HALIFAX

## TRANSPORTATION & PUBLIC WORKS

2022/23 BUDGET AND BUSINESS PLAN

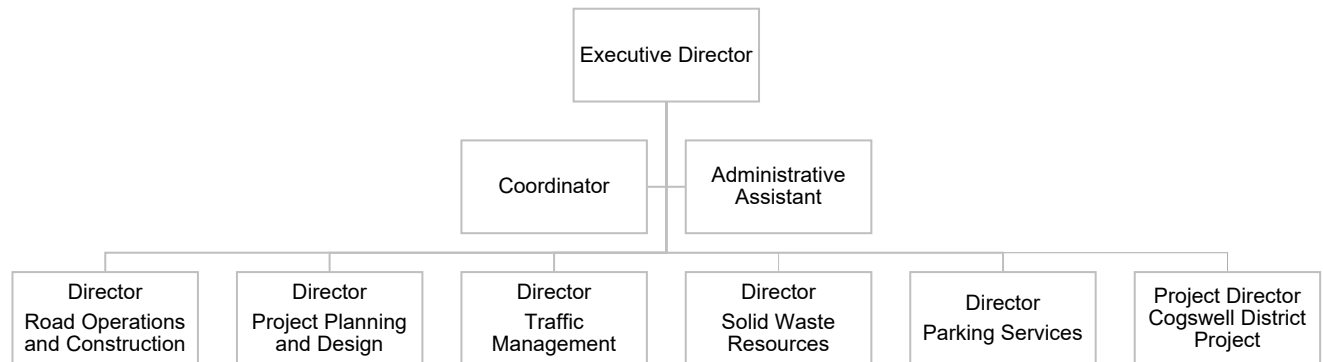
**MISSION** WE TAKE PRIDE IN PROVIDING HIGH-QUALITY  
TRANSPORTATION AND PUBLIC WORKS SERVICES TO  
BENEFIT OUR CITIZENS. WE MAKE A DIFFERENCE.



## TRANSPORTATION & PUBLIC WORKS OVERVIEW

Transportation & Public Works (TPW) is committed to advancing Regional Council's priority areas while ensuring our city is accessible, inclusive, and safe.

## TRANSPORTATION & PUBLIC WORKS ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	352.3	5.7	23.4	381.4	2,457,600
Capital	19.0		10.0	29.0	N/A
<b>Total</b>	<b>371.3</b>	<b>5.7</b>	<b>33.4</b>	<b>410.4</b>	<b>\$ 2,457,600</b>

*Full Time Equivalent – Includes full-time, part-time, and permanent positions. Calculated value based on the normal working hours of each position.*

- Transfers: 5 FTE positions in the Resource Plan and a 0.7 temp (intern) position.
- Operating:
  - Net 14 FTE positions to support the Provincial Road Transfer. Eliminated 10 Winter Seasonal positions (4 FTE).
  - 9.4 FTE positions to support parking services, address leadership span of control issues, support capital project planning / integration, increased new sidewalks capital program, and to provide enhanced maintenance to Spring Garden Road.
- Capital: 10 FTE positions to support a significant increase in transportation capital project delivery (volume and complexity).

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### **Transportation Capital Asset Renewal**

Municipal staff will work with Regional Council to articulate what a "Well-Maintained Transportation Network" means for the municipality as part of the Transportation Capital Asset Renewal strategy. This includes defining levels of service and/or performance targets for transportation related assets (e.g., streets, sidewalks, walkways, etc.) and will help identify funding requirements to maintain assets at an acceptable level.

#### **Strategic Road Safety Plan**

TPW will continue to lead and support the road safety plan implementation throughout the organization with the goal of reducing fatal and injury collisions. This includes collaboration with Corporate Communications for education / engagement, with Police for enforcement, and Province of Nova Scotia for regulations and infrastructure.

#### **Cogswell District Project**

The Cogswell District project will transform aging, underutilized transportation infrastructure into a vibrant, mixed-use neighborhood, reintegrating historic aspects of downtown and the waterfront within the north end of the city. Construction of the road network is estimated to be complete by 2025.

#### **All Ages and Abilities Regional Centre Bicycle Network**

When fully constructed the All Ages and Abilities (AAA) Regional Centre Bicycle Network will represent approximately 50 km of connected bicycle facilities that are designed to be accessible for people of all ages and abilities. The network includes protected bike lanes, multi-use pathways, local street bikeways and structures that connect where people live to where they work, shop, learn, access services, relax and enjoy recreation activities.

#### **Active Transportation Priorities Plan**

The Active Transportation Priorities Plan aims to establish safer and connected walking and bicycling infrastructure across the municipality, increase the number of people using active modes, and improve infrastructure safety through facility design and education.

### INITIATIVES SUPPORTING HALIFACT

#### **Improve waste diversion and align Halifax's Solid Waste Strategy with HalifACT**

The municipality will improve waste diversion and align Halifax's Solid Waste Strategy with HalifACT to promote waste diversion through education and enforcement – focusing on municipal facilities, multi-residential buildings, and reducing single-use plastics community-wide. Further alignment of this strategy includes promoting the circular economy, reviewing the municipality's recycling program, and supporting the development and commissioning of a new organics processing facility.

## Urban Forest Master Plan

TPW will implement the Urban Forest Master Plan (UFMP) that aims to protect and grow the municipal urban tree canopy through a robust tree planting program, cyclic pruning program, administration of the tree protection By-law T-600, updates to municipal design standards to maximize the benefits of trees in municipal spaces, and through public education and forest stewardship.

## TRANSPORTATION & PUBLIC WORKS BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Cogswell District Project	\$ -	\$ -	\$ -	\$ -	\$ -	-
Executive Director's Office	523,155	487,400	498,200	528,500	41,100	8.4
Parking Services	(722,000)	(6,445,800)	(2,432,100)	(5,551,300)	894,500	(13.9)
Project Planning & Transportation Asset Mgmt	1,535,702	1,685,700	1,663,300	1,930,800	245,100	14.5
Transportation Design & Construction Services	3,190,169	3,422,900	3,474,500	4,016,700	593,800	17.3
Road Operations & Construction	39,019,798	46,312,400	46,122,200	55,751,500	9,439,100	20.4
Solid Waste Resources	29,571,550	32,987,400	33,293,700	34,017,900	1,030,500	3.1
Traffic Management	11,916,452	13,935,600	13,934,100	10,330,400	(3,605,200)	(25.9)
<b>Net Total</b>	<b>\$ 85,034,825</b>	<b>\$ 92,385,600</b>	<b>\$ 96,553,900</b>	<b>\$ 101,024,500</b>	<b>\$ 8,638,900</b>	<b>9.4</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 92,385,600</b>
Compensation Changes:	
New positions	2,087,100
Collective agreement increases, individual salary adjustments & compensation changes	240,900
Position conversions	125,500
Sidewalk staffing	220,000
Net decrease in overtime	(315,300)
Revenue Adjustments:	
Increase in sale of recyclables / marketable materials / bottle fund recovery	(1,300,000)
Net increase in parking revenue	(977,700)
Parking initiatives to support business recovery	275,000
Increase in parking ticket revenue	(300,000)
Increase in Solid Waste tipping fees collected	(135,000)
Decrease in Solid Waste Diversion Credits	700,000
Decrease in miscellaneous revenue	41,300
Other Budget Adjustments:	
Increase in State of Good Repair transferred from Capital	4,000,000
Increase in contracted services	3,197,100
Increase in costs related to Provincial Road Transfer	3,033,100
Increase in costs related to Operating Cost of Capital	728,900
Net decrease in materials, supplies, other goods and services	(157,200)
Increase in Sign Shop and insurance recoveries	(29,700)
Business Unit Transfers	
Transfer of Summary Offense Ticket Revenue to Fiscal Services	1,500,000
Transfer of LED Reserve contribution to Fiscal Services	(4,295,100)
Total Changes	\$ 8,638,900
<b>2022/23 Budget</b>	<b>\$ 101,024,500</b>

## OPERATING- SUMMARY OF EXPENDITURES &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 24,078,355	\$ 27,144,500	\$ 27,092,400	\$ 29,502,700	\$ 2,358,200	8.7
Office	113,083	159,900	203,200	197,650	37,750	23.6
External Services	62,387,030	69,725,400	71,475,200	80,564,500	10,839,100	15.5
Supplies	381,236	364,500	396,600	385,750	21,250	5.8
Materials	1,761,521	2,649,200	2,615,900	2,563,500	(85,700)	(3.2)
Building Costs	3,739,746	3,376,800	3,366,300	3,393,500	16,700	0.5
Equipment & Communications	356,596	309,600	375,800	347,200	37,600	12.1
Vehicle Expense	69,956	96,500	160,400	116,500	20,000	20.7
Other Goods & Services	1,837,210	1,874,300	1,952,500	1,990,800	116,500	6.2
Interdepartmental	222,455	42,000	36,200	31,000	(11,000)	(26.2)
Debt Service	3,762	-	-	-	-	-
Other Fiscal	3,514,652	4,323,100	4,298,100	(22,000)	(4,345,100)	(100.5)
<b>Total Expenditures</b>	<b>98,465,602</b>	<b>110,065,800</b>	<b>111,972,600</b>	<b>119,071,100</b>	<b>9,005,300</b>	<b>8.2</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Transfers from other Gov'ts	\$ (4,641,086)	\$ (3,983,000)	\$ (3,983,000)	\$ (3,283,000)	\$ 700,000	(17.6)
Fee Revenues	(6,835,904)	(12,162,200)	(9,645,700)	(12,906,600)	(744,400)	6.1
Other Revenue	(1,953,787)	(1,535,000)	(1,790,000)	(1,857,000)	(322,000)	21.0
<b>Total Revenues</b>	<b>(13,430,777)</b>	<b>(17,680,200)</b>	<b>(15,418,700)</b>	<b>(18,046,600)</b>	<b>(366,400)</b>	<b>2.1</b>
<b>Net Total</b>	<b>\$ 85,034,825</b>	<b>\$ 92,385,600</b>	<b>\$ 96,553,900</b>	<b>\$ 101,024,500</b>	<b>\$ 8,638,900</b>	<b>9.4</b>

TRANSPORTATION & PUBLIC WORKS SERVICE AREA PLANS  
(2022/23)

## COGSWELL DISTRICT PROJECT

## COGSWELL DISTRICT PROJECT KEY DELIVERABLES (2022/23)

Prosperous Economy – Economic Growth
<p><b>Cogswell District Project Year 1 Phase 1</b> (Target: Q4 2022/23)</p> <p>The Cogswell project team will deliver Year 1 of Phase 1 of the Construction Plan which includes demolition of suspended interchange structures, installing four detour roads, establishing pedestrian and bikeway routes through the construction zone, new water, sanitary, storm, gas, telecoms and, power infrastructure, commencing construction of the new street grid and the completion of the Workforce Diversity Plan and Supplier Diversity plan.</p>

## TRAFFIC MANAGEMENT

Traffic Management is committed to supporting Regional Council priorities by providing safe and efficient management of the municipal transportation system network including traffic flow, traffic signal/street light maintenance, signage, and pavement markings. It also coordinates and manages the municipality's right of way balancing competing demands for space.

### SERVICES DELIVERED

#### **Traffic Signal Maintenance**

This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of all transportation modes.

#### **Street Light Installation and Maintenance**

This service is responsible for the installation and maintenance of streetlights and crosswalk lights to ensure safe roadway lighting levels for all transportation modes.

#### **Traffic Signs Installation and Maintenance**

This service is responsible for the installation and maintenance of traffic signs to ensure the safe movement of all transportation modes.

#### **Pavement Markings**

This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.

#### **Traffic Control and Traffic Calming**

This service manages and evaluates traffic control and traffic calming requests.

#### **Traffic Count Program**

This service manages the collection and analyzing of traffic count data.

#### **Sign Manufacturing**

This service is responsible for sign manufacturing including traffic signs, parks signs, community signs and banners.

#### **Right of Way Approvals / Permitting / Utility Inspection**

This service provides regulation of all activities within the right of way to ensure that the integrity of the roadway infrastructure and safe operation is protected.

#### **Traffic Operations**

This service is responsible for the management and safe operation of the roadway network with the vision of reducing transportation fatalities and injuries Towards Zero.

## SERVICE DELIVERY MEASURES

Year	Total Collisions	Total Collisions per 100,000 population	Fatal Collisions	Injury Collisions	Total Fatal + Injury Collisions	Total Fatal + Injury Collisions per 100,000 population	% Reduction Total Fatal + Injury Collisions	% Traffic Volume Reduction during COVID-19 Pandemic**
2018	6,056	1,408.7	17	750	767	178.4		-
<b>BASELINE</b>					<b>804</b>			
2019	6,222	1,415.6	17	824	841	191.3	-3.50%	-
2020	4,570	1,018.9	8	634	642	143.1	22.6%	21.4%
2021*	4,926	1,071	9	704	713	155	16.1%	11.7%

- Goal is to reduce by 20% by 2023
- Baseline is average of 2018 and 2019 data
- All collisions within Provincial and Municipal road right of way
- Based on closed collision files received from Halifax Regional Police and Royal Canadian Mounted Police as of January 5, 2022. Future reports may vary.

\*As of January 17, 2022, there were 7 fatalities reported in 2021 with closed collision files however 2 additional fatalities occurred in November 2021 that are still under investigation which are included in the above total.

\*\*Annual traffic volume reduction in comparison to 2019 traffic volumes on the Halifax Harbour Bridges.

Population source:

2021: 459,938 (Stats Can Estimate)

2020: 448,544 (Stats Can)

2019: 439,529 (Stats Can)

2018: 429,895 (Stats Can)

Traffic Safety Measures <sup>(1)</sup>	2018 / 2019	2019 / 2020	2020 / 2021	2021 / 2022	Total Completed	2022/2023 (Proposed)
Leading Pedestrian Intervals	8 (Pilot)	2	15	13	38	20
Rectangular Rapid Flashing Beacon	3	3	12	17	41 <sup>(2)</sup>	47
Accessible Pedestrian Signal	4	5	5	6	99 <sup>(3)</sup>	15
Speed Display Signs	-	3	13	0 <sup>(4)</sup>	16	15
Traffic Calmed Streets	13	13	30	109	168 <sup>(5)</sup>	92 <sup>(6)</sup>
40 km/h Neighbourhoods	-	1	6	7	14	7
Advance Yield Lines at Crosswalks	-	-	7 (Pilot)	5	12	5

<sup>(1)</sup> As of January 17, 2022

<sup>(2)</sup> 6 installed prior to 2018/2019 as pilot

<sup>(3)</sup> 79 completed prior to 2017

<sup>(4)</sup> No new signs, existing inventory relocated

<sup>(5)</sup> 3 installed in 2017/2018

<sup>(6)</sup> Includes 8 carryover projects tendered in 2021/22

## TRAFFIC MANAGEMENT KEY DELIVERABLES (2022/23)

<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>	
<b>Strategic Road Safety Plan</b> (Target: Q4 2022/23)	To support Vision Zero, Traffic Management will develop the next iteration of the Strategic Road Safety Plan 2024-2028, to be presented in 2023/24.
<b>Road Safety - Intersection Improvements</b> (Target: Q4 2022/23)	Improvements will be implemented at signalized intersections based on on-going safety reviews and, data and recommendations identified through previous video analysis of near misses.
<b>Road Safety – Traffic Safety Measures</b> (Target: Q4 2022/23)	To support road safety, Traffic Management will install; 20 Leading Pedestrian Intervals, 47 Rectangular Rapid Flashing Beacons, 15 Accessible Pedestrian Signals, 15 Speed Display Signs and 5 Advance Yield Lines and will implement 40 km/h speed zones in 7 neighbourhoods and Traffic Calming on approximately 92 streets.
<b>Road Safety - Traffic Calming in School Zones</b> (Target: Q4 2022/23)	Traffic Management will complete a review of applicable school zones within the municipality and develop an implementation plan for the installation of traffic calming measures in outstanding locations.
<b>Road Safety – Photo Enforcement</b> (Target: Q4 2022/23)	Traffic Management will begin implementing recommendations from the 2021/22 Photo Enforcement Feasibility Study.
<b>Road Safety - Speed Display Sign Program</b> (Target: Q4 2022/23)	Traffic Management will implement a semi-annual speed display sign installation program and publish locations to Halifax.ca.
<b>Enforcement Program - Construction Signs</b> (Target: Q4 2022/23)	Traffic Management will lead the development of an enforcement program for temporary workplace traffic control sign compliance.
<b>Our People – Healthy &amp; Safe Workplace</b>	
<b>New Depot Facility - Mackintosh</b> (Target: Q4 2022/23)	Traffic Management will work with Corporate Accommodations to document requirements and provide input into the design of the new facility to ensure staff needs and operational requirements are met.



Service Excellence – Innovative Performance Excellence
<p><b>Durable Pavement Markings</b> (Target: Q4 2022/23)</p> <p>Traffic Management will develop a durable (thermoplastic) pavement marking program to commence replacement of standard traffic marking paint for zebra crosswalk locations in 23/24.</p>

## ROAD OPERATIONS AND CONSTRUCTION

Road Operations and Construction is committed to supporting Regional Council priorities through the proactive maintenance of a safe, efficient, and clean street, sidewalk, bridge, and walkway system. Services include urban forestry, management of assets in the right of way, inspection of bridges, construction inspection, snow and ice control, emergency event response and road / sidewalk infrastructure construction and maintenance.

### SERVICES DELIVERED

#### Road Infrastructure Construction

This service is responsible for contracting and managing capital construction and repair projects related to streets, curbs, gutters, sidewalks, and bridges.

#### Bridge Maintenance

This service is responsible for the maintenance of bridges to ensure safety and cleanliness.

#### Winter Operations

This service is responsible for the removal of snow and ice from municipal sidewalks and streets.

#### Sidewalk Maintenance

This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness.

#### Street Maintenance

This service is responsible for the maintenance of streets to ensure safety and cleanliness, including but not limited to asphalt repairs, crack sealing and street sweeping.

#### Urban Forest Management

This service is responsible for urban forest management and includes street tree planting, tree protection consultation, pruning, cleanup, invasive species, consultation/support for parks tree programs and urban canopy management and maintenance.

#### Non-Road Infrastructure Projects

This service provides construction services to other municipal business units to support their infrastructure needs.

## Municipal-Wide Maintenance

This service provides maintenance services spanning multiple departments and is provided across the entire municipality.

### Service Delivery

This service includes inspection of assets in the right of way, road patrol, customer service, scheduling and tracking of maintenance and preventative maintenance activities related to municipal assets.

### Emergency Response

This service includes restoration activities in response to impacts from extreme weather events such as hurricanes and snow bombs.

### Special Event Response

This service supports special events; planning, resource identification / assignment and asset inventory and control.

### Mobility Tactical Support

This service is responsible to provide enhanced oversight, installation, inspection, modifications, and maintenance services for year-round conditions as well as for other newly implemented infrastructure in the right of way related to the Integrated Mobility Plan such as bicycle lanes and wider pedestrian infrastructure.

## SERVICE DELIVERY MEASURES

Potholes	2020 Identified	2020 Completed Within Standard	2021 Identified*	Projected 2021 Completed Within Standard
Priority 1	1,264	78.2%	779	84.3%
Priority 2	4,022	100%	3,125	100%
Total	5,286	-	3,904	-

*\*As of January 7, 2022*

*Priority 1 Pothole - 8 cm or greater in depth*

*Priority 2 Pothole - Less than 8 cm in depth*

There is significant correlation between winter freeze / thaw cycles and the number of potholes identified. Mild winters in 2020 and 2021 resulted in less potholes.

In 2020, during the first wave of COVID-19 only priority 1 potholes on arterials and major roads were repaired resulting in fewer priority 1 potholes being completed within standard.

Urban Forest Measure	2021/22 Planned	2021/22 Actual	2022/23 Planned
Trees Planted	3,100	3,100	3,100

In 2021/22 Regional Council approved additional Capital budget to achieve 75% (20,025) of the original Urban Forest Master Plan planting target (26,700) by 2023/24. The additional funding of \$1,315,000 in 2021/22 and \$1,590,000 in 2022/23 and 2023/24 should result in 3,100 trees planted annually.

## ROAD OPERATIONS AND CONSTRUCTION KEY DELIVERABLES (2022/23)

<b>HalifACT – Natural Areas and Green Infrastructure (Environment – Protected &amp; Sustainable Environment)</b>
<p><b>Urban Forest Master Plan 2.0</b> (Target: Q4 2022/23)</p> <p>To align with HalifACT and to document short- and long-term goals, Road Operations and Construction will create a RFP to support development of the next iteration of the Urban Forest Master Plan (UFMP 2.0).</p>
<p><b>Private Tree Pilot Program</b> (Target: Q2 2022/23)</p> <p>To support the Urban Forest Master Plan, HalifACT and the Integrated Mobility Plan, a Private Tree Pilot Program will be explored to offer trees to residents for planting on private property.</p>
<p><b>Street Tree Inventory</b> (Target: Q4 2022/23)</p> <p>To support the Urban Forest Master Plan, Road Operations and Construction will complete street tree inventory in Districts 5 and 6.</p>
<b>Service Excellence – Exceptional Customer Service</b>
<p><b>Provincial Road Transfer</b> (Target: Q1 2022/23)</p> <p>To ensure the municipality is ready to service assets received through the Provincial Road Transfer, Road Operations and Construction will hire and orientate new staff, develop Shouldering and Asphalt programs, develop Service Truck routing plans, and initiate work order packages.</p>
<p><b>Spring Garden Road - Streetscape Maintenance</b> (Target: Q1 2022/23)</p> <p>To ensure maintenance of Spring Garden Road streetscape assets, Road Operations and Construction will implement enhanced maintenance processes.</p>
<p><b>Ditch Maintenance Processes</b> (Target: Q1 2022/23)</p> <p>To ensure roles, responsibilities, and communication for effective and efficient ditch maintenance are aligned between the municipality and Halifax Water, Road Operations and Construction will document requirements and monitor implementation.</p>

## PROJECT PLANNING AND DESIGN

Provides professional and technical services that include surveying, engineering design, road asset management, active transportation planning, and associated administration to support delivery of the road and active transportation capital programs.

### SERVICES DELIVERED

#### Road and Active Transportation Capital Projects

This service is responsible for planning and project selection, project management, surveying, preliminary and detailed engineering design, and tendering of Road and Active Transportation capital programs.

#### Active Transportation General Projects

This service is responsible for the education, promotion, monitoring, testing programs, studies and amenity improvements for Road and Active Transportation projects.

#### Design Support for Municipal Business Units

This service provides project management, surveying, preliminary and detailed engineering design and tendering services to municipal business units to support other transportation capital programs such as road safety, transit, multi-modal, and Business Park projects.

#### Road Asset Management

This service is responsible for the collection of condition data of pavements, concrete curb, sidewalks, pedestrian ramps, street to street walkways, bus landing pads, and crosswalks.

#### Bridge Inspection Program

This service is responsible for the Level II and III bridge inspection programs.

### SERVICE DELIVERY MEASURES

Performance Measures	2017	2018	2019	2020	2021	2022 Projected
Annual Kilometer Paved	83.54	56.73	52.42	41.09	48.40	49.94*
Pavement Quality Index	-	70.6	-	69.1	67.3*	65.7*
Recapitalization Investment	\$33,700,454	\$30,152,801	\$32,609,496	\$30,184,263	\$36,668,077	\$38,262,000

\* Projected

## PERFORMANCE ANALYSIS

The annual kilometers paved has decreased since 2019 because of several factors including increased unit / project costs, Integrated Mobility Plan and Complete Street guiding principles, and reduction in the preventative maintenance/minor rehabilitation program. Complete Street elements including curb extensions, refuge medians, potential sidewalks, etc. are added to preventative maintenance/minor rehabilitation projects which increase project costs and decreases the annual kilometers paved.

In 2017 the municipality shifted its Pavement Condition reporting process, and no data was collected. In 2022 the municipality shifted reporting from measuring Pavement Condition Index (PCI) to Pavement Quality Index (PQI).

## PROJECT PLANNING AND DESIGN DELIVERABLES (2022/23)

<b>Integrated Mobility – Connected &amp; Healthy Long-Range Mobility Planning</b>
<p><b>Enhanced Roads and Active Transportation Capital Budget Planning</b> (Target: Q4 2022/23)</p> <p>In support of continuous improvement of the Roads and Active Transportation Capital Budget Planning process opportunities to develop a detailed and integrated multi-year capital program across the various Road and Active Transportation capital assets will be explored.</p>
<p><b>New Sidewalk Selection Process</b> (Target: Q4 2022/23)</p> <p>To improve the candidate selection process for urban, suburban, and rural sidewalks, strategic advice will be provided to Regional Council that will focus on updating project selection process/criteria, determining a sustainable approach to address the backlog, and developing long-term funding requirements.</p>
<p><b>Asset Management – Existing Sidewalks</b> (Target: Q4 2022/23)</p> <p>To improve asset management practices, a target Level of Service will be recommended to Regional Council regarding the long-term capital and maintenance requirements of existing sidewalks.</p>
<p><b>Pavement Condition Data Collection</b> (Target: Q4 2022/23)</p> <p>Through the engagement of a third-party consultant, pavement condition data will be collected in accordance with the Municipal Pavement Surface Condition Rating Guide and added into the pavement management system.</p>
<b>Integrated Mobility – Safe &amp; Accessible Integrated Mobility Network</b>
<p><b>Provincial Road Transfer - Bridge Inspections</b> (Target: Q4 2022/23)</p> <p>As a result of the Provincial Road Transfer, Project Planning and Design will complete Level II inspections of all bridges previously owned by the province.</p>

### **Bridge Inspections (Target: Q4 2022/23)**

As a result of the triennial Level II Bridge Inspections of all municipal-owned street bridges, Project Planning and Design will continue to develop short, medium, and long-term maintenance and capital improvement recommendations.

### **New Sidewalks – Increased Program (Target: Q4 2022/23)**

To support an additional \$7.5M in capital budget funding for new sidewalks in the 2023/24 capital plan Project Planning & Design will ensure sufficient staff resources are onboarded to develop a program and design the projects required to invest \$10M annually starting in 2023/24.

### **HalifACT – Net-Zero Municipal Operations (Environment – Protected & Sustainable Environment)**

#### **Green Recycling Technologies (Target: Q4 2022/23)**

In support of climate change initiatives, a review of best practice 'green' recycling technologies for asphalt and concrete operations and the feasibility to incorporate these methodologies into the rehabilitation programs will occur.

### **Our People – Healthy & Safe Workplace**

#### **Work Safe Practice Process - Phase 4 (Target: Q4 2022/23)**

To facilitate a safe workplace and building on previous plans, a Safe Work Practice Plan will be developed in partnership with Health, Safety and Wellness, outlining safety requirements for the Active Transportation division.

## **SOLID WASTE RESOURCES**

Solid Waste Resources is committed to supporting Regional Council priorities through the management of municipal solid waste source separation collection and diversion programs for residential properties, including facilities for processing, recycling, composting, marketing, and disposal of solid waste resource materials for both residential and non-residential customers; as well as the delivery of education programs; and administering the construction and demolition waste management strategy.

### **SERVICES DELIVERED**

#### **Collection Services**

Through contracted services, this service provides curbside/roadside collection of garbage, recycling, and organics.

#### **Chlorofluorocarbon Gas (CFC) Removal**

Through contracted services, this service provides curbside removal of CFC's to facilitate the safe collection of appliances from residents.

### **Construction and Demolition**

Solid Waste Resources administers the construction and demolition (C&D) strategy to maximize diversion.

### **Composting Facility Operation**

Through contracted services, this service is the operation of two composting facilities which process materials collected from residents and from institutional, commercial, and industrial (ICI) sector deliveries.

### **Diversion Programming**

This service provides education, outreach, inspections, enforcement, and resources to support source separated recycling, and composting, litter and illegal dumping mitigation and diversion programming as guided by provincial legislation, municipal By-laws and business objectives to enhance overall diversion.

### **Otter Lake Operation**

Through contracted services, this service is the operation of the Otter Lake Waste Processing & Disposal Facility for the processing and disposal of materials collected from the municipality.

### **Highway 101 Landfill Site Management**

Through contracted services, this service provides site monitoring and the operation of the site leachate plant.

### **Household Special Waste (HSW)**

Through contracted services, this service is the operation of a HSW depot and multiple yearly mobile events for residential HSW disposal.

### **Recycling – Material Recovery Facility Operation**

Through contracted services, this service is the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from residents, delivered by the ICI Sector and from other municipalities with inter-municipal agreements.

### **Rural Refuse Depot Operations**

Through contracted services, this service is the operation and maintenance of two depots located in Sheet Harbour and Middle Musquodoboit to consolidate and transfer refuse to the Otter Lake Waste Processing and Disposal Facility.

## SERVICE DELIVERY MEASURES

HRM DISPOSAL RATE (KG/CAPITA)							
Performance Measure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22 Projected	2022/23 Projected
HRM Disposal Rate (kg per capita)	380	381	373	364	362*	362	362
Provincial Average Disposal Rate (kg per capita)	404	423	400	399	399	-	-

\*Estimate

## SOLID WASTE RESOURCES KEY DELIVERABLES (2022/23)

Environment – Protected & Sustainable Environment
<p><b>Education &amp; Diversion - Illegal Dumping / Litter</b> (Target: Q4 2022/23)</p> <p>Solid Waste Resources will continue to promote the illegal dumping/anti-litter campaign using established advertisements (video/billboards/newspaper/social media), including pursuing media coverage to communicate successes, challenges, and results.</p>
<p><b>Education &amp; Diversion - Litter Education</b> (Target: Q4 2022/23)</p> <p>Solid Waste Resources will develop and deliver age appropriate litter awareness education and outreach, including litter cleanup promotion, targeted to students from primary to grade 12.</p>
<p><b>Education &amp; Diversion - Litter Application</b> (Target: Q1 2022/23)</p> <p>To promote community litter cleanup and to facilitate the collection of litter data, Solid Waste Resources will implement a litter application and promote public use through community cleanup organizations.</p>
HalifACT – Net-Zero Municipal Operations (Environment - Net-Zero Emissions)
<p><b>Organics Management Infrastructure</b> (Target: Q4 2022/23)</p> <p>To replace aging infrastructure, Solid Waste Resources will support the design, construction, and commissioning of a new 60,000 tonne per year composting facility. Staff will review construction activities related to building superstructures to ensure compliance with contract requirements.</p>
<p><b>Highway 101 Landfill</b> (Target: Q4 2022/23)</p> <p>Due to substantial reductions in the generation of landfill gas, electricity generation is no longer viable at the Highway 101 landfill. Solid Waste Resources will evaluate options and implement an approach to mitigate greenhouse gas emissions.</p>



**Solid Waste Strategy Review - Carbon Footprint Assessment** (Target: Q2 2022/23)

In support of the Solid Waste Strategy Review, Solid Waste Resources will retain a consultant to develop a greenhouse gas model of the existing system. The model will be used to evaluate mitigations measures to support aligning the Solid Waste system with HalifACT.

**Education & Diversion - Diversion in Municipal Facilities** (Target: Q3 2022/23)

Solid Waste Resources will work with business units to support waste diversion in municipal facilities, to meet or exceed compliance with the Solid Waste By-law.

## PARKING SERVICES

Parking Services is committed to supporting Regional Council priorities through the administration and implementation of policies, By-laws and regulations related to parking and curbside management. Responsible for the management and delivery of the municipal parking strategy and programing that aligns with deliverables from the Integrated Mobility Plan. Activities include working with residential neighbourhoods on parking demand management, provision of enforcement services, management of new parking technology systems, working with internal stakeholders to integrate parking needs into roadway projects, and working with business districts and other parking providers to ensure the service of parking is efficient and effective.

### SERVICES DELIVERED

**Curbside Management**

This service provides and manages on-street curb use controls, policy, supply inventory and demand projection.

**Parking Supply Management**

This service provides and manages on-street parking and loading controls, policy, supply inventory and demand projection.

**Parking Permit Management**

This service is responsible for the administration of the Parking Permits By-law P-1200 including issuing and enforcing residential, commuter, contractor, carshare and student permits across the region.

**Parking Technology Solution Management**

This service manages parking solution software and online portal and ticket life-cycle process.

**Equipment Management**

This service is responsible for the management and maintenance of parking equipment including pay stations and handhelds.

## Parking Enforcement

This service ensures public safety, maintains traffic flow requirements as directed by signage and enforces the general rules of the road under legislation of the Motor Vehicle Act, By-law P-500 and Winter Parking Regulations.

## Parking Ticket Management and Administration

This service is responsible for maintaining ticket and enforcement master data, responding to, and managing ticket appeals and court docket administration.

## Off-Street Parking

This service is responsible for the management and oversight of municipal off-street parking assets including Metro Park.

## SERVICE DELIVERY MEASURES

Parking Service Requests	2018/19	2019/20	2020/21	2021/22*
Total Service Requests	16,846	19,085	14,370	13,636
Total Service Requests Closed within Standard	16,803	18,086	13,872	13,414
% of Service Requests Closed within Standard	99.7%	94.8%	96.5%	98.4%

\* as of January 7, 2022

Accessible Parking Tickets	2017/18	2018/19	2019/20	2020/21	2021/22*
Number of Tickets Issued	1,257	1,080	1,701	1,741	1,710

\* as of January 7, 2022

PARKING SESSION DATA		
Payment Type	Count	Share
Coin	65,310	9.8%
Card Tap (Debit or Credit)	235,713	35.3%
Card Insert (Credit)	19,245	2.9%
Mobile Payment (App)	347,793	52.1%
<b>TOTAL</b>	668,061	

\*From April 1, 2021, to December 31, 2021

SCHOOL ZONE PROACTIVE PATROL								
	April	May	June	September	October	November	December	Total
Tickets	16	0	0	64	9	14	6	109
Warnings	33	0	0	147	69	70	41	360
Patrols	22	1	1	75	45	43	17	204

*\*From April 1, 2021, to December 31, 2021*

## PARKING SERVICES KEY DELIVERABLES (2022/23)

Integrated Mobility – Safe & Accessible Integrated Mobility Network
<p><b>Accessible Parking Space Audit</b> (Target: Q1 2022/23)</p> <p>To support prioritizing upgrades and replacement of accessible parking spaces within larger capital recapitalization projects, Parking Services will conduct an audit of existing on-street accessible parking spaces using the newly approved accessible parking standards.</p>
<p><b>Enforcement Patrol Unit</b> (Target: Q1 2022/23)</p> <p>To support Road Safety, Parking Services will establish a dedicated unit to proactively patrol school zones and beaches.</p>
Integrated Mobility – Connected & Healthy Long-Range Mobility Planning
<p><b>Curbside Management - Phase 2</b> (Target: Q4 2022/23)</p> <p>To build on the curbside priority chart, Parking Services will continue development of the curbside management policy that will assist with decision making for complex projects such as the Robie Street transit priority corridor and other future projects.</p>
Prosperous Economy – Economic Growth
<p><b>Parking Initiatives to Support Business Recovery</b> (Target: Q2 2022/23)</p> <p>To support business recovery Parking Services will develop a void ticket with proof of purchase program and support the BIDS and Black Business Initiative with funding for a 'Welcome back downtown' marketing campaign.</p>
HalifACT – Electrification of Transportation (Environment - Net-Zero Emissions)
<p><b>Parking By-Law Changes</b> (Target: Q2 2022/23)</p> <p>To improve alignment with the Center Plan, Integrated Mobility Plan and HalifACT Parking Services will revise parking By-laws P-500 and P-1200 to include the introduction of minimum and maximum time of day pricing structures for paid parking, provide more flexibility with residential parking permits and reduce red tape.</p>

**Service Excellence – Innovative Performance Excellence**

**Pay Station Tap Reader Replacement** (Target: Q4 2022/23)

To meet legislative requirements, Parking Services will develop a workplan to replace, test and implement new tap readers on all parking pay stations.

## Summary of Net Expenditures - Transportation and Public Works

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
R100 Directors Admin.	523,155	487,400	498,200	528,500	41,100	8.4
**** TPW Administration	523,155	487,400	498,200	528,500	41,100	8.4
***** <b>Director/Administration</b>	<b>523,155</b>	<b>487,400</b>	<b>498,200</b>	<b>528,500</b>	<b>41,100</b>	<b>8.4</b>
R170 Transportation Serv.	1,073,247	1,443,200	1,532,700	1,541,300	98,100	6.8
**** Transportation Services	1,073,247	1,443,200	1,532,700	1,541,300	98,100	6.8
R112 Rights of Way Approval	397,409	388,600	444,100	598,800	210,200	54.1
**** Right of Way Services	397,409	388,600	444,100	598,800	210,200	54.1
R747 Traffic Signs	2,144,248	2,226,200	2,239,600	2,531,400	305,200	13.7
**** Sign Shop	2,144,248	2,226,200	2,239,600	2,531,400	305,200	13.7
R825 Streetlighting	6,637,229	7,856,300	7,807,200	3,558,200	(4,298,100)	(54.7)
R827 Traffic Lights	1,664,319	2,021,300	1,910,500	2,100,700	79,400	3.9
**** Traffic Signals & Streetligh	8,301,548	9,877,600	9,717,700	5,658,900	(4,218,700)	(42.7)
***** <b>Traffic Management</b>	<b>11,916,452</b>	<b>13,935,600</b>	<b>13,934,100</b>	<b>10,330,400</b>	<b>(3,605,200)</b>	<b>(25.9)</b>
W120 Operations Admin	364,951	(304,300)	(568,800)	(382,300)	(78,000)	25.6
W199 Fleet Maintenance	28,685	40,000	40,000	30,000	(10,000)	(25.0)
**** Municipal Operations Admin	393,636	(264,300)	(528,800)	(352,300)	(88,000)	33.3
R710 Ser Del & Asset Mgmt	1,751,392	1,935,800	1,932,500	2,119,900	184,100	9.5
**** Service Delivery & Asset Man	1,751,392	1,935,800	1,932,500	2,119,900	184,100	9.5
R845 Parks Urban Forestry	2,233,326	3,522,800	3,506,000	4,295,600	772,800	21.9
*** Urban Forestry	2,233,326	3,522,800	3,506,000	4,295,600	772,800	21.9
R723 Enhanced Maint Area	1,759,589	2,491,600	2,519,500	2,761,500	269,900	10.8
*** Enhanced Maintenance Area	1,759,589	2,491,600	2,519,500	2,761,500	269,900	10.8
R880 PB Contr. Streets	8,375,139	7,642,100	7,950,400	8,857,800	1,215,700	15.9
R881 PB Contr. Sidewalks	5,457,544	5,545,100	6,617,700	7,117,500	1,572,400	28.4
R882 Winter Program Costs	941,259	1,028,400	906,400	1,237,900	209,500	20.4
R883 In-House Streets	2,307,543	3,884,700	3,924,700	3,242,200	(642,500)	(16.5)
R884 In-Houses Sidewalk	475,599	487,400	462,900	487,600	200	0.0
R885 PB Contr. ST & SW	8,152,592	10,983,500	9,681,300	11,745,600	762,100	6.9
*** Operation Coordinator/Snow &	25,709,676	29,571,200	29,543,400	32,688,600	3,117,400	10.5
R715 Streets & Roads West	1,607,663	1,652,300	1,564,000	4,383,800	2,731,500	165.3
R716 Streets & Roads East	119,602	122,900	122,900	478,100	355,200	289.0
R718 Contracts-Asphalt E	-	-	445,000	950,000	950,000	-
R719 Contracts-Asphalt W	38,510	-	-	1,350,000	1,350,000	-
R720 Street Clean/Graffiti	871,705	1,194,700	1,090,300	1,103,000	(91,700)	(7.7)
R735 Street Mtce-East Rgn	1,174,639	1,436,600	1,312,600	1,502,800	66,200	4.6
R740 Concrete SW-Wst/Bedf	1,155,066	1,504,900	1,421,400	1,436,200	(68,700)	(4.6)
R741 Asph-Crb/Wlkwy-East	484,001	912,800	914,500	895,800	(17,000)	(1.9)
R742 Concrete Sdewlk East	645,093	912,300	970,800	905,200	(7,100)	(0.8)
R743 Asphlt Patching West	1,075,899	1,318,800	1,308,100	1,233,300	(85,500)	(6.5)
*** Streets & Roads	7,172,179	9,055,300	9,149,600	14,238,200	5,182,900	57.2
R766 Cityworks-Cr990002	-	-	-	-	-	-
**** Public Works Operations	36,874,769	44,640,900	44,718,500	53,983,900	9,343,000	20.9
***** <b>Road Operations &amp; Constructi</b>	<b>39,019,798</b>	<b>46,312,400</b>	<b>46,122,200</b>	<b>55,751,500</b>	<b>9,439,100</b>	<b>20.4</b>
R110 Design Admin.	412,872	448,100	450,600	642,800	194,700	43.5
R111 Design	1,701,522	1,760,600	1,825,700	2,005,000	244,400	13.9
R120 Construction Ser	1,075,776	1,214,200	1,198,200	1,368,900	154,700	12.7
***** <b>Transport Design &amp; Construct</b>	<b>3,190,169</b>	<b>3,422,900</b>	<b>3,474,500</b>	<b>4,016,700</b>	<b>593,800</b>	<b>17.3</b>
R190 Project Planning TAM	-	-	-	150,000	150,000	-
R130 Infrastr MgmtServ.	256,565	211,500	218,800	291,800	80,300	38.0
R140 Survey Services	820,144	897,300	846,800	915,700	18,400	2.1
R180 Active Transportation	458,993	576,900	597,700	573,300	(3,600)	(0.6)
***** <b>Project Planning &amp; Transp As</b>	<b>1,535,702</b>	<b>1,685,700</b>	<b>1,663,300</b>	<b>1,930,800</b>	<b>245,100</b>	<b>14.5</b>

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
R314 Skcv. Landfill Site	-	15,300	15,300	15,300	-	-
R315 Leach. Trt./FlareStc	328,922	350,000	350,000	357,000	7,000	2.0
**** Former Solid Waste System	328,922	365,300	365,300	372,300	7,000	1.9
R319 Community Monitoring	76,147	90,000	90,000	90,000	-	-
R321 Administration - WR	1,189,176	1,162,700	1,216,300	1,337,800	175,100	15.1
R601 See Cost Centre R321	-	-	-	-	-	-
*** Admin WR	1,265,322	1,252,700	1,306,300	1,427,800	175,100	14.0
R320 Otter Lake Operations	6,905,157	6,280,000	8,050,000	8,150,000	1,870,000	29.8
R327 Otter Lake RDF	87,362	-	-	-	-	-
R329 Otter Lake FEP	-	6,000	6,000	6,000	-	-
*** Otter Lake	6,992,519	6,286,000	8,056,000	8,156,000	1,870,000	29.7
R322 Collection & RRFB	11,884,196	12,406,500	11,982,000	12,515,000	108,500	0.9
R324 Compost Fac.Burnside	4,134,439	5,247,100	5,502,100	5,319,800	72,700	1.4
R325 Compost Fac.RaggedLk	3,639,453	4,779,100	4,864,100	4,761,200	(17,900)	(0.4)
R328 Rural Depots	241,720	235,400	277,900	294,500	59,100	25.1
R330 Material Recov. Fac.	1,132,182	1,600,000	(73,000)	165,000	(1,435,000)	(89.7)
R331 RRFB Contract	(717,505)	(603,700)	(599,000)	(590,900)	12,800	(2.1)
R333 C & E Progrms HRM	145,902	345,000	345,000	345,000	-	-
R334 Household Haz. Waste	524,398	1,074,000	1,267,000	1,252,200	178,200	16.6
*** SW Other	20,984,785	25,083,400	23,566,100	24,061,800	(1,021,600)	(4.1)
**** Waste Resources	29,242,627	32,622,100	32,928,400	33,645,600	1,023,500	3.1
***** Solid Waste Services	29,571,550	32,987,400	33,293,700	34,017,900	1,030,500	3.1
M555 Parkade	(403,612)	(700,800)	(1,227,100)	(1,607,000)	(906,200)	129.3
A315 Ticket Office	(754,855)	(6,365,000)	(2,128,900)	(4,574,200)	1,790,800	(28.1)
R954 Parking Management	436,467	620,000	923,900	629,900	9,900	1.6
***** Parking Services	(722,000)	(6,445,800)	(2,432,100)	(5,551,300)	894,500	(13.9)
Net total	85,034,825	92,385,600	96,553,900	101,024,500	8,638,900	9.4

### Summary Details - Transportation and Public Works

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	19,799,846	20,950,400	20,397,300	22,779,600	1,829,200	8.7
6002 Salaries - Overtime	890,916	1,881,200	1,893,600	1,565,900	(315,300)	(16.8)
6005 PDP & Union Con Incr	(958,875)	-	(115,200)	-	-	-
6051 Shift Agreements	21,935	38,000	39,500	38,000	-	-
6054 Vacation payout	61,018	-	30,300	-	-	-
6100 Benefits - Salaries	4,209,719	4,490,900	4,368,000	4,642,300	151,400	3.4
6110 Vacancy Management	-	(1,283,300)	-	(1,332,800)	(49,500)	3.9
6152 Retirement Incentives	128,566	152,100	152,100	66,300	(85,800)	(56.4)
6154 Workers' Compensation	382,252	406,800	407,600	616,700	209,900	51.6
6155 Overtime Meals	21,028	-	200	-	-	-
6158 WCB Recov Earnings	(8,365)	-	(200)	-	-	-
6190 Compensation OCC trf	(105,100)	-	-	-	-	-
6199 Comp & Ben InterDept	(878,036)	508,400	(93,600)	1,126,700	618,300	121.6
9200 HR CATS Wage/Ben	344,704	-	18,000	-	-	-
9210 HR CATS OT Wage/Ben	166,166	-	(5,200)	-	-	-
9230 HR CATS OT Meals	2,580	-	-	-	-	-
* Compensation and Benefits	24,078,355	27,144,500	27,092,400	29,502,700	2,358,200	8.7
6201 Telephone/Cable	47,235	31,000	53,600	39,500	8,500	27.4
6202 Courier/Postage	7,458	8,200	11,900	8,200	-	-
6203 Office Furn/Equip	2,178	21,600	28,100	21,850	250	1.2
6204 Computer S/W & Lic	15,851	11,000	18,300	14,000	3,000	27.3
6205 Printing & Reprod	5,656	28,500	44,200	30,500	2,000	7.0
6206 Microfilms	-	-	-	-	-	-
6207 Office Supplies	31,545	56,500	43,600	80,500	24,000	42.5
6299 Other Office Expenses	3,161	3,100	3,500	3,100	-	-
* Office	113,083	159,900	203,200	197,650	37,750	23.6

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6301 Professional Fees	31,286	42,500	42,500	45,000	2,500	5.9
6302 Legal Fees	15,068	5,500	5,500	10,000	4,500	81.8
6303 Consulting Fees	32,716	62,000	142,000	55,000	(7,000)	(11.3)
6304 Janitorial Services	124	-	-	-	-	-
6308 Snow Removal	555,251	921,000	921,000	722,500	(198,500)	(21.6)
6310 Outside Personnel	639,324	733,900	733,900	750,000	16,100	2.2
6311 Security	79,625	70,000	70,000	70,000	-	-
6312 Refuse Collection	91,387	104,500	104,600	104,500	-	-
6390 Extnl Svcs OCC Trsf	(181,400)	-	(633,500)	-	-	-
6399 Contract Services	61,123,650	67,786,000	70,089,200	78,807,500	11,021,500	16.3
<b>* External Services</b>	<b>62,387,030</b>	<b>69,725,400</b>	<b>71,475,200</b>	<b>80,564,500</b>	<b>10,839,100</b>	<b>15.5</b>
6401 Uniforms & Clothing	26,102	35,000	46,400	39,000	4,000	11.4
6402 Med & First Aid Supp	274	1,400	1,000	1,400	-	-
6405 Photo Supp & Equip	-	300	300	300	-	-
6406 Bridge Tolls	39,056	50,800	50,300	40,800	(10,000)	(19.7)
6407 Clean/Sani Supplies	33,283	19,800	27,800	19,800	-	-
6409 Personal Protect Equ	114,003	128,400	147,700	135,650	7,250	5.6
6499 Other Supplies	168,518	128,800	123,100	148,800	20,000	15.5
<b>* Supplies</b>	<b>381,236</b>	<b>364,500</b>	<b>396,600</b>	<b>385,750</b>	<b>21,250</b>	<b>5.8</b>
6501 Asphalt	270,624	236,600	235,600	236,600	-	-
6502 Chemicals	17,133	78,500	52,500	78,500	-	-
6503 Fertilizer	626	-	-	-	-	-
6504 Hardware	162,752	135,800	143,400	135,800	-	-
6505 Lubricants	1,933	7,900	8,500	7,900	-	-
6506 Lumber	6,656	15,800	22,800	15,800	-	-
6507 Propane	790	2,200	2,200	2,200	-	-
6508 Ready Mix Concrete	114,795	171,700	196,200	211,700	40,000	23.3
6510 Road Oils	-	6,700	2,300	6,700	-	-
6511 Salt	908,549	1,619,500	1,620,500	1,439,300	(180,200)	(11.1)
6512 Sand	1,268	10,200	10,400	10,200	-	-
6513 Seeds & Plants	2,466	3,700	5,400	4,700	1,000	27.0
6514 Sods	400	4,100	2,600	3,100	(1,000)	(24.4)
6515 Stone and Gravel	3,696	52,000	6,000	52,000	-	-
6516 Topsoil	4,196	10,900	11,100	10,900	-	-
6517 Paint	145,619	181,400	169,500	210,900	29,500	16.3
6518 Metal	60,752	46,600	61,000	70,300	23,700	50.9
6519 Welding Supplies	6,356	3,700	3,700	3,700	-	-
6599 Other Materials	52,910	61,900	62,200	63,200	1,300	2.1
<b>* Materials</b>	<b>1,761,521</b>	<b>2,649,200</b>	<b>2,615,900</b>	<b>2,563,500</b>	<b>(85,700)</b>	<b>(3.2)</b>
6602 Electrical	402,530	619,000	619,000	629,800	10,800	1.7
6603 Grnds & Landscaping	690,179	15,300	15,300	15,300	-	-
6605 Municipal Taxes	4,398	6,000	6,000	6,000	-	-
6607 Electricity	2,625,325	2,689,700	2,689,700	2,697,100	7,400	0.3
6608 Water	11,599	16,500	16,500	15,000	(1,500)	(9.1)
6609 Elevator & Escalator	63	-	-	-	-	-
6610 Building - Exterior	383	-	-	-	-	-
6611 Building - Interior	-	300	300	300	-	-
6614 Envir Assess/Cleanup	4,738	5,000	5,000	5,000	-	-
6615 Vandalism Clean-up	-	25,000	15,000	25,000	-	-
6690 Building OCC Transfer	-	-	(500)	-	-	-
6699 Other Building Cost	532	-	-	-	-	-
<b>* Building Costs</b>	<b>3,739,746</b>	<b>3,376,800</b>	<b>3,366,300</b>	<b>3,393,500</b>	<b>16,700</b>	<b>0.5</b>
6701 Equipment Purchase	57,436	69,900	62,600	74,700	4,800	6.9
6702 Small Tools	38,156	43,700	67,000	46,900	3,200	7.3
6703 Computer Equip/Rent	6,041	6,600	7,600	12,600	6,000	90.9
6704 Equipment Rental	100,129	67,100	124,700	87,100	20,000	29.8
6705 Equip - R&M	11,879	2,900	7,400	2,900	-	-
6706 Computer R&M	1,944	500	500	500	-	-
6707 Plumbing & Heating	119	-	-	-	-	-

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
6708 Mechanical Equipment	16	-	-	-	-	-
6711 Communication System	140,877	118,900	106,000	122,500	3,600	3.0
<b>* Equipment &amp; Communications</b>	<b>356,596</b>	<b>309,600</b>	<b>375,800</b>	<b>347,200</b>	<b>37,600</b>	<b>12.1</b>
6802 Vehicle R&M	10,324	6,000	3,200	6,000	-	-
6804 Vehicle Fuel - Gas	-	-	-	-	-	-
6806 Vehicle Rentals	52,820	86,500	149,800	86,500	-	-
6811 Shop Supplies	67	-	-	-	-	-
6899 Other Vehicle Expense	6,744	4,000	7,400	24,000	20,000	500.0
<b>* Vehicle Expense</b>	<b>69,956</b>	<b>96,500</b>	<b>160,400</b>	<b>116,500</b>	<b>20,000</b>	<b>20.7</b>
6901 Membership Dues	46,784	44,600	44,400	49,100	4,500	10.1
6902 Conferences/Workshop	3,256	15,500	9,500	99,500	84,000	541.9
6903 Travel - Local	224,388	311,000	246,500	311,500	500	0.2
6904 Travel - Out of Town	150	1,700	800	28,300	26,600	1,564.7
6905 Training & Education	61,788	64,000	53,300	74,000	10,000	15.6
6906 Licenses & Agreements	199,311	293,900	323,900	440,400	146,500	49.8
6908 Medical Examinations	4,657	5,000	5,000	5,000	-	-
6909 Cost of Sales	343,873	497,200	327,000	323,670	(173,530)	(34.9)
6910 Signage	50,404	55,000	55,000	58,000	3,000	5.5
6911 Facilities Rental	-	6,300	300	300	(6,000)	(95.2)
6912 Advertising/Promotio	119,842	221,000	314,000	258,700	37,700	17.1
6913 Awards	2,559	-	-	-	-	-
6914 Recruiting	3,209	-	4,400	-	-	-
6916 Public Education	42,966	145,000	144,000	118,600	(26,400)	(18.2)
6917 Books and Periodicals	4,306	4,300	5,800	4,900	600	14.0
6918 Meals	540	7,100	5,400	7,100	-	-
6919 Special Projects	645,119	46,500	262,100	41,500	(5,000)	(10.8)
6928 Committee Expenses	137	900	700	900	-	-
6929 Procurement Card Clg	2,501	200	200	200	-	-
6933 Community Events	-	20,000	20,000	20,000	-	-
6936 Staff Relations	1,000	2,000	2,000	2,000	-	-
6938 Rewarding Excellence	2,466	11,300	11,400	11,300	-	-
6940 Fencing	-	4,900	4,900	4,900	-	-
6942 Management Fees	66,428	88,900	88,900	102,930	14,030	15.8
6943 Health and Wellness	-	2,500	2,500	2,500	-	-
6999 Other Goods/Services	11,525	25,500	20,500	25,500	-	-
<b>* Other Goods &amp; Services</b>	<b>1,837,210</b>	<b>1,874,300</b>	<b>1,952,500</b>	<b>1,990,800</b>	<b>116,500</b>	<b>6.2</b>
7008 ltnTrsf IT & Commun	21,907	-	400	-	-	-
7009 Internal Trfr Other	251,497	92,000	93,700	89,900	(2,100)	(2.3)
7010 IntTrfr Insur Funds	(54,437)	(50,000)	(50,000)	(58,900)	(8,900)	17.8
7011 Int Trf Record Check	66	-	200	-	-	-
7012 Int Trf Print/Reprod	3,423	-	2,700	-	-	-
7099 Interdept Chargeback	-	-	(10,800)	-	-	-
<b>* Interdepartmental</b>	<b>222,455</b>	<b>42,000</b>	<b>36,200</b>	<b>31,000</b>	<b>(11,000)</b>	<b>(26.2)</b>
8010 Other Interest	3,762	-	-	-	-	-
<b>* Debt Service</b>	<b>3,762</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
8017 Bank Charges	617	-	-	-	-	-
8024 Transf to/fr Capital	(10,000)	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	(18,935)	(22,000)	(22,000)	(22,000)	-	-
8031 Tfr To Resvs Fr Oper	3,542,971	4,345,100	4,320,100	-	(4,345,100)	(100.0)
<b>* Other Fiscal</b>	<b>3,514,652</b>	<b>4,323,100</b>	<b>4,298,100</b>	<b>(22,000)</b>	<b>(4,345,100)</b>	<b>(100.5)</b>
<b>** Total</b>	<b>98,465,602</b>	<b>110,065,800</b>	<b>111,972,600</b>	<b>119,071,100</b>	<b>9,005,300</b>	<b>8.2</b>

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
4750 Other Grants	(4,641,086)	(3,983,000)	(3,983,000)	(3,283,000)	700,000	(17.6)
<b>* Transfers from other Gov'ts</b>	<b>(4,641,086)</b>	<b>(3,983,000)</b>	<b>(3,983,000)</b>	<b>(3,283,000)</b>	<b>700,000</b>	<b>(17.6)</b>
4901 Parking Station Rev	16	(2,800,000)	(2,446,000)	(2,843,000)	(43,000)	1.5
4902 Fines Fees	(1,098,501)	-	(262,000)	-	-	-
4905 St. Opening Permits	(152,414)	(188,300)	(161,700)	(170,000)	18,300	(9.7)



Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4912 Signs & Encroachments	(181,410)	(185,000)	(185,000)	(185,000)	-	-
4921 Parking Permit Rev	(68,105)	(120,000)	(200,000)	(200,000)	(80,000)	66.7
4922 Parking Ticket Rev	(926,288)	(3,800,000)	(1,820,000)	(4,025,000)	(225,000)	5.9
5101 Parking Rentals	(1,368,488)	(1,378,900)	(1,688,000)	(2,058,600)	(679,700)	49.3
5225 Tipping Fees-Waste R	(1,111,909)	(1,490,000)	(1,290,000)	(1,625,000)	(135,000)	9.1
5255 Engineering Fees	(10,293)	-	-	-	-	-
5256 SOT Revenue	(970,145)	(1,500,000)	507,000	-	1,500,000	(100.0)
5403 Sale-Other Recycle	(948,366)	(700,000)	(2,100,000)	(1,800,000)	(1,100,000)	157.1
<b>* Fee Revenues</b>	<b>(6,835,904)</b>	<b>(12,162,200)</b>	<b>(9,645,700)</b>	<b>(12,906,600)</b>	<b>(744,400)</b>	<b>6.1</b>
5508 Recov External Parti	(959,653)	(843,000)	(848,000)	(965,000)	(122,000)	14.5
5600 Miscellaneous Revenue	(994,134)	(692,000)	(942,000)	(892,000)	(200,000)	28.9
<b>* Other Revenue</b>	<b>(1,953,787)</b>	<b>(1,535,000)</b>	<b>(1,790,000)</b>	<b>(1,857,000)</b>	<b>(322,000)</b>	<b>21.0</b>
<b>** Total</b>	<b>(13,430,777)</b>	<b>(17,680,200)</b>	<b>(15,418,700)</b>	<b>(18,046,600)</b>	<b>(366,400)</b>	<b>2.1</b>
<b>Net total</b>	<b>\$ 85,034,825</b>	<b>\$ 92,385,600</b>	<b>\$ 96,553,900</b>	<b>\$ 101,024,500</b>	<b>\$ 8,638,900</b>	<b>9.4</b>

**AUDITOR  
GENERAL**

Halifax Regional Municipality

# **OFFICE OF THE AUDITOR GENERAL**

2022/23 BUDGET AND BUSINESS PLAN

**MISSION** TO DELIVER INDEPENDENT AUDITS THAT STRENGTHEN ACCOUNTABILITY AND ENCOURAGE IMPROVED EFFICIENCY AND EFFECTIVENESS OF PROGRAMS.

## OFFICE OF THE AUDITOR GENERAL

The Office of the Auditor General is responsible for auditing Halifax Regional Municipality's programs and accounts, including all municipal bodies. The Office assists Halifax Regional Council in holding itself, and administration, accountable for the use of public funds and for achieving value-for-money in the Municipality's operations.

The Office of the Auditor General independently prepares and publishes its work plan and reports. Details can be found at: <https://hrmauditorgeneral.ca/annual-reports>

### FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	9.6	-	-	9.6	-
Capital					N/A
<b>Total</b>	<b>9.6</b>	<b>-</b>	<b>-</b>	<b>9.6</b>	<b>\$ -</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.*

## OFFICE OF THE AUDITOR GENERAL BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
G100 Office of the Auditor General	\$ 1,018,581	\$ 1,211,900	\$ 1,211,900	\$ 1,147,800	\$ (64,100)	(5.3)
<b>Net Total</b>	<b>\$ 1,018,581</b>	<b>\$ 1,211,900</b>	<b>\$ 1,211,900</b>	<b>\$ 1,147,800</b>	<b>\$ (64,100)</b>	<b>(5.3)</b>

### OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 1,211,900</b>
Compensation Changes:	
Salary Adjustments	(18,600)
Other Budget Adjustments:	
Office	(6,500)
External services	(38,000)
Other Goods & Services	(1,000)
<b>Total Changes</b>	<b>\$ (64,100)</b>
<b>2022/23 Budget</b>	<b>\$ 1,147,800</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 946,085	\$ 1,044,200	\$ 1,044,200	\$ 1,025,600	\$ (18,600)	(1.8)
Office	33,324	37,700	37,700	31,200	(6,500)	(17.2)
External Services	5,550	82,000	82,000	44,000	(38,000)	(46.3)
Equipment & Communications	36	1,000	1,000	1,000	-	-
Other Goods & Services	33,239	47,000	47,000	46,000	(1,000)	(2.1)
Interdepartmental	346	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,018,581</b>	<b>1,211,900</b>	<b>1,211,900</b>	<b>1,147,800</b>	<b>(64,100)</b>	<b>(5.3)</b>

## Summary of Net Expenditures - Office of the Auditor General

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
G100 Off of the Aud Gen	1,018,581	1,211,900	1,211,900	1,147,800	(64,100)	(5.3)
<b>Net Total</b>	<b>1,018,581</b>	<b>1,211,900</b>	<b>1,211,900</b>	<b>1,147,800</b>	<b>(64,100)</b>	<b>(5.3)</b>

## Summary Details - Office of the Auditor General

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	797,405	866,900	866,900	849,500	(17,400)	(2.0)
6005 PDP & Union Con Incr	(14,209)	-	-	-	-	-
6100 Benefits - Salaries	147,127	158,800	158,800	160,600	1,800	1.1
6152 Retirement Incentives	4,823	5,500	5,500	5,200	(300)	(5.5)
6154 Workers' Compensation	10,940	13,000	13,000	10,300	(2,700)	(20.8)
<b>* Compensation and Benefits</b>	<b>946,085</b>	<b>1,044,200</b>	<b>1,044,200</b>	<b>1,025,600</b>	<b>(18,600)</b>	<b>(1.8)</b>
6201 Telephone/Cable	450	500	500	500	-	-
6202 Courier/Postage	94	200	200	200	-	-
6203 Office Furn/Equip	1,469	2,500	2,500	2,500	-	-
6204 Computer S/W & Lic	29,701	33,000	33,000	26,500	(6,500)	(19.7)
6207 Office Supplies	1,611	1,500	1,500	1,500	-	-
<b>* Office</b>	<b>33,324</b>	<b>37,700</b>	<b>37,700</b>	<b>31,200</b>	<b>(6,500)</b>	<b>(17.2)</b>
6301 Professional Fees	-	71,100	71,100	35,000	(36,100)	(50.8)
6302 Legal Fees	438	3,000	3,000	5,000	2,000	66.7
6399 Contract Services	5,112	7,900	7,900	4,000	(3,900)	(49.4)
<b>* External Services</b>	<b>5,550</b>	<b>82,000</b>	<b>82,000</b>	<b>44,000</b>	<b>(38,000)</b>	<b>(46.3)</b>
6703 Computer Equip/Rent	36	1,000	1,000	1,000	-	-
<b>* Equipment &amp; Communications</b>	<b>36</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	-	-
6901 Membership Dues	12,147	13,000	13,000	13,000	-	-
6902 Conferences/Workshop	-	4,000	4,000	4,000	-	-
6903 Travel - Local	889	1,500	1,500	1,500	-	-
6904 Travel - Out of Town	-	3,000	3,000	3,000	-	-
6905 Training & Education	17,090	20,500	20,500	20,000	(500)	(2.4)
6912 Advertising/Promotio	-	1,000	1,000	1,000	-	-
6914 Recruiting	-	1,000	1,000	1,000	-	-
6917 Books and Periodicals	2,874	1,000	1,000	1,500	500	50.0
6919 Special Projects	-	1,000	1,000	-	(1,000)	(100.0)
6938 Rewarding Excellence	239	1,000	1,000	1,000	-	-
<b>* Other Goods &amp; Services</b>	<b>33,239</b>	<b>47,000</b>	<b>47,000</b>	<b>46,000</b>	<b>(1,000)</b>	<b>(2.1)</b>
7008 ItnTrsf IT & Commun	341	-	-	-	-	-
7012 Int Trf Print/Reprod	5	-	-	-	-	-
<b>* Interdepartmental</b>	<b>346</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>1,018,581</b>	<b>1,211,900</b>	<b>1,211,900</b>	<b>1,147,800</b>	<b>(64,100)</b>	<b>(5.3)</b>
<b>Net total</b>	<b>1,018,581</b>	<b>1,211,900</b>	<b>1,211,900</b>	<b>1,147,800</b>	<b>(64,100)</b>	<b>(5.3)</b>

# HALIFAX

## CAO BUSINESS UNIT

2022/23 BUDGET AND BUSINESS PLAN

**MISSION** TO CREATE A GREAT PLACE TO LIVE, WORK AND PLAY BY  
BECOMING THE BEST MANAGED MUNICIPALITY IN CANADA.

## CAO BUSINESS UNIT OVERVIEW

The Chief Administrative Officer's (CAO) business unit is committed to advancing all Regional Council and administrative priority outcomes by providing leadership to staff.

This is achieved through strategic and operational guidance by the CAO and the senior leadership team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit also provides strategic advice and administrative and legislative support to the Mayor and Regional Council.

The CAO oversees two Deputy CAOs – DCAO of Corporate Services and DCAO of Citizen Services, as well as the Chief of Police.

The CAO's office also oversees the Councillors' Support Office, the support staff in the Mayor's Office, Government Relations & External Affairs (which includes the Regulatory Modernization Project and Public Safety Advisor) as well as the Office of Diversity & Inclusion (D&I) / African Nova Scotian Affairs Integration Office (ANSAIO)

## CAO BUSINESS UNIT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	48.3	1.0	10.7	60.0	1,410,600
Capital	-	-	-	-	N/A
<b>Total</b>	<b>48.3</b>	<b>1.0</b>	<b>10.7</b>	<b>60.0</b>	<b>\$ 1,410,600</b>

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

FTE changes include: Diversity & Inclusion Policy and Research Intern (0.7), Outreach and Research Indigenous Coordinator, Administrative Assistant in D&I/ANSAIO, Housing and Homelessness Coordinator, Anti-Black Racism Program Coordinator, Workplace Assistant to the Accessibility Advisor, Deputy CAO Corporate Services, DCAO Citizen Services, Administrative Coordinator to the DCAO Corporate Services, Administrative Coordinator to the DCAO Citizen Services, transfer of Planner III (Food Security Planner) from P&D to GREA and new position to support the Board of Police Commissioners in GREA.

## STRATEGIC INITIATIVES

## INITIATIVES SUPPORTING HALIFACT

**Environment and Climate Change / HalifACT**

The Chief Administrative Office supports HalifACT by providing high level support and engagement with external stakeholders. The CAO provides leadership and oversight to the DCAO of Corporate Services and Environment & Climate Change team for the outcomes and priorities outlined in the HalifACT plan by supporting the actions and ensuring that they are provided with the appropriate internal resources.

## INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

**Public Safety Strategy 2018-2022**

A roadmap for making evidence-informed, upstream investments in community safety and wellbeing. A comprehensive renewal of the Public Safety Strategy will continue in 2022, as part of the Public Safety and Policing Review.

**Social Policy**

HRM's Social Policy has three focus areas: affordable housing and homelessness, food security, and connected communities. The municipality will work to help build internal capacity across all business units and continue to identify partnerships to enhance collaboration within the focus areas to serve vulnerable communities.

**Halifax Regional Municipality Safe City and Safe Public Spaces Program**

The Halifax Regional Municipality Safe City and Safe Public Spaces Program prevents and responds to gender-based violence in public spaces. The next phase involves developing and implementing recommendations to address priority areas emerging from a completed scoping study and advance the implementation of a Women's Safety Assessment tool including building partnerships with key stakeholders; developing and implementing



comprehensive policies; investing in the safety and economic viability of public spaces; and transforming social norms.

### **African Nova Scotian Road to Economic Prosperity Action Plan**

The municipality and the Halifax Partnership, in collaboration with the Road to Economic Advisory Committee, will continue to work with the African Nova Scotian community to address historic and present-day economic challenges and opportunities and advance economic development and community priorities by focusing on: building unity and capacity among African Nova Scotians; establishing land ownership; developing infrastructure; attracting investment; and increasing participation in education, employment and entrepreneurship.

### **Anti-Black Racism (ABR) Strategy**

The Office of Diversity and Inclusion will establish an Anti-Black racism strategy and a corporate action plan to guide the municipality in its work with and in the African Nova Scotian Communities.

### **Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History**

HRM will continue the implementation and tracking of the recommendations in the Report from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History and report progress to Halifax Regional Council.

### **Immigration Strategy**

To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will work with business units to develop and implement an updated Corporate Immigration Strategy.

### **2022-2027 Economic Strategy**

The Municipality and the Halifax Partnership are developing and will implement a 2022 - 2027 economic strategy to attract, keep, and grow talent, investment, and jobs in the HRM. That work has started, and the new strategy will be completed in 2022.

### **Increasing Food Security & Strengthening the Local Food System**

HRM has partnered with the Halifax Food Policy Alliance to develop JustFOOD, an action plan for the Halifax region. JustFOOD is a collaborative effort to increase food security and strengthen our local food system, through the lens of food justice. Engagement began in 2021 and will continue into 2022/23, moving from ideas for action to developing strategies and capacity to achieve the actions. Engagement and ongoing research will lead to an action plan and commitments across sectors to support action and realize positive change.

Affordable access to good food and emergency planning to strengthen our vulnerable food system are crucial. Support will continue for the Mobile Food Market, bringing affordable, quality food to communities at risk for food access issues. Work will also continue to incorporate food planning into emergency measures and climate change mitigation/adaptation, such as capitalizing on HRM's new refrigerated truck. Halifax Public Libraries are key partners, increasing food literacy programs and access to food infrastructure to improve food security and the health of community members especially those experiencing poverty.

## INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

**Regulatory Modernization Framework**

The Regulatory Modernization initiative will advance actions to: (i) reduce regulatory red-tape for business in specific areas and improve regulatory impact for the Municipality; (ii) reduce regulatory red-tape from internal operations; (iii) build municipal capacity for policy-making and regulatory improvement through best practice, collaboration and engagement, staff training and innovation, and performance measurement; and (iv) develop an operational framework to shift regulatory modernization from a project to an ongoing service deliverable.

**Accessibility Strategy**

To guide the municipality in meeting the Province of Nova Scotia's Accessibility Act goal of an accessible province by 2030, HRM will implement the Accessibility Strategy.

**Diversity & Inclusion Framework**

Business Units continue to carry out their respective Diversity and Inclusion Framework related initiatives to ensure inclusive service, a safe, respectful and inclusive work environment, equitable employment, meaningful partnerships, accessible information and communication within the organization.

**Promote Equitable Access to Municipal Services**

Under the Diversity & Inclusion Framework, business units will develop and implement various diversity and inclusion plans and initiatives to ensure equitable access to municipal services in collaboration with the Office of Diversity & Inclusion/ANSAIO.

**Report Center Office**

Within the CAO's Office, the Report Center Office manages the production of staff reports for Regional Council and its committees. In collaboration with all Business Units and under the direction of the CAO, the Report Center Office works to assign new report requests, track reports, manage reviews and approvals, assist staff, and provide updates to senior management and Members of Regional Council. The Office also develops and provides user training programs, and report writer training for the organization.

**CAO BUSINESS UNIT BUDGET**

## OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
CAO Office	\$ 726,533	\$ 877,300	\$ 1,204,800	\$ 1,968,500	\$ 1,091,200	124.4
Councillor Support	2,624,993	3,000,700	2,926,200	3,046,600	45,900	1.5
Diversity and Inclusion	808,389	1,267,100	1,249,500	1,687,900	420,800	33.2
Government Relations & External Affairs	3,255,775	4,000,500	3,914,900	4,870,900	870,400	21.8
Mayors Office	736,820	857,600	791,700	862,200	4,600	0.5
<b>Net Total</b>	<b>\$ 8,152,511</b>	<b>\$ 10,003,200</b>	<b>\$ 10,087,100</b>	<b>\$ 12,436,100</b>	<b>\$ 2,432,900</b>	<b>24.3</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 10,003,200</b>
Compensation Changes:	
New Positions and Salary Adjustments	1,505,300
Board of Police Commissioners Staff	100,000
Revenue Adjustments:	
Misc. adjustments to DOJ grant and IRCC grant (offset in expenses)	18,500
Provincial grant for Workplace Assistant to the Accessibility Advisor position	(30,900)
Other Budget Adjustments:	
Remove Economic Recovery Plan from prior year	(135,000)
Remove Public Safety and Policing Review / Strategy Refresh from prior year	(100,000)
Misc. expense adjustments due to change in DOJ grant and IRCC grant	(18,500)
Budget transfer from IT - Halifax Civic Innovation Outpost at Volta	260,700
Budget transfer from Planning and Development - Food Security and Systems Planning	240,000
Remaining COVID-19 reductions added back to budget	207,900
Rural Economic Development	160,000
Anti-Black Racism	110,000
Deputy CAO non-compensation budgets	59,000
Halifax Partnership Agreement - 2% increase	38,400
Membership with Canada's Big City Executive Partnership (BiCEP)	20,000
Net miscellaneous adjustments	(2,500)
Total Changes	\$ 2,432,900
<b>2022/23 Budget</b>	<b>\$ 12,436,100</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 5,754,141	\$ 6,705,500	\$ 6,992,200	\$ 8,310,800	\$ 1,605,300	23.9
Office	36,780	63,600	66,000	83,800	20,200	31.8
External Services	32,074	137,600	212,800	112,700	(24,900)	(18.1)
Supplies	4,757	5,500	800	5,500	-	-
Materials	490	1,200	700	1,200	-	-
Building Costs	940	1,000	7,000	1,000	-	-
Equipment & Communications	1,329	900	1,100	2,700	1,800	200.0
Vehicle Expense	23,385	34,800	31,400	31,000	(3,800)	(10.9)
Other Goods & Services	235,979	551,800	482,400	774,200	222,400	40.3
Interdepartmental	98,311	117,100	79,900	83,100	(34,000)	(29.0)
Other Fiscal	5,241,252	5,590,400	5,489,700	6,182,900	592,500	10.6
<b>Total Expenditures</b>	<b>11,429,438</b>	<b>13,209,400</b>	<b>13,364,000</b>	<b>15,588,900</b>	<b>2,379,500</b>	<b>18.0</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Area Rate Revenue	\$ (2,781,406)	\$ (2,803,500)	\$ (2,803,500)	\$ (2,740,900)	\$ 62,600	(2.2)
Payments in Lieu of taxes	(154,241)	(173,200)	(173,200)	(170,000)	3,200	(1.8)
Fee Revenues	(38,378)	(46,000)	-	-	46,000	(100.0)
Other Revenue	(302,901)	(183,500)	(300,200)	(241,900)	(58,400)	31.8
<b>Total Revenues</b>	<b>(3,276,927)</b>	<b>(3,206,200)</b>	<b>(3,276,900)</b>	<b>(3,152,800)</b>	<b>53,400</b>	<b>(1.7)</b>
<b>Net Total</b>	<b>\$ 8,152,511</b>	<b>\$ 10,003,200</b>	<b>\$ 10,087,100</b>	<b>\$ 12,436,100</b>	<b>\$ 2,432,900</b>	<b>24.3</b>

## CAO BUSINESS UNIT SERVICE AREA PLANS (2022/2023)

## OFFICE OF DIVERSITY &amp; INCLUSION/ANSAIO

The Office of Diversity & Inclusion/ANSIO builds an inclusive organizational culture that values and reflects the diverse community that we serve. The office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work and play in HRM.

## SERVICE DELIVERED

**Accessibility Services**

Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax's Inclusive and Accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

**Corporate Diversity Services**

Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. Acts as the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

### **African Nova Scotian Affairs Integration Office**

Provides leadership, strategic direction, policy advice and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within HRM in alignment with the Africville Agreement.

### **Indigenous Community Engagement**

Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission, and guided by Regional Council's reconciliation statement, and demonstrates HRM's commitment to partnership with the community. Supports the ongoing relationships and partnerships development related to urban indigenous peoples.

### **Immigration Services and Local Immigration Partnership (LIP)**

Immigration Services supports the participation of immigrants and migrants (including International students, temporary foreign workers and refugee claimants) in HRM based on the equity and inclusion platform.

### **French Language Services**

Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

### **ANSAIO and DPAD (Decade for People of African Descent)**

Supports and builds partnerships to engage African Nova Scotian organizations and individuals in building and implementing action plans around the UN Declaration 2015-2024 as the Decade for People of African Descent.

## **OFFICE OF DIVERSITY & INCLUSION KEY DELIVERABLES (2022/23)**

<b>Our People - Diverse, Inclusive, &amp; Equitable Environment</b>
<b>Diversity &amp; Inclusion Framework Year 3</b> (Est. Completion: Q4 2022/2023)  To advance diversity and inclusion in the organization and support an improved understanding of the community, the Office of Diversity & Inclusion will continue to action the business unit specific plans of the Diversity & Inclusion Framework (D&I corporate lens tools, policies and corporate training).
<b>Communities – Inclusive Community</b>
<b>Accessibility Strategy – Year 2</b> (Est. Completion: Q4 2022/2023)  To support HRM in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion will work with business units to implement Year 2 of the Accessibility Strategy.

**Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History (Year 2 of implementation of recommendations)** (Target: Q4 2022/2023)

The municipality will continue to implement and track the recommendations in the Report from the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History and provide an annual progress report to Halifax Regional Council.

**Gender Equity Strategy** (Est. Completion: Q4 2022/2023)

To advance social equity in HRM the Office of Diversity and Inclusion will develop a gender equity strategy to support inclusion for all residents, reducing barriers to municipal services based on gender identity and expression, through the use of Gender-Based Analysis Plus (GBA+) analysis and lens tools.

**Immigration Strategy** (Est. Completion: Q4 2022/2023)

To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will work with business units to develop and implement an updated Corporate Immigration Strategy.

**Anti-Black Racism Strategy** (Est. Completion: Q4 2022/2023)

HRM will establish an Anti-Black racism strategy and implement a corporate action plan. Year two will include: continue corporate anti-Black Racism training, continue the work of the internal ABR task force, develop and implement the ABR Grants Program, establish an ABR committee of council and continue with the corporate wide ABR awareness campaign.

**French Services Strategy** (Target: Q4 2022/2023)

To support HRM's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion will work with business units to develop and implement the Corporate French Services Strategy.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion.  
Target applies to new deliverables and is the original target completion date.*

## GOVERNMENT RELATIONS & EXTERNAL AFFAIRS (GREA)

Government Relations & External Affairs is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

### SERVICES DELIVERED

**Corporate Policy Development and Coordination**

This service is responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

**Economic and Social Policy Coordination**

This service provides policy advice and coordinates activities to advance Regional Council's Economic Development and Social Development priorities.

## Government and External Relations

This service is responsible for ongoing management of relationships with other orders of government as well as key stakeholders.

## Public Safety

This service is responsible for supporting Regional Council priorities by delivering strategic leadership and promotion of HRM's Public Safety Strategy with the goal of helping to ensure residents and visitors to our community can live, learn, play and work in a safe environment.

## Regulatory Modernization

This service provides corporate coordination and oversight for the identification of regulatory improvements to reduce red-tape for business and implementation of the corporate regulatory modernization initiative to improve the quality of Halifax's regulatory environment for better policy outcomes.

This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

## Support to the Board of Police Commissioners

This new position provides dedicated staffing to address report and policy work, board correspondence and other support as required by the Board of Police Commissioners via the Chief Administrative Officer. This includes policy development, report writing, research and administrative functions the board requires beyond what is normally provided to HRM Board and Committees by the Office of the Municipal Clerk.

## GOVERNMENT RELATIONS AND EXTERNAL AFFAIRS KEY DELIVERABLES (2022/23)

Prosperous Economy – Economic Growth
<b>Federal Infrastructure Planning</b> (Est. Completion: Q4 2022/2023) To advance HRM's strategic goals, Government Relations & External Affairs will identify and coordinate applications for federal funding to undertake key infrastructure projects.
<b>Economic Growth Plan (2022-2027)</b> (Est. Completion: Q4 2022/23) The municipality and the Halifax Partnership will begin implementation and tracking of the 2022 - 2027 economic strategy to attract, keep, and grow talent, investment, and jobs in Halifax. Deliverables and other responsibilities will be outlined in a revised HRM - Halifax Partnership services agreement.
<b>Halifax Innovation Outpost</b> (Est. Completion: Q4 2023/24) HRM and the Halifax Partnership will make Halifax one of the best living labs for start-ups and government through its Halifax Civic Innovation Outpost at Volta. The Outpost will: develop prototypes to solve complex social issues and improve HRM service delivery; develop for-profit prototypes that tackle the climate change emergency; and beta test local start-up products and services at HRM and with Partnership investors. Work with the Outpost also supports the Innovative Performance Excellence administrative priority outcome.

<b>Communities – Affordable Communities</b>
<p><b>JustFOOD Action Plan</b> (Est. Completion: Q4 2022/2023)</p> <p>Phase 1 Engagement for the Just Food Action Plan began in 2021 on what JustFOOD should achieve and how to work together to make this a reality. Engagement findings as well as ongoing collaborations and research will generate a draft action plan in 2022. Phase 2 will involve working groups and engagement to refine the draft plan and generate commitments across sectors to achieve the actions including the funding, people power, governance, performance measurement, and other supports needed to operationalize JustFOOD Halifax.</p>
<b>Prosperous Economy – Talent Attraction, Retention &amp; Development</b>
<p><b>Talent Attraction</b> (Est. Completion: Q4 2022/2023)</p> <p>The municipality will support the Halifax Partnership's Connector Program, Atlantic Innovation Pilot recruitment efforts, and other initiatives to attract talent to Halifax.</p>
<p><b>Talent Retention</b> (Est. Completion: 2026/2027)</p> <p>The municipality will update and implement its immigration strategy (Newcomers Welcoming Plan) to welcome and settle immigrants in Halifax and will support Halifax Partnership programs aimed at retaining new immigrants, recent domestic and international graduates, and internationally-trained workers.</p>
<b>Communities - Inclusive Communities</b>
<p><b>Social Policy Implementation</b> (Est. Completion: Q4 2022/2023)</p> <p>Government Relations &amp; External Affairs will coordinate the implementation of HRM's Social Policy with an emphasis on three focus areas: Food Security, Affordable Housing and Homelessness, and Connected Communities.</p>
<p><b>Response to Homelessness</b> (Target: 2022/2023)</p> <p>HRM will explore ways to better coordinate and resource the municipality's role in preventing and responding to the issue of homelessness, including continued support for the Navigator Program.</p>
<b>HalifACT – Responsible Administration – Well Managed</b>
<p><b>HalifACT Support</b> (Target: Q1 2022/2023)</p> <p>GREA will continue to work with Environment &amp; Climate Change to: coordinate internal engagement on any provincial consultations related to HalifACT; manage the process of submitting any legislative changes required to advance HalifACT; and coordinate the submission of applications for infrastructure funding that support the implementation of HalifACT.</p>

For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>



## PUBLIC SAFETY ADVISOR

The Public Safety Advisor is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of HRM's Public Safety Strategy with the goal of helping to ensure residents and visitors to our community can live, learn, play and work in a safe environment.

### SERVICES DELIVERED

#### Public Safety Coordination

This service is responsible for ensuring a coordinated and holistic approach for addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, and community groups.

### PUBLIC SAFETY ADVISOR KEY DELIVERABLES (2022/23)

Communities - Safe Communities
<p><b>Research and Innovation: Community Safety and Wellbeing</b> (Target: Q4 2022/2023)</p> <p>Generate evidence on the state of community safety efforts internally and among community stakeholders, including advancing a prototype for an index of community safety and wellbeing and embedding the final tool within HRM.</p>
<p><b>Build Relationships and Capacity to Address Substance Misuse with Key Stakeholders</b> (Est. Completion: Q4 2022/2023)</p> <p>To advance implementation of Public Safety Strategy Priority areas related to substance misuse, the Public Safety Advisor will convene key stakeholders to identify and seek resources to fund the development of a municipal drug strategy and explore associated actions.</p>
<p><b>Community Mobilization</b> (Target: Q4 2022/2023)</p> <p>Continue to strengthen the capacity and impact of existing Community Mobilization Teams and work with residents to establish a new CMT, for 4 in total.</p>
<p><b>Police Resourcing / Reimagining Public Safety</b> (Est. Completion: Q4 2022/2023)</p> <p>As part of the process to develop a new Public Safety Strategy, the Public Safety Office will coordinate the response to Regional Council motions on conducting a review of policing services and assessing potential alternatives to service delivery.</p>

## REGULATORY MODERNIZATION

The Regulatory Modernization initiative advances actions to reduce regulatory red-tape for business and improve policy impact for the Municipality, reduce red-tape from internal operations, build municipal capacity for policy-making and regulatory reform, and develop an operational framework to deliver ongoing regulatory modernization services.

### REGULATORY MODERNIZATION KEY DELIVERABLES (2022/23)

Prosperous Economy – Economic Growth
<p><b>Joint Project Regulatory Modernization Implementation - Phase 3</b> (Est. Completion: Q4 2022/2023)</p> <p>HRM will partner with the Province and engage with stakeholders to deliver specific projects under the Phase III Joint Project for Regulatory Modernization action-plan to reduce regulatory red tape for business in mutual areas of priority.</p>
<p><b>Policy Impact and Regulatory Reform</b> (Est. Completion: Q4 2022/2023)</p> <p>HRM will continue to develop and deliver a corporate-wide framework to improve regulation as a policy tool and help advance strategic policy outcomes including: (i) continuously developing regulatory impact assessment tools; (ii) development of an inclusive stakeholder engagement strategy and Implementation Plan; (iii) implementation of regulatory change priorities aligned with the 2022-2027 Economic Plan; and (iv) development of a corporate policy-making approach</p>
<p><b>Regulatory Reform (Phase I)</b> (Est. Completion: Q4 2022/2023)</p> <p>To improve regulatory performance and policy outcomes, and provide operational guidance for regulatory service delivery, the municipality will develop a Corporate Regulatory Reform Framework through the following deliverables: Charter of Governing Principles for Regulation - Implementation Tool-Box to support regulatory impact assessment. The final deliverable of Regulatory Engagement guidelines will be complete in 2022/2023.</p>
<p><b>Continuous Red Tape Reduction and Measurement</b> (Est. Completion: Q4 2022/2023)</p> <p>HRM will continue implementing the Regulatory Modernization Performance Measurement Framework (developed in 2020/2021) to support evidence-based decision-making for regulatory modernization including (i) development of baseline measurement data in priority regulatory service areas; (ii) data collection, analysis and reporting of red-tape reduction and regulatory modernization results; (iii) establishment of red-tape reduction service-improvement targets; and (iv) identification of specific regulatory improvement areas for delivery.</p>

## OFFICE OF THE MAYOR

The Office of the Mayor is committed to delivering the Mayor's mandate, supporting Regional Council priorities through coordination of constituent and stakeholder relations, communications, and administrative support to the Mayor. The office supports the Mayor in the role as a spokesperson for Council and the municipality, liaises with constituents and HRM staff to investigate issues or concerns, shares information to support the Mayor, and supports the Mayor in intergovernmental and interjurisdictional relations.

### SERVICES DELIVERED

#### **Mayoral Support**

Delivery of legislative and administrative support to the Mayor.

#### **Issue Coordination**

Coordination of resident issues, providing responses to residents' issues, managing media relations for the Mayor, maintaining stakeholder relations.

#### **Mayoral Correspondence**

Preparing correspondence with residents, stakeholders and elected officials from all orders of government on behalf of the Mayor.

## COUNCILLORS' SUPPORT OFFICE

The Councillors' Support Office is committed to supporting Regional Council priorities through the coordination of resident relations, communications, and administrative support for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

### SERVICES DELIVERED

#### **Councillor-Citizen Relations Support**

The Councillors' Support Office coordinates resident relations and communications for members of Regional Council. The office liaises with residents, HRM staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

#### **Councillor Administrative Support**

The Councillors' Support Office provides administrative support for members of Regional Council.

#### **Councillor Operational Support**

The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary for their position.

## DEPUTY CHIEF ADMINISTRATIVE OFFICERS (DCAO)

The two Deputy Chief Administrative Officers (DCAOs) provide support to the CAO as needed on all relevant files as well as on communication to Mayor and Council ensuring there is an efficient and defined process in place and that this process provides value to the CAO's work. They are responsible to develop and foster a culture that is innovative and collaborative while ensuring direct reports are accountable for the management of their teams and delivering valuable services to the municipality. They also ensure the municipality's vision; core values and Council's direction are incorporated into strategic and operational activities and services by motivating Executive Directors to deliver high quality customer service. The DCAOs provide support and leadership to business units on appropriate human and fiscal resourcing, policies, and decisions to ensure the success of operational deliverables and HRM's Strategic Priorities Plan.

## DEPUTY CHIEF ADMINISTRATIVE OFFICER (DCAO) CITIZEN SERVICES

The DCAO Citizen Services provides leadership and oversight to Halifax Regional Fire & Emergency, Halifax Transit, Planning & Development, Parks & Recreation, as well as Transportation & Public Works. Some key projects include the implementation of the Cogswell project, Moving Forward Together Plan, and the Integrated Mobility Plan (IMP) ensuring fiscal responsibility, value, and timely completion.

## DEPUTY CHIEF ADMINISTRATIVE OFFICER (DCAO) CORPORATE SERVICES

The DCAO Corporate Services provides leadership and oversight to Human Resources & Corporate Communications, Information Technology, Legal & Legislative Services, Finance & Asset Management, as well as Corporate & Customer Services.

The DCAO Corporate Services advances innovative performance excellence through streamlining the budget process, providing flexible and value-added technology, and providing a consistent level of service and accessibility to legal services, human resources, corporate planning, and corporate and customer services. Ensuring the proper people and financial resources are in place, the DCAO Corporate Services supports projects such as HalifACT and the Business Transformation project.

### HalifACT – Responsible Administration – Well Managed

#### Climate Change Office Implementation and Staffing (Target: Q1 2022/2023)

Establish a central Climate Change Office led by the Director of Environment & Climate Change, with an increase in staff capacity for implementation.

## Summary of Net Expenditures - CAO

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
E110 CAO Office	722,107	871,600	828,200	1,054,000	182,400	20.9
E113 City Hall Operations	4,426	5,700	5,500	14,500	8,800	154.4
E140 DCAO Corporate Services	-	-	176,700	450,000	450,000	-
E150 DCAO Citizen Services	-	-	194,400	450,000	450,000	-
<b>*** CAO Office</b>	<b>726,533</b>	<b>877,300</b>	<b>1,204,800</b>	<b>1,968,500</b>	<b>1,091,200</b>	<b>124.4</b>
E200 Councillor's Support	2,624,993	3,000,700	2,926,200	3,046,600	45,900	1.5
<b>*** Councillor Support</b>	<b>2,624,993</b>	<b>3,000,700</b>	<b>2,926,200</b>	<b>3,046,600</b>	<b>45,900</b>	<b>1.5</b>
E401 Diversity-Inclusion	808,389	1,267,100	1,249,500	1,687,900	420,800	33.2
<b>*** Diversity and Inclusion</b>	<b>808,389</b>	<b>1,267,100</b>	<b>1,249,500</b>	<b>1,687,900</b>	<b>420,800</b>	<b>33.2</b>
C411 Public Safety Advisor	263,674	502,800	468,400	480,500	(22,300)	(4.4)
C771 BID's Contributions Fund	207,000	207,000	207,000	207,000	-	-
E121 Greater Hlfx Partner	1,958,946	2,059,200	2,059,200	2,377,500	318,300	15.5
E400 Intergovrn. Relation	826,155	1,231,500	1,180,300	1,805,900	574,400	46.6
<b>*** Government Relations &amp; Externa</b>	<b>3,255,775</b>	<b>4,000,500</b>	<b>3,914,900</b>	<b>4,870,900</b>	<b>870,400</b>	<b>21.8</b>
E300 Mayor's office	736,820	857,600	791,700	862,200	4,600	0.5
<b>*** Mayors Office</b>	<b>736,820</b>	<b>857,600</b>	<b>791,700</b>	<b>862,200</b>	<b>4,600</b>	<b>0.5</b>
<b>Net Total</b>	<b>8,152,511</b>	<b>10,003,200</b>	<b>10,087,100</b>	<b>12,436,100</b>	<b>2,432,900</b>	<b>24.3</b>

## Summary Details - CAO

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	5,165,917	5,447,000	5,918,100	5,927,900	480,900	8.8
6002 Salaries - Overtime	(809)	-	1,200	-	-	-
6005 PDP & Union Con Incr	(81,136)	-	(101,200)	-	-	-
6054 Vacation payout	4,021	-	5,800	-	-	-
6100 Benefits - Salaries	875,135	958,700	1,089,200	1,043,500	84,800	8.8
6110 Vacancy Management	-	-	-	-	-	-
6150 Honorariums	475	-	900	-	-	-
6152 Retirement Incentives	26,614	31,800	31,000	33,600	1,800	5.7
6154 Workers' Compensation	54,536	62,200	72,200	99,600	37,400	60.1
6199 Comp & Ben InterDept	(290,613)	205,800	(25,000)	1,206,200	1,000,400	486.1
<b>* Compensation and Benefits</b>	<b>5,754,141</b>	<b>6,705,500</b>	<b>6,992,200</b>	<b>8,310,800</b>	<b>1,605,300</b>	<b>23.9</b>
6201 Telephone/Cable	21,839	25,900	29,700	31,300	5,400	20.8
6202 Courier/Postage	1,762	4,100	3,700	5,900	1,800	43.9
6203 Office Furn/Equip	1,459	3,600	10,100	8,600	5,000	138.9
6205 Printing & Reprod	-	6,900	1,500	7,400	500	7.2
6207 Office Supplies	8,604	21,600	17,800	29,100	7,500	34.7
6299 Other Office Expenses	3,117	1,500	3,200	1,500	-	-
<b>* Office</b>	<b>36,780</b>	<b>63,600</b>	<b>66,000</b>	<b>83,800</b>	<b>20,200</b>	<b>31.8</b>
6301 Professional Fees	-	-	1,000	-	-	-
6303 Consulting Fees	9,748	105,500	153,800	30,300	(75,200)	(71.3)
6399 Contract Services	22,326	32,100	58,000	82,400	50,300	156.7
<b>* External Services</b>	<b>32,074</b>	<b>137,600</b>	<b>212,800</b>	<b>112,700</b>	<b>(24,900)</b>	<b>(18.1)</b>
6401 Uniforms & Clothing	2,267	2,000	-	2,000	-	-
6402 Med & First Aid Supp	135	-	-	-	-	-
6407 Clean/Sani Supplies	2,320	3,000	500	3,000	-	-
6409 Personal Protect Equ	34	-	300	-	-	-
6499 Other Supplies	-	500	-	500	-	-
<b>* Supplies</b>	<b>4,757</b>	<b>5,500</b>	<b>800</b>	<b>5,500</b>	<b>-</b>	<b>-</b>
6516 Topsoil	490	-	-	-	-	-
6519 Welding Supplies	-	1,200	700	1,200	-	-
<b>* Materials</b>	<b>490</b>	<b>1,200</b>	<b>700</b>	<b>1,200</b>	<b>-</b>	<b>-</b>
6611 Building - Interior	-	-	4,000	-	-	-
6699 Other Building Cost	940	1,000	3,000	1,000	-	-
<b>* Building Costs</b>	<b>940</b>	<b>1,000</b>	<b>7,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6701 Equipment Purchase	-	200	500	2,000	1,800	900.0
6703 Computer Equip/Rent	340	500	500	500	-	-
6704 Equipment Rental	845	200	100	200	-	-
6706 Computer R&M	144	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>1,329</b>	<b>900</b>	<b>1,100</b>	<b>2,700</b>	<b>1,800</b>	<b>200.0</b>
6804 Vehicle Fuel - Gas	52	300	100	300	-	-
6806 Vehicle Rentals	60	-	-	-	-	-
6899 Other Vehicle Expense	23,272	34,500	31,300	30,700	(3,800)	(11.0)
<b>* Vehicle Expense</b>	<b>23,385</b>	<b>34,800</b>	<b>31,400</b>	<b>31,000</b>	<b>(3,800)</b>	<b>(10.9)</b>
6901 Membership Dues	9,126	17,000	25,500	39,000	22,000	129.4
6902 Conferences/Workshop	1,607	30,200	18,600	50,900	20,700	68.5
6903 Travel - Local	18,650	50,900	37,500	70,300	19,400	38.1
6904 Travel - Out of Town	877	49,800	23,600	95,900	46,100	92.6
6905 Training & Education	17,115	28,000	49,000	75,000	47,000	167.9
6911 Facilities Rental	6,970	9,400	6,400	9,400	-	-
6912 Advertising/Promotio	37,944	86,300	88,100	120,600	34,300	39.7
6913 Awards	823	3,400	1,700	3,900	500	14.7
6916 Public Education	2,886	4,700	4,700	4,700	-	-
6917 Books and Periodicals	9,030	11,100	8,400	13,100	2,000	18.0
6918 Meals	7,897	26,500	25,800	36,900	10,400	39.2
6919 Special Projects	117,962	156,000	149,100	145,900	(10,100)	(6.5)
6928 Committee Expenses	-	3,000	1,000	3,000	-	-
6933 Community Events	4,237	75,000	31,500	96,600	21,600	28.8
6936 Staff Relations	-	-	-	500	500	-
6938 Rewarding Excellence	500	500	11,500	8,500	8,000	1,600.0
6999 Other Goods/Services	356	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>235,979</b>	<b>551,800</b>	<b>482,400</b>	<b>774,200</b>	<b>222,400</b>	<b>40.3</b>
7008 ItnTrsf IT & Commun	37	-	100	-	-	-
7009 Internal Trfr Other	61,437	800	2,000	1,800	1,000	125.0
7012 Int Trf Print/Reprod	36,837	116,300	77,800	81,300	(35,000)	(30.1)
<b>* Interdepartmental</b>	<b>98,311</b>	<b>117,100</b>	<b>79,900</b>	<b>83,100</b>	<b>(34,000)</b>	<b>(29.0)</b>
8001 Transf Outside Agenc	4,894,594	5,218,400	5,218,400	5,691,000	472,600	9.1
8004 Grants	492,000	372,000	372,000	472,000	100,000	26.9
8030 Tfr Fr Resvs to Oper	(145,342)	-	(100,700)	-	-	-
9000 Prior Yr. Sur/Def	-	-	-	19,900	19,900	-
<b>* Other Fiscal</b>	<b>5,241,252</b>	<b>5,590,400</b>	<b>5,489,700</b>	<b>6,182,900</b>	<b>592,500</b>	<b>10.6</b>
<b>** Total</b>	<b>11,429,438</b>	<b>13,209,400</b>	<b>13,364,000</b>	<b>15,588,900</b>	<b>2,379,500</b>	<b>18.0</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4202 Area Rate Commercial	(2,781,406)	(2,803,500)	(2,803,500)	(2,740,900)	62,600	(2.2)
<b>* Area Rate Revenue</b>	<b>(2,781,406)</b>	<b>(2,803,500)</b>	<b>(2,803,500)</b>	<b>(2,740,900)</b>	<b>62,600</b>	<b>(2.2)</b>
4601 Grant in Lieu-Fed	(58,292)	(104,000)	(104,000)	(50,800)	53,200	(51.2)
4602 Grant in Lieu-Prov.	(67,845)	(69,200)	(69,200)	(75,100)	(5,900)	8.5
4603 Grant in Lieu-CPC	(2,982)	-	-	-	-	-
4605 Grant Lieu-Hflx Port	(19,686)	-	-	(38,900)	(38,900)	-
4607 Grant Lieu -Via Rail	(5,436)	-	-	(5,200)	(5,200)	-
<b>* Payments in Lieu of taxes</b>	<b>(154,241)</b>	<b>(173,200)</b>	<b>(173,200)</b>	<b>(170,000)</b>	<b>3,200</b>	<b>(1.8)</b>
5206 Stipends	(38,378)	(46,000)	-	-	46,000	(100.0)
<b>* Fee Revenues</b>	<b>(38,378)</b>	<b>(46,000)</b>	<b>-</b>	<b>-</b>	<b>46,000</b>	<b>(100.0)</b>
5508 Recov External Parti	(302,901)	(183,500)	(246,200)	(195,900)	(12,400)	6.8
5600 Miscellaneous Revenue	-	-	(54,000)	(46,000)	(46,000)	-
<b>* Other Revenue</b>	<b>(302,901)</b>	<b>(183,500)</b>	<b>(300,200)</b>	<b>(241,900)</b>	<b>(58,400)</b>	<b>31.8</b>
<b>** Total</b>	<b>(3,276,927)</b>	<b>(3,206,200)</b>	<b>(3,276,900)</b>	<b>(3,152,800)</b>	<b>53,400</b>	<b>(1.7)</b>
<b>Net Total</b>	<b>\$ 8,152,511</b>	<b>\$ 10,003,200</b>	<b>\$ 10,087,100</b>	<b>\$ 12,436,100</b>	<b>\$ 2,432,900</b>	<b>24.3</b>



# **FINANCE & ASSET MANAGEMENT**

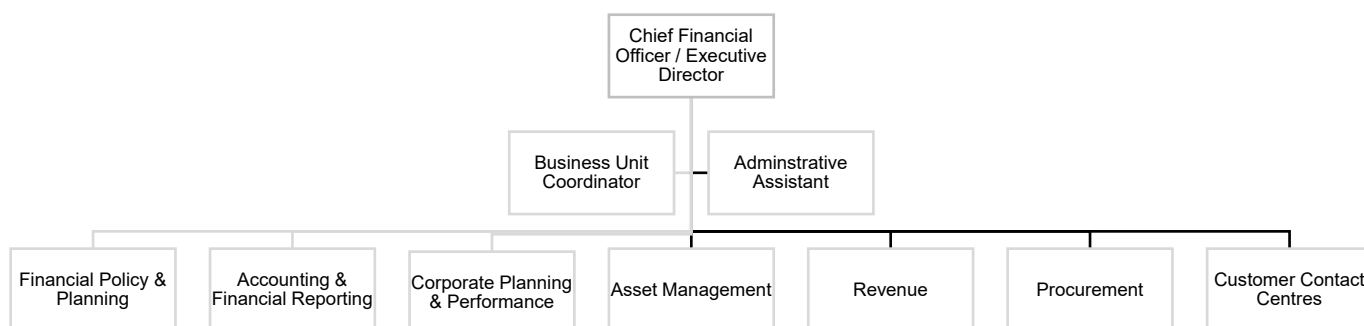
2022/23 BUDGET AND BUSINESS PLAN

**MISSION** WE PROVIDE FINANCIAL AND STRATEGIC LEADERSHIP  
THROUGH ADVICE, GOVERNANCE, CUSTOMER-FOCUSED  
SERVICES AND POLICY.

## FINANCE & ASSET MANAGEMENT OVERVIEW

Finance & Asset Management (FAM) supports Regional Council and Administrative Priorities through leadership of financial and strategic activities and providing services and advice. Several of the FAM multi-year strategic initiatives continue in our current 2022/23 business plan.

## FINANCE & ASSET MANAGEMENT ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget #	Transfers (+/-)	Change s (+/-)	2022/23 Budget #	\$ Budget Change
Operating	326.3	(100.7)	4.0	229.6	438,747
Capital	32.0	(32.0)	-	-	N/A
<b>Total</b>	<b>358.3</b>	<b>(132.7)</b>	<b>4.0</b>	<b>229.6</b>	<b>\$438,747</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position*

\* Transfers: Corporate Real Estate had 22 positions which transferred from Finance and Asset Management (FAM) to Corporate and Customer Services (CCS); Information Technology had 155.1 positions which transferred from FAM to Information Technology (IT); Corporate Planning had 6 positions which transferred from CCS to FAM; Customer Contact Centers had 39 positions which transferred from CCS to FAM; Financial Reporting had 1 position which transferred from FAM to HR.

\*\* Changes: At the beginning of July 2021, the Organizational Performance Excellence division moved from Corporate and Customer Services to Finance and Asset Management to merge with Corporate Planning; becoming the Corporate Planning and Performance division. This integrated team increased by 2.6 FTE. Two of these position are Bridging the Gap Interns, 18-month term positions, the addition of a Senior Business Performance Analyst, approved through the Staffing Resource Fund, resulted in 0.6 FTE. Procurement increased by 1 FTE; adding the Strategic Portfolios & Policies Consultant position. Procurement also replaced 3 Purchasing Clerk positions with 3 Buyer positions, removed the Senior Procurement Analyst position and added the Procurement Practices Consultant position. Revenue increased by 1 FTE; the Senior Financial Consultant and Administrative Support Assistant positions were added, and the position of Customer Account Analyst was



removed. Asset Management increased by 1 FTE; the Finance Capital Business Partner position was added. Financial Reporting decreased by 1 FTE; Accounting Support Representative was removed. Fiscal Policy and Financial Planning decreased by 0.2 FTE; a Grants Policy Intern was added while the Program Technician Grants position was removed. Customer Contact Centers decreased by 0.4 FTE.

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING REGIONAL COUNCIL PRIORITIES

#### Redesign of Community Grants

The municipality will streamline the Community Grants and Non-Profit Tax Relief programs to make the application process easier, fairer, and more inclusive. The redesign - which will include more transparent evaluation criteria - aims to attract more people and groups, better target areas where funding is needed, as well provide a consistent process and approach for all requests.

### INITIATIVES SUPPORTING HALIFACT

#### Environment/HalifACT

Finance & Asset Management plan to be a key support for the HalifACT Sustainable Financing Strategy. In particular, the Financial Policy & Planning and Asset Management Office teams will work closely with the Environment & Climate Change team and their key stakeholders to develop the financing strategy to operationalize the HalifACT Plan over the next 30 years, as well as, supporting the coordination and prioritization of interdepartmental capital projects, cost sharing agreements, and establishing asset data management of natural assets.

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### Fiscal Sustainability Strategy

Based on Council's strategic vision, the municipality is conducting long-term financial planning with a focus on sustainability. It includes a one-year budget, a three-year outlook, and a long-term plan. Several critical components are currently being implemented. In 2022/23 the focus will be on the Tax and Fee Revenue Strategy and on continuing improvements to existing processes.

#### 20-Year Community Vision

Enhanced, best-practice approaches are coming to the municipality's budget and business planning processes. The municipality is undertaking a 20-year Community Vision to understand the unique perspective of our diverse communities. This information will be used to cast mid-range plans and budgets with the view to a longer-term perspective of how our community wants to grow and evolve.

#### Commercial Taxation Options

The municipality will assess, develop, and implement commercial taxation policy changes per Regional Council direction and the fiscal sustainability strategy. This includes a 3-year phase-in of assessment increases and property tax relief for small business.

## Service-Centred Budget and Reporting

To improve financial transparency and enhance decision making, the municipality will move towards budgeting and reporting on the delivery of its services. Critical elements include improved costing and reporting that is integrated into operating, capital, and reserve budgets and projections. This is a longer-term initiative and is dependent on the successful implementation of the new SAP system and its associated components.

## Corporate Performance Management Program

The Corporate Performance Management Program (CPMP) aims to improve decision making and organizational performance through the establishment of key performance indicators and the data to support these indicators. Business results are presented in dashboards using business intelligence software and used by the organization to enhance the achievement of strategic or service outcomes, through continuous improvement activities. The program is HRM's business solution developed as a quality management system aligned with ISO 9001 and ISO-18091.

## Long-term Capital Planning

The municipality continues to develop additional analysis and trending techniques to better inform management and Regional Council. Focus is on a long-term Capital Funding Framework, developing asset management plans with HRM business units to collect and record asset condition, and criticality levels for major asset classes.

## Diversity and Inclusion Framework

Under the municipality's Diversity & Inclusion Framework, Finance & Asset Management continue to carry out our respective initiatives to ensure inclusive service, safe, respectful, and inclusive work environments, equitable employment, meaningful partnerships, accessible information, and communication in the organization.

## FINANCE & ASSET MANAGEMENT BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Admin - Finance	\$ 703,175	\$ 835,800	\$ 849,010	\$ 1,012,735	\$ 176,935	21.2
Asset Management	\$ 972,191	\$ 1,217,800	\$ 1,239,000	\$ 1,334,500	\$ 116,700	9.6
Corporate Planning	\$ 1,118,301	\$ 1,385,500	\$ 1,123,936	\$ 1,541,900	\$ 156,400	11.3
Financial Policy & Financial Planning	\$ 917,748	\$ 1,034,900	\$ 929,300	\$ 992,900	\$ (42,000)	(4.1)
Financial Reporting	\$ 3,591,928	\$ 4,180,700	\$ 3,804,900	\$ 4,006,000	\$ (174,700)	(4.2)
Procurement	4,657,334	4,671,650	4,852,165	5,036,865	365,215	7.8
Revenue	(513,029)	(458,950)	(1,227,471)	(1,329,900)	(870,950)	189.8
Customer Contact Centres	2,537,512	2,743,200	2,504,945	2,671,000	(72,200)	(2.6)
<b>Net Total</b>	<b>\$ 13,985,160</b>	<b>\$ 15,610,600</b>	<b>\$ 14,075,785</b>	<b>\$ 15,266,000</b>	<b>\$ (344,600)</b>	<b>(2.2)</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$15,610,600</b>
Compensation Changes:	
New positions and salary adjustments (includes 3 new FTE)	336,395
Revenue Adjustments:	
Decrease in salt sale revenue	132,300
Other revenue adjustments	(34,200)
Increase in tax sale admin fees and revenue	(152,000)
Increase in tax certificate revenue	(700,000)
Other Budget Adjustments:	
Increase in consulting fees	190,000
Increase in salt attendant contract	83,000
Increase in membership dues and training	43,700
Other minor adjustments	31,205
20-year Community Vision	(275,000)
<b>Total Changes</b>	<b>\$ (69,600)</b>
<b>2022/23 Budget</b>	<b>\$15,266,000</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 16,118,007	\$ 17,578,805	\$ 16,725,686	\$ 17,915,200	\$ 336,395	1.9
Office	66,199	90,445	80,547	99,095	8,650	9.6
External Services	656,305	761,750	666,830	746,635	(15,115)	(2.0)
Supplies	12,869	21,700	21,200	23,000	1,300	6.0
Materials	(1,314)	-	-	-	-	-
Building Costs	452	-	1,750	-	-	-
Equipment & Communications	50,643	71,300	90,100	71,300	-	-
Vehicle Expense	876	-	550	-	-	-
Other Goods & Services	297,271	518,300	565,372	596,100	77,800	15.0
Interdepartmental	6,571	21,000	26,350	21,300	300	1.4
Other Fiscal	(10,826)	-	-	-	-	-
<b>Total Expenditures</b>	<b>17,197,053</b>	<b>19,063,300</b>	<b>18,178,385</b>	<b>19,472,630</b>	<b>409,330</b>	<b>2.1</b>

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	Δ %
Fee Revenues	\$ (2,847,560)	\$ (2,776,300)	\$ (3,661,300)	\$ (3,516,300)	\$ (740,000)	26.7
Other Revenue	(364,333)	(676,400)	(441,300)	(690,330)	(13,930)	2.1
<b>Total Revenues</b>	<b>(3,211,893)</b>	<b>(3,452,700)</b>	<b>(4,102,600)</b>	<b>(4,206,630)</b>	<b>(753,930)</b>	<b>21.8</b>
<b>Net Total</b>	<b>\$ 13,985,160</b>	<b>\$ 15,610,600</b>	<b>\$ 14,075,785</b>	<b>\$ 15,266,000</b>	<b>\$ (344,600)</b>	<b>(2.2)</b>

## FINANCE & ASSET MANAGEMENT SERVICE AREA PLANS (2022/2023)

### FINANCIAL POLICY & PLANNING

Financial Policy & Planning develops and refines tax and fiscal policies related to the municipality's fiscal management, debt policy, reserve policy and property tax. It also manages the annual operating and reserve budgets and provides financial advice and analysis to ensure long-term fiscal sustainability.

#### SERVICES DELIVERED

##### **Budget Coordination**

Development of the annual Operating and Reserve budgets for the municipality to ensure the fiscal sustainability of the municipality. This includes setting the property tax rates.

##### **Financial Leadership**

Enable the long-term financial sustainability of the municipality through the development, enhancement and implementation of practices and strategies for the municipality.

##### **Tax and Fiscal Policy Development**

The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term. This includes the development of a long-term financial plan, a tax and fee strategy and the eventual development of service-centered budgeting and reporting.

##### **Grants and Contributions Program Support**

Provision of leadership and support in the policy and program delivery regarding grants and non-profit taxation.

#### FINANCIAL POLICY & PLANNING KEY DELIVERABLES (2022/23)

Prosperous Economy - Economic Growth
<b>Prepare for Commercial Tax Changes</b> (Est. Completion: Q3 2022/2023)  Depending on final Regional Council direction, Financial Policy & Planning will (1) prepare to introduce a system of commercial tax averaging; and (2) continue to support Regional Council's efforts on small business tax relief.
Responsible Administration - Financially Prepared
<b>Long-term Financial Planning</b> (Est. Completion: Q4 2022/2023)  To support long-term sustainable and resilient financial planning, Financial Policy & Planning will provide a twenty-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.

**Tax and Fee Revenue Strategy** (Target: Q3 2022/2023)

As part of the Fiscal Sustainability Strategy, provide a Tax and Fee Revenue Strategy to Regional Council that will establish guiding principles for user fees and property taxes.

**HalifACT – Sustainable Financing Strategy (Responsible Administration – Financially Prepared)**

**HalifACT Financing Strategy** (Target: Q4 2023/2024)

Support development of a financing strategy to operationalize the HalifACT climate action plan over 30 years.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion*

*Target applies to new deliverables and is the original target completion date*

For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

## ACCOUNTING & FINANCIAL REPORTING

Accounting & Financial Reporting is committed to supporting Regional Council and administrative priorities through leadership of financial stewardship activities and providing services and advice to internal customers, Regional Council, and residents of the municipality.

### SERVICES DELIVERED

**Accounts Payable Payment Processing**

This service is responsible for the accurate and timely processing and payment of the Halifax Regional Municipality invoices.

**Accounting Controls and Reporting**

This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

**Revenue and Expenditure Reporting and Analysis**

This service provides oversight of accounting functions and maintains effective internal controls.

**Regional Council Report Review & Support**

Provide support and financial review to the Regional Council report process.

**Service Delivery**

Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

**Payroll Services**

Provide payroll administration services to the Halifax Regional Municipality and Agencies, Boards, and Commissions.

## Financial Advisory Services

The provision of advisory services and support to the Halifax Regional Municipality Business Units across a wide-spectrum of finance-related issues.

### ACCOUNTING & FINANCIAL REPORTING KEY DELIVERABLES (2022/23)

Service Excellence – Innovative Performance Excellence
<p><b>SAP/Hana- Future State Definition and Design Support</b> - (Est. Completion: Q4 2023/2024)</p> <p>Working with the project team, defining requirements and future reporting needs for SAP/S4 HANA to meet those requirements and allow for reporting efficiencies to improve analysis for the business. Once this has been defined, the project team will ensure that the new system is designed to meet needs of the various stakeholders throughout the municipality and ensure the requirements identified will be delivered.</p>
<p><b>Budget Process Service Excellence Project</b> (Est. Completion: Q4 2023/2024)</p> <p>The Budget Process Service Excellence Project is a combination of the previous three Organizational Performance Excellence (OPE) projects which included 1) budget process, 2) wage model and 3) projections. In partnership with Financial Policy and Planning and the OPE office these three facets of the budget process will be reviewed to learn more about our businesses' needs and those of the Finance team. This work will improve these core financial services while positioning the team as a true strategic partner. In collaboration with the CAO and Diversity and Inclusion/ANSAIO, Finance will develop a methodology to integrate equity as a core principle in the municipal budgeting process.</p>

## REVENUE

This division is accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio and establishing and overseeing the Payment Card Industry Data Security Standard compliance program.

### SERVICES DELIVERED

#### Cash Management

This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

#### Transit and Parking Meter Revenue Processing

This service is responsible for processing, depositing, and safeguarding the municipality's coin revenue.

#### Collections

This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

## General Revenue

This service is responsible for the billing and administration of all non-property tax revenues.

## Taxation Services

This service is responsible for the billing and administration of property tax revenues.

## Treasury Services

This service has responsibility to make investments in accordance with the Halifax Regional Municipality Investment Policy and manages changes to the policy through consultation with the Halifax Regional Municipality Investment Policy Advisory Committee. The Investment Policy Guides Treasury Services to make investments that produce a competitive rate of return while keeping capital preservation and liquidity needs at the forefront. In addition, the service safeguards the municipality's treasury assets.

### SERVICE DELIVERY MEASURES

Taxation Performance Measures	2019/20	2020/21	2021/22	2022/23
	Actual	Actual	Projected	Planned
Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy	1.1%	2.0%	2.2%	2.2%
Current Year's Tax Arrears as a Percent of Current Year Levy	3.0%	2.66%	5.34%*	5.0%*
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$14.65	\$14.60	\$14.60	\$12.00

\*These measures are high due to ongoing COVID-19 impacts.

General Revenue Performance Measures	2019/20	2020/21	2021/22	2022/23
	Actual	Actual	Projected	Planned
Percent of Billings Outstanding Over 90 Days at Year End	2.0%	2.0%	3.0%	3.00%
Bad Debt Write Off as a Percent of Billed Revenue	0.2%	0.2%	1.56%	1.00%
Operating Cost of Accounts Receivable Function per Invoice	\$24.75	\$24.75	\$24.75	\$22.00

<b>General Revenue Performance Measures</b>	<b>2019/20</b> Actual	<b>2020/21</b> Actual	<b>2021/22</b> Projected	<b>2022/23</b> Planned
Average Collection Period (Days)	15	15	15	15
% of Resident Inquiries Completed Within 2 Business Days	98%	98%	98%	98%

## PERCENT OF BILLINGS OUTSTANDING OVER 90 DAYS AT YEAR END

COVID-19 is leading to a slight increase in receivables over 90 days, the majority are expected to eventually be collected.

## AVERAGE COLLECTION DAYS

COVID-19 is the main factor in the increase of outstanding current year tax arrears. These taxes will be eventually recouped either via collection efforts or via the tax sale process.

## GENERAL

Measures are expected to remain constant for 2022/23 and the foreseeable future except for the cost to maintain tax accounts and operating costs of accounts receivable, which are expected to decrease with the migration to a new tax system.

## REVENUE KEY DELIVERABLES (2022/23)

<b>Responsible Administration - Well Managed</b>
<b>Revenue Replacement Project</b> (Est. Completion: Q4 2022/2023)  The Revenue Replacement project has been included as part of the broader Business Foundations initiative. Revenue will replace the obsolete revenue management system with a new solution that will allow for enhanced customer self-service opportunities and new revenue streams.
<b>Service Excellence - Exceptional Customer Service</b>
<b>Optimize Affordable Access Program</b> (Est. Completion: Q4 2022/2023)  Streamline the application intake of the affordable access program to speed internal processing and to make it easier for clients to apply for the program and annually renew their application.



## CORPORATE PLANNING & PERFORMANCE

The Corporate Planning Office (CPO) supports Regional Council and administrative priorities by assisting business units in strategic planning, business planning, performance reporting, and benchmarking, outcome and accountability reporting, and community engagement through various channels including bi-annual budget and resident surveys.

Organizational Performance Excellence (OPE) enables an integrated and coordinated approach to service delivery and the practice of continuous improvement to improve value-added activities and deliver desired service results. Focusing on these principles, the practice enables improvements to customer satisfaction, employee engagement, operational performance, and increases public trust and confidence in the municipality. The OPE Office provides leadership and guidance to the entire organization through consultation, organizational change management, and methodologies that support the culture of continuous improvement.

### SERVICES DELIVERED

#### **Strategic Planning**

This service supports Regional Council and CAO in the development of a four-year strategic planning framework comprised of Council and Administrative Priority Outcomes and leads the organization in development of strategic initiatives aligned with this framework. The output of this work is the development of the four-year Halifax Regional Municipality Strategic Priorities Plan.

#### **Business Planning**

This service facilitates and supports business units in their operational planning and decision-making and production of annual business plans and presentations, ensuring that these processes are integrated with the municipality's budgeting processes.

#### **Resident Engagement**

This service involves the solicitation of public opinion related to community priorities as well as the services provided by the municipality.

#### **Performance Measurement**

This service provides methods and tools that allow for the coordinated, focused, and objective reporting of strategic priority outcomes, corporate performance, service performance as well as business plan accountability for the organization.

#### **Performance Excellence Leadership**

The overall leadership and engagement of the performance excellence program is supported and administered to ensure long term sustainable success, and a focus on the customer.

#### **Organizational Change Management Leadership**

Motivation toward Performance Excellence is enabled by effective change management and communications strategies that encourage attitudes, behaviors and actions aligned at every level of the organization.

#### **Organizational Portfolio Management**

Organizational Performance Excellence will continue to develop and support collaborative approaches and innovative decision making across the organization with a focus on engaging employees, collaborative problem solving, improving service, and lowering costs.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
# of business units with service dashboard	N/A	N/A	2	4
# of people trained in Performance Excellence & Lean Six Sigma methodologies	280	153	50	50
# Corporate Improvement Projects Completed	6	1	7	6

## PERFORMANCE ANALYSIS

In 2021/22, the Performance Excellence (PE) training program continued to focus on tools that measure progress and address performance gaps. OPE promoted the Benefits Realization tracking tool and worked with CPO to adjust the Accountability Tracker to assist business units with reporting on continuous improvement project results and financial benefits. Focusing on benefits realization encourages evidence-based decision making and the realization of strategic outcomes. It is also important to recognize the non-financial benefits which can improve other aspects (ex. Cultural) and may improve the likelihood of success for future initiatives by contributing to an overall positive attitude and understanding of continuous improvement.

## CORPORATE PLANNING &amp; PERFORMANCE KEY DELIVERABLES (2022/23)

Responsible Administration - Well Managed
<p><b>Core Process Review</b> (Target: Q4 2022/2023)</p> <p>Organizational Performance Excellence will undertake the review of two core processes documenting and aligning the process, procedures policies and standards to the Corporate Performance Management Program enabling continuous improvement activities and data development agenda.</p>
<p><b>Strategic Priorities Plan - Annual Progress Report</b> (Target: Q2 2022/2023)</p> <p>Corporate Planning will develop an Annual Progress Report for the municipality's Strategic Priorities Plan. This public facing document will provide an overview of progress to plan as well as performance results in the achievement of strategic outcomes.</p>

<b>Responsible Administration - Community Focused</b>
<p><b>World Council on City Data – Sustainable Cities Indicators Annual Information Report</b> (Target: Q2 2022/2023)</p> <p>Corporate Planning &amp; Performance will develop an Annual Information Report for Regional Council and the organization of benchmark results resulting from WCCD-Sustainable Cities Indicators.</p>
<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Service Performance Evaluation and Dashboards</b> (Target: Q4 2022/2023)</p> <p>Organizational Performance Excellence will undertake the service performance evaluation of four services, determining appropriate KPI's, the data to support them, development of service dashboards, and recommended actions for process and information improvement.</p>
<p><b>Benefits Realization Tracking</b> (Target: Q4 2022/2023)</p> <p>OPE will monitor Benefits Realization tracking across the organization, ensure it is utilized to measure financial/non-financial benefits on all new continuous improvement project submissions.</p>

## PROCUREMENT

Procurement coordinates the acquisition of goods, services, and the administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

### SERVICES DELIVERED

#### Inventory Management

Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus municipality assets, excluding real estate.

#### Purchasing

In consultation with client business units, this service is responsible for the administration of the procurement policy for purchases over \$1,000. Current trends are monitored on procurement practice, potential for municipal policy amendments, opportunities for strategic sourcing, and working with industry to identify possible barriers to doing business with the municipality. Competitive Procurement is used for procurement of all Goods, Services and Construction, using solicitation tools that include Tenders, Request for Proposals (RFP) & Request for Quotation (RFQ).

**SERVICE DELIVERY MEASURES**

<b>Performance Measures</b>	<b>2019/20</b> Actual	<b>2020/21</b> Actual	<b>2021/22</b> Projected	<b>2022/23</b> Planned
% of inventory on contract	58%	60%	65%	65%*
Average Number of bids per Publicly Posted Solicitations Per Year	Not reported	3.5*	3.7	3.8

**% OF INVENTORY ON CONTRACT**

Per cent of inventory: For 2022/23 - goal remains unchanged at 65 per cent. We experienced staffing challenges in 2021/22 which prevented us from reaching the goal so will carry over to 2022/23.

**AVERAGE NUMBER OF BIDS PER PUBLICLY POSTED SOLICITATIONS**

This KPI indicates vendor interest in doing business with the municipality. For 2022/23 – increase goal to 3.8.

**PROCUREMENT KEY DELIVERABLES (2022/23)**

<b>Service Excellence - Performance Excellence</b>
<p><b>Procurement Redesign</b> (Est. Completion: Q4 2022/2023)</p> <p>Procurement will design and implement an enhanced service delivery model with the goal of becoming a strategic business partner with HRM's business units in the procurement of goods and services. The model will improve customer service with internal and external clients, shorten the time to market and award with vendors, use strategic buying practices, and make better use of taxpayers' dollars. Implementation of the new service delivery model will occur in 2022/23.</p>
<p><b>SAP Release Strategy</b> (Est. Completion: Q4 2023/2024)</p> <p>Release Strategy will be part of the implementation of S4 Hanna and reflect award levels as outlined in the Procurement policy.</p> <p>Release procedures are approval procedures for purchasing documents such as purchase requisitions and purchase orders (POs). A release strategy involves a process where the approver verifies document data (such as material, quantity, and value) and then authorizes the purchase.</p> <p>Implementation of Release Strategy, based on position role (not person), will provide a more robust and efficient process for the municipality.</p>

## ASSET MANAGEMENT OFFICE

The practice of managing assets to minimize the total costs of owning and operating assets while delivering desired service levels, coordination and oversight of the multi-year Capital budget, projections, and accounting.

### SERVICES DELIVERED

#### **Asset Management Governance Support**

This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

#### **Performance Reporting and Continuous Improvement Support**

This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

#### **HRM Asset Portfolio and Capital Budget Coordination**

This service facilitates the organization of critical data inputs and drivers, integration of multiple policies and standards, coordination and collaboration factors, and application of fiscal stewardship tools required to lead the capital budget development and its transformation from a single-year approach to a 10-year outlook, focused on sustainability. This work balances long-term outcomes for safe, reliable, and cost-effectively managed assets with the demand for growth. This service also coordinates with various stakeholders to enhance the municipality's asset investment capacity.

#### **Asset Management Process, Tools, and Training**

This service provides expertise, technology, and training that enhance business units' ability to perform effective asset management. Remaining current with technological advancements in the industry along with developing strong relationships for a deep understanding of the business needs, enables this service to continuously review and improve functionality of tools for the organization and optimal service to the community. Regular partnership engagement and feedback from the business units is key to this approach.

### ASSET MANAGEMENT OFFICE KEY DELIVERABLES (2022/23)

Responsible Administration – Well Managed
<p><b>Asset Management Plans (AMP's)</b> (Target: Q4 2022/2023)</p> <p>To transition asset lifecycle management to a more proactive, reliable, and sustainable state, the Asset Management Office will work towards establishing a corporate Asset Management Policy to draft preliminary AMPs for each major asset class with existing available information. An action plan to improve content will be developed in the next fiscal year. This is a multi-year initiative.</p>

#### **Asset Data Management** (Target: Q4 2022/2023)

The Asset Management Office will continue to work with business partners to facilitate asset roles and responsibilities and provide guidance to improve asset data quality, including increasing recorded asset condition ratings. This is a multi-year initiative.

## **CUSTOMER CONTACT CENTRES**

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality municipal services by phone, in-person, or on-line. Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services. 311 directly connects residents to important municipal services and information. This critical service is available in more than 150 languages, which is especially important during times of crisis. HRM also operates three walk-in Customer Service Centres throughout the municipality.

### **SERVICES DELIVERED**

#### **Corporate Contact Centre**

The 311 Contact Centre serves as the initial intake point for customer service requests; providing responses to general inquiries (Tier 1), as well as intake and referral for requests that require business unit level expertise (Tier 2). Customer Contact Centres assist customers who dial 311 or email [contactus@311.halifax.ca](mailto:contactus@311.halifax.ca) by leveraging information mailboxes, upfront messaging and Customer Service Specialists who deliver professional, friendly, helpful, and high-quality service and support. The team aspires to consistently meet or exceed internal and external customer expectations and deliver on corporate targets and objectives.

#### **311 After-Hours Dispatch**

The culture of service continues after regular business hours. Customers receive support and assistance with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles. The after-hours service is provided by an outsourced partner who handles urgent calls after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

#### **Customer Service Centres**

The Customer Service Centres offer professional, in-person service delivery to customers throughout the Halifax region. Comprised of two full-service locations and one satellite office, the team provides support and assistance for financial transactions such as property tax, permits, licenses, and information related to programs and services offered by HRM.

The Customer Contact Centre team's commitment to customers is directly aligned with HRM's Service Excellence priority outcome. The 311 Contact Centre and the Customer Service Centres are ambassadors for HRM and take pride in building relationships with every customer, regardless of the level of interaction. Embedded in the work group's culture is a strong desire to deliver a positive customer experience, which ultimately results in higher customer satisfaction. The integration of an email option to the telephony system, provides an additional channel of service delivery to customers.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20	2020/21	2021/22*	2022/23
	Actual	Actual	Projected	Planned
Contact Centre Quality	83%	82%	83%	83%
Call Volume	411K	342K	360K	400K
Abandon Rate	6.3%	6%	7%	7%
# of Counter Service Transactions	104K	42K	42K	45K
Customer Service Centre Revenue Processed	\$196M	\$102M	\$110M	\$110M

\* 21/22 projection can be impacted based on weather. The projection is based on current trending.

## PERFORMANCE ANALYSIS

The 2020/21 year-end quality and accuracy statistics positively reflect efforts to continue to provide service excellence on the overall level of service provided to customers, with an 82 per cent quality & accuracy score, exceeding the 80 per cent target.

The implementation of Elements call routing technology and the recent integration of the Email Telephony option, continue to provide benefits to the organization through the effective routing and tracking of internal and external customer calls. Up-front messaging and information mailboxes deflected approximately 29 per cent of the 342K customer contacts during 2020/21 fiscal. For the period up to October 31, 2021, customers dialed the 311 Contact Centre 204,943 times and sent 17,022 emails for services related to weather events, transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement, and COVID related updates. Approximately 28 per cent of those contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2021/2022 fiscal, the number of calls to 311 remain consistent over the previous fiscal and emails to 311 are showing a substantial increase.

The Customer Service Centres provide an avenue for customers to conduct financial transactions for municipal services in an in-person setting. In the previous fiscal year, Customer Service Representatives processed over 42K financial transactions and collected \$102,719,522 in revenue. Both transactions and revenue numbers decreased over the previous fiscal. The decrease in revenue and transactions can be attributed to the closure of in-person services at the Centres from March to August 2020 due to COVID restrictions. In addition, in August 2020, two of the Customer Service Centres (Duke Street and Acadia Centre) permanently closed. Services are now supported by the three remaining Customer Service Centres at Bayers Road, Alderney and Musquodoboit. The closures were in alignment with the Corporate Customer Service Strategy, Corporate Accommodations, Planning & Development front counter intake of permits, and promotion of the on-line customer service channel. The proposed changes align with changing consumer behaviors, respecting Council's investment in technology and digital strategy.

For the period up to October 31, 2021, Customer Service Centre transaction volumes are reflecting an increase over the previous fiscal, as customers increase their in-person transactions.

## CUSTOMER CONTACT CENTRES KEY DELIVERABLES (2022/23)

<b>Service Excellence – Exceptional Customer Service</b>
<p><b>After-Hours – Service Delivery for Urgent Calls</b> (Target: Q4 2022/23)</p> <p>HRM Customer Contact Centres will work in collaboration with the Halifax Water Customer Care Centre for preparation of a joint RFP to secure an outsourced service provider that will deliver after-hours service. This will ensure that urgent and safety critical Municipal service calls received after the Service Centres close, will be supported by immediate dispatch services.</p>
<b>Communities – Inclusive Communities</b>
<p><b>Accessible Service Delivery Enhancements - Analysis and Evaluation</b> (Target: Q4 2022/23)</p> <p>Customer Contact Centres will research and evaluate additional service channels to incorporate more inclusive tools to assist in how we communicate and deliver services to our customers and community on their terms.</p>
<b>Our People-Engaged &amp; Skilled People</b>
<p><b>Front-line Teams Training - New Posse, SAP, and Teller POS Technology</b> (Target: Q4 2022/23)</p> <p>Customer Contact Centres will work in collaboration with Permitting, Licensing &amp; Compliance and Tax &amp; Revenue to ensure all team members are fully engaged and skilled to deliver information and services to our customers and community via the new technology.</p>
<b>Our People – Diverse, Inclusive &amp; Equitable Environment</b>
<p><b>Meaningful Partnerships</b> (Est. Completion: Q4 2022/2023)</p> <p>Customer Contact Centres will continue to develop partnerships with Universities, Colleges, and Community Groups (via information sessions and events) to reach diverse communities in support of the municipality's diversity and inclusion goals and objectives related to employment and education on municipal services.</p>



## Summary of Net Expenditures - Finance and Asset Management

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
A810 Fiscal & Tax Policy	685,195	773,200	722,100	789,900	16,700	2.2
A811 Community Grants	232,553	261,700	207,200	203,000	(58,700)	(22.4)
<b>*** Financial Policy &amp; Planning</b>	<b>917,748</b>	<b>1,034,900</b>	<b>929,300</b>	<b>992,900</b>	<b>(42,000)</b>	<b>(4.1)</b>
A663 Alderney Gate	128,257	174,000	168,430	180,230	6,230	3.6
A664 Bayers Road	181,230	254,800	212,700	239,775	(15,025)	(5.9)
A665 LOCKED Scotia Square	22,780	-	-	-	-	-
A667 LOCKED Acadia Centre	69,839	-	-	-	-	-
A668 Musquodoboit Harbour	15,000	20,600	20,600	20,600	-	-
A661 Lkd Admin. & Storefr	-	-	-	-	-	-
** Customer Service Centres	417,106	449,400	401,730	440,605	(8,795)	(2.0)
A625 311 Contact Centre	2,120,407	2,293,800	2,103,215	2,230,395	(63,405)	(2.8)
<b>*** Customer Contact Centres</b>	<b>2,537,512</b>	<b>2,743,200</b>	<b>2,504,945</b>	<b>2,671,000</b>	<b>(72,200)</b>	<b>(2.6)</b>
A301 Administration - Finance	683,700	733,100	740,010	910,035	176,935	24.1
M351 Managers Contingency	19,475	102,700	109,000	102,700	-	-
<b>*** Admin - Finance</b>	<b>703,175</b>	<b>835,800</b>	<b>849,010</b>	<b>1,012,735</b>	<b>176,935</b>	<b>21.2</b>
A311 Revenue - Administration	281,209	431,800	408,314	472,300	40,500	9.4
A312 Coin Room	284,316	238,100	238,100	230,500	(7,600)	(3.2)
A313 Cash Management	371,246	341,900	341,900	429,300	87,400	25.6
A314 General Revenue	(306,362)	(155,000)	(339,600)	(209,500)	(54,500)	35.2
A316 Taxation	(1,514,096)	(1,663,900)	(2,158,885)	(2,357,500)	(693,600)	41.7
A325 Collections	342,881	321,450	256,000	78,500	(242,950)	(75.6)
A360 Parking Meters	27,776	26,700	26,700	26,500	(200)	(0.7)
<b>*** Revenue</b>	<b>(513,029)</b>	<b>(458,950)</b>	<b>(1,227,471)</b>	<b>(1,329,900)</b>	<b>(870,950)</b>	<b>189.8</b>
A302 Corporate Planning	609,281	698,600	554,794	720,700	22,100	3.2
A307 Director CPPO	-	-	64,042	172,900	172,900	-
I102 Org PerformanceExcel	509,019	686,900	505,100	648,300	(38,600)	(5.6)
<b>*** Corporate Planning</b>	<b>1,118,301</b>	<b>1,385,500</b>	<b>1,123,936</b>	<b>1,541,900</b>	<b>156,400</b>	<b>11.3</b>
A321 Accounting Admin	416,002	453,600	342,400	407,800	(45,800)	(10.1)
A322 Payment Processing	611,718	692,400	666,400	651,400	(41,000)	(5.9)
A323 Accounting Ctrlrs/Rpt	571,541	615,500	644,400	647,400	31,900	5.2
A324 Accounting Svce Del	987,907	1,084,600	969,900	1,006,400	(78,200)	(7.2)
** Accounting	2,587,169	2,846,100	2,623,100	2,713,000	(133,100)	(4.7)
A615 Payroll Ctrlrs & Rptg	178,529	240,800	165,200	156,100	(84,700)	(35.2)
A616 Payroll Service Delivery	675,668	840,700	768,500	815,500	(25,200)	(3.0)
A617 Payroll Processing	150,562	253,100	248,100	321,400	68,300	27.0
** Payroll	1,004,759	1,334,600	1,181,800	1,293,000	(41,600)	(3.1)
<b>*** Accounting &amp; Financial Reporti</b>	<b>3,591,928</b>	<b>4,180,700</b>	<b>3,804,900</b>	<b>4,006,000</b>	<b>(174,700)</b>	<b>(4.2)</b>
A331 General Purchasing	837,847	851,100	930,600	953,970	102,870	12.1
A332 Inventory Management	243,841	139,000	374,000	373,300	234,300	168.6
A333 BTC Inventory	633,442	580,800	574,720	582,000	1,200	0.2
A334 Corp Fleet & Gen Inv	509,798	572,650	542,550	588,050	15,400	2.7
A335 Procurement PSRs	672,531	680,300	669,600	675,700	(4,600)	(0.7)
A336 Procurement Staff	674,210	681,945	668,145	683,445	1,500	0.2
A337 Disp.of Surplus Equi	(2,838)	-	-	-	-	-
A338 RLT Inventory	485,843	498,600	515,750	506,800	8,200	1.6
A339 Inventory Administration	602,660	667,255	576,800	673,600	6,345	1.0
<b>*** Procurement</b>	<b>4,657,334</b>	<b>4,671,650</b>	<b>4,852,165</b>	<b>5,036,865</b>	<b>365,215</b>	<b>7.8</b>
W701 Asset Management	972,191	1,217,800	1,239,000	1,334,500	116,700	9.6
<b>*** Asset Management</b>	<b>972,191</b>	<b>1,217,800</b>	<b>1,239,000</b>	<b>1,334,500</b>	<b>116,700</b>	<b>9.6</b>
<b>Net Total</b>	<b>13,985,160</b>	<b>15,610,600</b>	<b>14,075,785</b>	<b>15,266,000</b>	<b>(344,600)</b>	<b>(2.2)</b>

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	Δ %
Summary Details - Finance and Asset Management						
Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	2022/23 Δ 21/22 Budget	Δ %
6001 Salaries - Regular	13,124,650	14,369,500	13,361,922	14,734,400	364,900	2.5
6002 Salaries - Overtime	82,657	202,305	203,500	202,650	345	0.2
6005 PDP & Union Con Incr	(167,827)	-	(22,600)	-	-	-
6051 Shift Agreements	4,225	5,200	5,200	5,200	-	-
6054 Vacation payout	51,147	20,000	33,350	20,000	-	-
6100 Benefits - Salaries	2,732,427	2,947,500	2,779,987	2,962,600	15,100	0.5
6110 Vacancy Management	-	(430,100)	(24,700)	(533,250)	(103,150)	24.0
6152 Retirement Incentives	78,721	97,600	97,227	97,800	200	0.2
6154 Workers' Compensation	298,494	297,800	284,800	418,800	121,000	40.6
6155 Overtime Meals	1,061	2,900	2,900	2,900	-	-
6156 Clothing Allowance	2,550	4,100	4,100	4,100	-	-
6158 WCB Recov Earnings	(1,097)	-	-	-	-	-
6190 Compensation OCC trf	(4,100)	-	-	-	-	-
6199 Comp & Ben InterDept	344	62,000	-	-	(62,000)	(100.0)
9200 HR CATS Wage/Ben	(87,628)	-	-	-	-	-
9210 HR CATS OT Wage/Ben	2,383	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>16,118,007</b>	<b>17,578,805</b>	<b>16,725,686</b>	<b>17,915,200</b>	<b>336,395</b>	<b>1.9</b>
6201 Telephone/Cable	10,373	8,400	26,897	9,350	950	11.3
6202 Courier/Postage	25,858	20,300	27,125	25,400	5,100	25.1
6203 Office Furn/Equip	3,165	17,300	21,850	18,300	1,000	5.8
6204 Computer S/W & Lic	1,278	3,200	3,200	3,700	500	15.6
6205 Printing & Reprod	106	2,900	3,460	2,900	-	-
6207 Office Supplies	24,604	37,345	36,315	38,445	1,100	2.9
6290 Office OCC Transfer	-	-	(38,800)	-	-	-
6299 Other Office Expenses	815	1,000	500	1,000	-	-
<b>* Office</b>	<b>66,199</b>	<b>90,445</b>	<b>80,547</b>	<b>99,095</b>	<b>8,650</b>	<b>9.6</b>
6301 Professional Fees	209,664	293,000	157,600	278,435	(14,565)	(5.0)
6303 Consulting Fees	56,865	135,000	89,300	50,000	(85,000)	(63.0)
6306 Property Survey	5,319	-	-	-	-	-
6310 Outside Personnel	127,885	131,000	194,300	214,000	83,000	63.4
6311 Security	886	-	-	-	-	-
6312 Refuse Collection	1,367	500	2,000	2,000	1,500	300.0
6316 Real Property Disb	500	20,000	20,000	10,000	(10,000)	(50.0)
6399 Contract Services	253,820	182,250	203,630	192,200	9,950	5.5
<b>* External Services</b>	<b>656,305</b>	<b>761,750</b>	<b>666,830</b>	<b>746,635</b>	<b>(15,115)</b>	<b>(2.0)</b>
6401 Uniforms & Clothing	6,039	11,800	12,300	12,800	1,000	8.5
6402 Med & First Aid Supp	30	500	300	500	-	-
6406 Bridge Tolls	-	-	-	-	-	-
6407 Clean/Sani Supplies	3,400	7,500	5,900	7,800	300	4.0
6409 Personal Protect Equ	3,376	1,900	2,700	1,900	-	-
6499 Other Supplies	24	-	-	-	-	-
<b>* Supplies</b>	<b>12,869</b>	<b>21,700</b>	<b>21,200</b>	<b>23,000</b>	<b>1,300</b>	<b>6.0</b>
6504 Hardware	22	-	-	-	-	-
6599 Other Materials	(1,336)	-	-	-	-	-
<b>* Materials</b>	<b>(1,314)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	-	-	250	-	-	-
6611 Building - Interior	331	-	1,000	-	-	-
6612 Safety Systems	30	-	500	-	-	-
6699 Other Building Cost	91	-	-	-	-	-
<b>* Building Costs</b>	<b>452</b>	<b>-</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	6,592	2,500	4,300	2,500	-	-
6702 Small Tools	2,311	1,300	1,600	1,300	-	-
6703 Computer Equip/Rent	102	-	5,400	-	-	-
6704 Equipment Rental	36,166	54,200	66,000	54,200	-	-
6705 Equip - R&M	3,781	11,000	10,500	11,000	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6706 Computer R&M	-	100	500	100	-	-
6711 Communication System	1,689	2,200	1,800	2,200	-	-
<b>* Equipment &amp; Communications</b>	<b>50,643</b>	<b>71,300</b>	<b>90,100</b>	<b>71,300</b>	-	-
6802 Vehicle R&M	876	-	550	-	-	-
<b>* Vehicle Expense</b>	<b>876</b>	-	<b>550</b>	-	-	-
6901 Membership Dues	211,768	330,600	340,725	356,600	26,000	7.9
6902 Conferences/Workshop	(128)	2,500	7,500	5,500	3,000	120.0
6903 Travel - Local	5,189	15,800	11,500	15,300	(500)	(3.2)
6904 Travel - Out of Town	474	-	-	9,300	9,300	-
6905 Training & Education	38,407	68,300	76,600	82,000	13,700	20.1
6906 Licenses & Agreements	(210)	300	415	300	-	-
6907 Commission Fees	135	-	-	-	-	-
6910 Signage	-	500	300	500	-	-
6912 Advertising/Promotio	10,195	41,000	45,500	44,000	3,000	7.3
6913 Awards	145	2,600	2,600	2,600	-	-
6915 Research Data Acquis	-	100	100	100	-	-
6916 Public Education	213	-	-	-	-	-
6917 Books and Periodicals	699	1,500	1,500	1,700	200	13.3
6918 Meals	1,862	3,600	4,350	4,600	1,000	27.8
6919 Special Projects	2,007	30,000	37,000	30,000	-	-
6933 Community Events	-	1,700	6,500	1,700	-	-
6938 Rewarding Excellence	2,884	18,800	20,132	20,300	1,500	8.0
6943 Health and Wellness	75	-	-	-	-	-
6954 Cash over/under	-	-	100	-	-	-
6999 Other Goods/Services	23,557	1,000	10,550	21,600	20,600	2,060.0
<b>* Other Goods &amp; Services</b>	<b>297,271</b>	<b>518,300</b>	<b>565,372</b>	<b>596,100</b>	<b>77,800</b>	<b>15.0</b>
7008 ItnTrsf IT & Commun	3,123	-	1,300	-	-	-
7009 Internal Trfr Other	(3,413)	20,600	23,150	20,900	300	1.5
7011 Int Trf Record Check	30	-	-	-	-	-
7012 Int Trf Print/Reprod	6,831	400	1,900	400	-	-
<b>* Interdepartmental</b>	<b>6,571</b>	<b>21,000</b>	<b>26,350</b>	<b>21,300</b>	<b>300</b>	<b>1.4</b>
8030 Trfr Fr Resvs to Oper	(10,826)	-	-	-	-	-
<b>* Other Fiscal</b>	<b>(10,826)</b>	-	-	-	-	-
<b>** Total</b>	<b>17,197,053</b>	<b>19,063,300</b>	<b>18,178,385</b>	<b>19,472,630</b>	<b>409,330</b>	<b>2.1</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4909 False Alarm Recovery	(547,700)	(530,000)	(590,000)	(530,000)	-	-
4951 By-Law F300 Revenue	(1,875,122)	(1,696,300)	(1,696,300)	(1,696,300)	-	-
5205 Tax Certificates	(424,738)	(500,000)	(1,250,000)	(1,200,000)	(700,000)	140.0
5229 Tax Sale Admin Fees	-	(50,000)	(125,000)	(90,000)	(40,000)	80.0
<b>* Fee Revenues</b>	<b>(2,847,560)</b>	<b>(2,776,300)</b>	<b>(3,661,300)</b>	<b>(3,516,300)</b>	<b>(740,000)</b>	<b>26.7</b>
5508 Recov External Parti	(353,718)	(576,400)	(416,100)	(590,330)	(13,930)	2.4
5600 Miscellaneous Revenue	(10,615)	(100,000)	(25,200)	(100,000)	-	-
<b>* Other Revenue</b>	<b>(364,333)</b>	<b>(676,400)</b>	<b>(441,300)</b>	<b>(690,330)</b>	<b>(13,930)</b>	<b>2.1</b>
<b>** Total</b>	<b>(3,211,893)</b>	<b>(3,452,700)</b>	<b>(4,102,600)</b>	<b>(4,206,630)</b>	<b>(753,930)</b>	<b>21.8</b>
<b>Net Total</b>	<b>13,985,160</b>	<b>15,610,600</b>	<b>14,075,785</b>	<b>15,266,000</b>	<b>(344,600)</b>	<b>(2.2)</b>



# INFORMATION TECHNOLOGY

2022/23 BUDGET AND BUSINESS PLAN

**MISSION** TO DELIVER TECHNOLOGY AND SOLUTIONS THAT ENABLE THE HALIFAX REGIONAL MUNICIPALITY TO BECOME AN ORGANIZATION THAT GOVERNS WITH TRANSPARENCY AND EVIDENCE-BASED DECISION MAKING, WHILE PROVIDING SECURE CUSTOMER-CENTRIC DIGITAL SERVICES THAT ALIGN WITH COUNCIL AND ADMINISTRATIVE PRIORITIES.

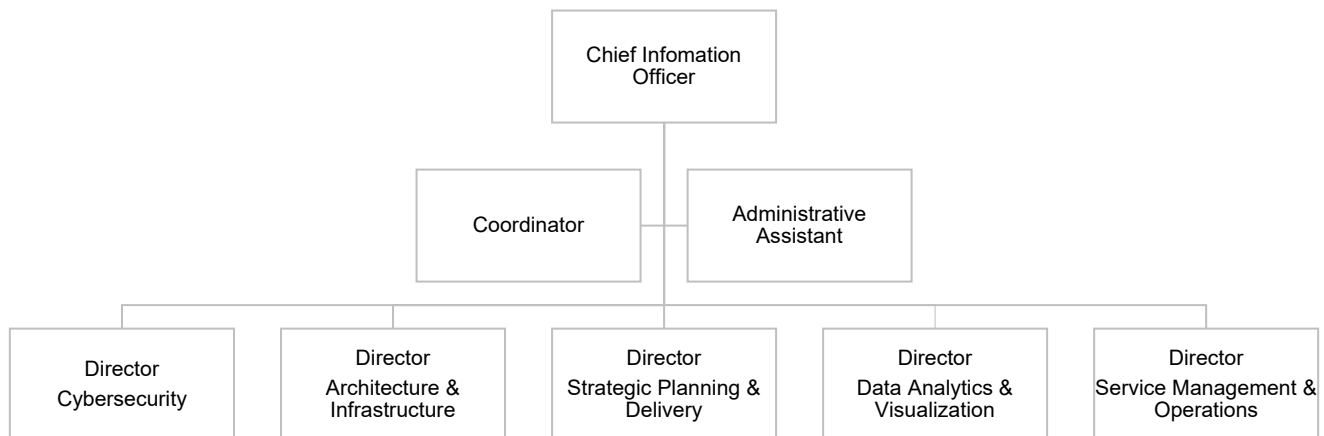
## INFORMATION TECHNOLOGY OVERVIEW

Several of the Information Technology multi-year strategic initiatives continue in our current 2022/23 business plan.

Information Technology (IT) is committed to providing customer service and technology expertise in support of Regional Council and Administrative priorities. IT aligns the corporate vision with technology architecture to drive the continued development of the municipality as a digital service delivery organization.

IT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, refinement of foundational business systems to drive business process improvements and overall cybersecurity best practice to protect the organization.

## INFORMATION TECHNOLOGY ORG CHART



### FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	-	122.1	9.0	131.1	817,300
Capital	-	32.0	(2.0)	30.0	N/A
<b>Total</b>	<b>-</b>	<b>154.1</b>	<b>7.0</b>	<b>161.1</b>	<b>\$ 817,300</b>

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

**Transfers Out:** Receptionist/Mail Clerk position was transferred to HR & Corporate Communications and converted to Mail/Bindery Clerk (-1).

**Transfers In:** 123.1 Operating FTE and 32 capital transferred into own business unit (+123.1).

**Operating Changes:** Eight new Operating FTE (ICT Security Analyst, Application Administrator, Senior Business Analyst, Business Relationship Manager, Unified Messaging Specialist, Director Architecture & Infrastructure, Senior Developer, Director Data Analytics & Visualization). Two positions eliminated (Service Desk Analyst). Net change in Capital to operating positions three.

**Capital Changes:** One new Capital FTE, Financial Business Partner (Capital). Net change in Capital to Operating positions -3. (Note although net change from Capital to Operating is represented as -3 positions the actual figure is nine due to a number of Capital positions being reported as Operating positions in error. None of these positions are new but the shift from being paid from Capital to Operating is represented in the total compensation change and Summary of Changes table).

## STRATEGIC INITIATIVES (2022/23)

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### Digital and Data Strategy

The Digital Strategy supports the Innovative Performance Excellence Priority Outcome and aims to provide streamlined services to connect residents, businesses, visitors, and government bodies to the municipality.

#### Technology Accessibility Strategy

The Provincial Accessibility Act prescribed municipalities to develop and implement an Accessibility Strategy. In 2021, the municipality presented a draft Accessibility Strategy consisting of 31 recommendations, with the goal of completion being by 2030 as prescribed in the Accessibility Act. The Technology Accessibility Strategy will build upon the municipal strategy to ensure that procurement, development, and use of municipal information and communications technology consistently meets accessibility requirements.

Information Technology will work collaboratively with the Accessibility Strategy Task Force to develop the Technology Accessibility Strategy and adopt an “accessible by design” approach for current and future technology solutions.

### INITIATIVES SUPPORTING HALIFACT

The IT department will play a supporting role encompassing reporting, data analytics, and technology solution design and implementation.

## INFORMATION TECHNOLOGY BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Chief Information Office	\$ 971,855	\$ 1,136,750	\$ 976,550	\$ 777,150	\$ (359,600)	(31.6)
Data Analytics & Visualization	2,456,321	2,733,000	2,625,826	3,037,500	304,500	11.1
Architecture & Infrastructure	4,934,808	5,696,300	6,250,200	7,014,000	1,317,700	23.1
Strategic Planning & Delivery	1,438,423	2,419,600	1,758,925	3,286,700	867,100	35.8
Service Management & Operations	11,110,928	13,832,000	13,370,195	16,285,800	2,453,800	17.7
Cybersecurity	1,074,764	1,026,750	954,250	1,016,750	(10,000)	(1.0)
<b>Net Total</b>	<b>\$ 21,987,100</b>	<b>\$ 26,844,400</b>	<b>\$ 25,935,946</b>	<b>\$ 31,417,900</b>	<b>\$ 4,573,500</b>	<b>17.0</b>

### OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 26,844,400</b>
Compensation Changes:	
New Positions/salary adjustments (Includes 8 new FTE and 9 positions previously funded from capital)	1,829,300
Revenue Adjustments:	
Recovery for Halifax Water IVos License fee	(8,000)
Other Budget Adjustments:	
Budget transfer to CAO - Halifax Civic Innovation Outpost at Volta	(260,700)
Decrease in planned computer equipment refresh	(200,000)
Decrease for switch from Workforce to Kronos	(197,600)
SAP 4HANA	2,118,200
Increase in Microsoft licensing costs including e-mail for all	670,000
Precise Park link Parking Technology	275,800
Increase in contracts and license costs	261,900
Miscellaneous adjustments including removal of one-time capital transfer	84,600
<b>Total Changes</b>	<b>\$ 4,573,500</b>
<b>2022/23 Budget</b>	<b>\$ 31,417,900</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 10,621,307	\$ 12,130,100	\$ 10,850,146	\$ 13,959,400	\$ 1,829,300	15.1
Office	6,094,664	6,967,650	7,842,943	8,146,850	1,179,200	16.9
External Services	3,752,690	5,274,600	4,958,192	7,033,900	1,759,300	33.4
Supplies	526	-	-	-	-	-
Materials	131	-	-	-	-	-
Equipment & Communications	2,088,980	2,463,800	2,246,138	2,214,900	(248,900)	(10.1)
Vehicle Expense	-	-	143	-	-	-
Other Goods & Services	31,074	71,450	77,250	71,450	-	-
Interdepartmental	(594,419)	(62,600)	(16,300)	-	62,600	(100.0)
<b>Total Expenditures</b>	<b>21,994,953</b>	<b>26,845,000</b>	<b>25,958,512</b>	<b>31,426,500</b>	<b>4,581,500</b>	<b>17.1</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Other Revenue	\$ (7,853)	\$ (600)	\$ (22,566)	\$ (8,600)	\$ (8,000)	1,333.3
<b>Total Revenues</b>	<b>(7,853)</b>	<b>(600)</b>	<b>(22,566)</b>	<b>(8,600)</b>	<b>(8,000)</b>	<b>1,333.3</b>
<b>Net Total</b>	<b>\$ 21,987,100</b>	<b>\$ 26,844,400</b>	<b>\$ 25,935,946</b>	<b>\$ 31,417,900</b>	<b>\$ 4,573,500</b>	<b>17.0</b>



## **INFORMATION TECHNOLOGY BUSINESS UNIT SERVICE AREA PLANS (2022/2023)**

### **SERVICES DELIVERED**

#### **SERVICE MANAGEMENT & OPERATIONS**

##### **Service Desk/Field Support - Break/Fix and Service Request Management**

Service requests are filtered through the service request system or the IT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

##### **Personal Computing Services**

This service provides mobile and personal computing technology, including provisioning, configuration and technical support.

##### **Telecommunications Services**

This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access, including both technical expertise and governance oversight over municipal telecommunications technologies and services required in support of public safety and operational communication.

##### **Support New and Enhanced Business Solutions**

This service facilitates IT customers' business success through the support of beneficial changes to process and technology. In partnership with customers, this service ensures joint responsibility for maximizing municipal investments.

##### **IT Business Applications Management**

This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of municipal business units.

#### **ARCHITECTURE & INFRASTRUCTURE**

##### **Architecture**

This service develops reference architectures which guide the selection of technology tools for the organization. Through the development and maintenance of standards, guidelines, practices and processes related to management of infrastructure and enterprise architecture governance, the Enterprise Architects ensure that technology infrastructure is in place to support the services the municipality provides in the most consistent, reliable and cost-effective manner possible.

##### **IT Infrastructure Management**

This service provides servers, network, and infrastructure to support the operation of and access to business applications and IT services. Also provided are the operation and maintenance of infrastructure and applications.

## **DATA ANALYTICS & VISUALIZATION**

### **Data Management and Analytics**

This service comprises all the disciplines related to managing spatial and non-spatial data as an asset on behalf of municipal business units. The primary focus is to work collaboratively with business unit stakeholders to design and develop solutions to collect, transform and share data as information, facilitating data driven decision making across the municipality.

### **Web Solutions and User Centric Design**

This service supports the maintenance and growth of the municipality's public facing web solutions, with a focus on user centered design and accessibility. The team collaborates with business unit stakeholders to ensure solutions align with resident needs as we expand the municipality's digital footprint.

## **STRATEGIC PLANNING & DELIVERY**

### **Portfolio and Project Management Office**

This function ensures a multi-year strategic plan is in place to guide technology investments, delivery plans, skills development, and organizational structure. Project and portfolio management approaches are leveraged to ensure the appropriate selection and successful delivery of technology enabled business solutions.

The Portfolio and Project Management Office (PPMO) works with the business units to deliver single and multi-year IT capital funded and operations projects. These include system replacements, system upgrades and business transformation type projects delivered to business units to support their various operations requirements.

### **Business Relationship Management**

This service supports business units and senior management to shape business demand into supply by partnering with appropriate resources to facilitate the creation of ideas, business cases and strategic plans.

## **CYBERSECURITY**

The Cybersecurity program takes direction from the HRM Cybersecurity Framework (CSF). This Framework aligns with security industry best practices and provides a structured approach to implement information systems security controls to protect the municipality's networks, devices, systems, and data from attack, damage, or unauthorized access.

The goal is to:

- Identify a roadmap that incorporates cybersecurity capability maturity
- Identify the gaps to the next level of capability maturity
- Implement work to address immediate risks and threats
- Develop and test incident response plans and procedures.

Outcomes of many of these actions feed into a Cybersecurity Risk Management program.

## **SAP BUSINESS FOUNDATIONS**

The SAP Business Foundations Program is a multi-year organization-wide initiative designed to improve how we deliver services to our employees, residents, and community partners. This Program is an investment in the

municipality's future and is focused on replacing core services in the current SAP solution through the implementation of new technology-enabled business processes using SAP's SuccessFactors and S/4 HANA. The SAP Business Foundations Program is a large, complex program which will leverage industry best practices to realign current municipal business processes and solution design.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
IT Service Desk – Inbound Contact Volume	30,070	30,609	31,220	31,850
IT Service Desk – Customer Satisfaction	95.5%	95.8%	95.5%	97%
Number of Visitor Sessions to Municipal Website per Capita	10.95	10.14	9.89	10.07
Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE) <sup>(1)</sup>	1.69	1.94	1.85	1.43

(1) Includes desktops/laptops/smart phones and tablets. Adding front line workers as IT supported FTE will reduce this metric in 2022/23.

### IT SERVICE DESK

The volume of service requests is expected to continue to grow in 2022/23 due to adding email for all employees, the implementation of SAP Business Foundations program initiatives and the demands of supporting a hybrid workforce. The recent launch of a new user portal in ServiceNow will provide options for users to request and receive service, while increasing efficiency and effectiveness in service delivery.

### CUSTOMER SATISFACTION

While user satisfaction remains high, efforts to maintain and incrementally improve the user experience will continue through effective and timely issue escalation/resolution and improving internal processes/tools through a formal Continual Service Improvement program.

### WEBSITE VISITOR SESSIONS

Expected slight increase in website visitor sessions compared to 2021/22, with the introduction of a few new online services, and initiatives such as Strategic Performance Management KPI dashboard. Although Halifax.ca provided much needed information for residents and impacts of pandemic, there still was a downturn trend from peak in 2019/20 as we now have more 3<sup>rd</sup> party sites that offer our services and Halifax.ca is just a brief stop and residents have ability to bypass Halifax.ca once they are aware of URL. This trend is likely to continue in the future.

## INFORMATION TECHNOLOGY (IT) KEY DELIVERABLES (2022/23)

**Responsible Administration – Well Managed****Cybersecurity Program** (Est. Completion: Q4 2022/2023)

The Cybersecurity program takes direction from the Halifax Regional Municipality Cybersecurity Framework, which aligns with security industry best practices. The goals are to protect networks, devices, and data from unauthorized access or criminal use and the practice of ensuring confidentiality, integrity, and availability of information. Development and rollout of a Cybersecurity awareness program to educate and guide employees in avoiding security breaches is planned for completion by Q3 of this fiscal.

**SAP Business Foundations Program** (Est. Completion: Q2 2023/2024)

Administrative Services Human Resources, Finance and Asset Management and Information Technology business units have indirect impacts on overall resident service delivery such as:

- Ensuring the organization has skilled resources to provide excellent service delivery to residents.
- The ability to calculate, collect and account for such revenue as property taxes, parking, permits and licensing, and recreation.
- The ability for the organization to work with business units and the vendor community to procure the necessary goods and services required to operate service delivery for residents.
- Recording and summarizing business and financial information including analyzing, verifying, and reporting.

Information Technology will collaborate to improve business process, user experience, and technology integration for Human Resources (HR) and the Finance & Asset Management business units including:

- SAP Employee Central (Q2 2022/23) – **Employee Central (EC)** delivers an improved user experience for managers, employees and HR. EC provides a range of employee and manager self-service options to manage HR data and initiate requests creating operational efficiencies and improved data management. The EC platform provides a foundation which will provide even more features as the organization is ready.
- SAP Tax and Revenue Management (Q3 2022/23) – **Tax and Revenue Management (TRM)** provides a stable platform to allow the organization to effectively deliver tax collection and revenue management services. By providing a single view of the taxpayer and supporting multiple revenue streams EC supports increased taxpayer service and satisfaction.
- SAP S/4 HANA Finance (**Accounting and Procurement**) (Q1 2023/24) - S/4 HANA Finance provides a modern environment which offers an improved user experience, better integration with existing systems, new business processes for customer interaction and service and increased flexibility in Financial reporting. In addition, the S/4 HANA Finance solution gives the organization a robust foundational base from which to develop future business capabilities.

## Service Excellence – Innovative Performance Excellence

### Information Technology Asset Management (Est. Completion: Q2 2022/2023)

Information Technology assets are pivotal to nearly every area of service delivery. Information Technology will continue its work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. Management of defined assets will improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments.

Phase 1 of the program is complete (endpoint assets), and Phase 2 (servers/software) is currently in progress with an estimated completion date of Q2, 2022/2023, due to technical and resourcing delays.

### Data Strategy (Est. Completion: Q3 2022/2023)

The data and analytic needs of the organization have grown exponentially over the last few years and has led to increased business rules and system integration complexity. The municipality must continue to develop and implement an approach to identify and address the most pressing data & analytical needs of the organization, and ensure data is collected, maintained, governed, and disseminated to inform municipal planning and service delivery.

Building on our success in establishing the Data & Analytics Community of Practice (DACOP), the next step is the creation of the Data & Analytics Advisory Group, consisting of key senior leaders to support the DACOP with the next level of decision making.

It has been many years since the Data Governance Policy was adopted, and thus should be revisited and adjusted to meet the needs of today's organization. Areas of focus would include guidelines for data sharing internally/externally, data acquisitions, privacy by design, role-based security, data ethics, retention rules, accessibility standards and working towards enabling more accountability and self-serve options for the business units.

Work includes:

- Establish Data & Analytics Advisory Group (Q1 2022/23)
- Initiate Data & Analytics strategy (Q2 2022/23)
- Revise Data Governance Policy (Q3 2022/23)

### Website Accessibility & Governance Review (Target: Q3 2022/23)

Five years ago, the municipality launched a new Halifax.ca website as part of the Website Transformation Program, with the goal to better connect residents, visitors and businesses to municipal information and services in a timely and accessible manner. It is now time to revisit the governance model for Halifax.ca, aligning roles and responsibilities with current needs and direction. In addition, with the adoption of the municipality's Accessibility Strategy in 2021, a thorough review of Halifax.ca and subsequent action plan needs to be developed to ensure adherence with the municipality's new accessibility standards.

Work includes:

- Assess compliance with accessibility standards and develop action plan (Q1 2022/23)
- Implement accessibility action plan (Q2 2022/23)
- Review Halifax.ca governance and service delivery model (Q2 2022/23)
- Implement required changes to governance, service, and support model (Q3 2022/23)

### **Service Excellence – Exceptional Customer Service**

#### **Technology Strategic Plan (Est. Completion: Q4 2022/2023)**

The municipality has 12 distinct business units with additional partners such as Halifax Water and Halifax Libraries, all of whom are faced with individual and often unique business challenges and opportunities. These business needs must also be balanced with foundational corporate solutions to support service delivery to customers through progressive and stable technology. Information Technology will continue to collaborate with business units to further the advancement of the Technology Strategic Plan to drive exceptional service delivery to customers. Work includes:

- Establishing Business Relationship Managers within business units (Q1 2022)
- Implementing updated Demand Management and Portfolio processes (Q2 2022)
- Implementing coordinated business unit / IT Strategic planning processes (2022/23)

Establishing relationships based on trust and open communication will play a critical role in developing mutual awareness of the organization's needs and allow for the alignment of the strategic goals and objectives of IT with the strategic goals and objectives of each of the business units. This collaborative approach to strategic planning, balancing the needs of each business unit with those of the foundational systems, will lead to a coordinated Technology Strategic Plan.

Updated Demand Management and Portfolio processes have been developed with a focus on bringing transparency and accountability to the prioritization and delivery of IT solutions across all business units. These processes will allow the organization to deploy funding and resources towards business unit challenges and opportunities within an inclusive, evidence-based framework aligned with the broader goals of the organization.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion  
Target applies to new deliverables and is the original target completion date*

## Summary of Net Expenditures - Information Technology

Expenditures	2020/21	2021/22	2021/22	2022/23		Δ %
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	
A746 ICT GIS	1,454,963	1,553,750	1,453,850	1,557,150	3,400	0.2
A410 Digital Services	1,001,357	1,179,250	1,066,507	1,318,150	138,900	11.8
A728 Director Data A & V	-	-	31,500	162,200	162,200	-
<b>* Data Analytics &amp; Visualization</b>	<b>2,456,321</b>	<b>2,733,000</b>	<b>2,551,857</b>	<b>3,037,500</b>	<b>304,500</b>	<b>11.1</b>
A724 Enterprise Architect	547,821	607,100	422,100	731,200	124,100	20.4
A727 Director Infra Admin	-	-	62,400	162,200	162,200	-
A742 Technology Infrastructure	3,491,996	4,202,950	4,472,350	4,912,750	709,800	16.9
A745 Tech Systems Admin	59,971	886,250	1,082,000	1,207,850	321,600	36.3
<b>* Architecture &amp; Infrastructure</b>	<b>4,934,808</b>	<b>5,696,300</b>	<b>6,038,850</b>	<b>7,014,000</b>	<b>1,317,700</b>	<b>23.1</b>
A721 Chief Info Office	971,855	1,136,750	934,150	777,150	(359,600)	(31.6)
<b>* Chief Information Office</b>	<b>971,855</b>	<b>1,136,750</b>	<b>934,150</b>	<b>777,150</b>	<b>(359,600)</b>	<b>(31.6)</b>
A645 Strategic Plan/Deliv	208,241	503,250	358,650	618,950	115,700	23.0
A734 ICT Proj Mgmt (PMO)	866,741	933,450	852,850	1,363,750	430,300	46.1
A736 ICT Business Analysis	86,735	317,950	74,075	621,150	303,200	95.4
A747 ICT Innovation & Quality	-	294,250	32,100	225,350	(68,900)	(23.4)
A751 Bus. Transformation	276,706	370,700	370,700	457,500	86,800	23.4
<b>* Strategic Planning &amp; Delivery</b>	<b>1,438,423</b>	<b>2,419,600</b>	<b>1,688,375</b>	<b>3,286,700</b>	<b>867,100</b>	<b>35.8</b>
A421 ICT Corporate Services	3,083,423	3,862,400	3,955,060	3,689,400	(173,000)	(4.5)
A732 Business App Mgt	4,215,126	5,658,800	5,557,231	7,896,300	2,237,500	39.5
A741 Svc Mgt & Ops Admin	492,430	450,950	438,180	504,650	53,700	11.9
A743 ICT Asset Management	1,066,423	1,219,450	1,173,377	1,513,550	294,100	24.1
A744 ICT Corporate Solutions	1,380,525	1,406,650	1,294,027	1,551,250	144,600	10.3
A749 ICT Service Support	873,002	1,233,750	969,350	1,130,650	(103,100)	(8.4)
<b>* Service Management &amp; Operations</b>	<b>11,110,928</b>	<b>13,832,000</b>	<b>13,387,225</b>	<b>16,285,800</b>	<b>2,453,800</b>	<b>17.7</b>
A726 IT Cybersecurity	1,074,764	1,026,750	884,200	1,016,750	(10,000)	(1.0)
<b>* Cybersecurity</b>	<b>1,074,764</b>	<b>1,026,750</b>	<b>884,200</b>	<b>1,016,750</b>	<b>(10,000)</b>	<b>(1.0)</b>
<b>Net Total</b>	<b>21,987,100</b>	<b>26,844,400</b>	<b>25,484,657</b>	<b>31,417,900</b>	<b>4,573,500</b>	<b>17.0</b>

## Summary Details - Information Technology

Expenditures	2020/21	2021/22	2021/22	2022/23		Δ %
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	
6001 Salaries - Regular	10,645,115	9,878,000	10,898,200	11,595,900	1,717,900	17.4
6002 Salaries - Overtime	281,451	287,600	259,000	272,600	(15,000)	(5.2)
6005 PDP & Union Con Incr	(131,837)	-	(95,574)	-	-	-
6054 Vacation payout	19,778	-	-	-	-	-
6100 Benefits - Salaries	1,976,997	1,902,600	2,114,800	2,182,300	279,700	14.7
6110 Vacancy Management	-	(330,000)	-	(429,100)	(99,100)	30.0
6120 Comp OCC Budget Yr 1	-	-	-	-	-	-
6152 Retirement Incentives	57,017	63,300	67,000	75,100	11,800	18.6
6154 Workers' Compensation	164,169	158,600	165,500	262,600	104,000	65.6
6155 Overtime Meals	17	-	-	-	-	-
6158 WCB Recov Earnings	(129)	-	-	-	-	-
6190 Compensation OCC trf	-	-	(236,300)	-	-	-
6199 Comp & Ben InterDept	(144,197)	170,000	-	-	(170,000)	(100.0)
9200 HR CATS Wage/Ben	(2,238,119)	-	(2,557,880)	-	-	-
9210 HR CATS OT Wage/Ben	(8,956)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>10,621,307</b>	<b>12,130,100</b>	<b>10,614,746</b>	<b>13,959,400</b>	<b>1,829,300</b>	<b>15.1</b>
6201 Telephone/Cable	1,246,968	1,275,800	1,296,034	1,275,800	-	-
6202 Courier/Postage	17,979	19,000	25,400	15,000	(4,000)	(21.1)
6203 Office Furn/Equip	1,133	17,250	33,490	17,250	-	-
6204 Computer S/W & Lic	4,815,006	5,237,600	6,124,848	6,423,800	1,186,200	22.6
6205 Printing & Reprod	310,217	414,000	434,227	411,000	(3,000)	(0.7)
6207 Office Supplies	800	4,000	4,300	4,000	-	-
6290 Office OCC Transfer	(297,857)	-	(309,975)	-	-	-

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
6299 Other Office Expenses	418	-	2,200	-	-	-
<b>* Office</b>	<b>6,094,664</b>	<b>6,967,650</b>	<b>7,610,524</b>	<b>8,146,850</b>	<b>1,179,200</b>	<b>16.9</b>
6301 Professional Fees	1,283	3,500	800	3,500	-	-
6303 Consulting Fees	-	105,000	75,000	105,000	-	-
6311 Security	191	-	600	-	-	-
6390 Extnl Svcs OCC Trsf	(1,328,299)	-	(2,668,300)	-	-	-
6399 Contract Services	5,079,516	5,166,100	7,514,342	6,925,400	1,759,300	34.1
<b>* External Services</b>	<b>3,752,690</b>	<b>5,274,600</b>	<b>4,922,442</b>	<b>7,033,900</b>	<b>1,759,300</b>	<b>33.4</b>
6409 Personal Protect Equ	479	-	-	-	-	-
6499 Other Supplies	48	-	-	-	-	-
<b>* Supplies</b>	<b>526</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6504 Hardware	131	-	-	-	-	-
<b>* Materials</b>	<b>131</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	28	-	14,400	-	-	-
6703 Computer Equip/Rent	1,292,249	1,762,000	1,776,658	1,562,000	(200,000)	(11.4)
6705 Equip - R&M	-	-	400	-	-	-
6706 Computer R&M	606,532	284,500	326,710	243,700	(40,800)	(14.3)
6707 Plumbing & Heating	473	-	-	-	-	-
6711 Communication System	435,700	417,300	464,000	409,200	(8,100)	(1.9)
6790 Equipment OCC Trsf	(246,002)	-	(246,000)	-	-	-
<b>* Equipment &amp; Communications</b>	<b>2,088,980</b>	<b>2,463,800</b>	<b>2,336,168</b>	<b>2,214,900</b>	<b>(248,900)</b>	<b>(10.1)</b>
6802 Vehicle R&M	-	-	143	-	-	-
<b>* Vehicle Expense</b>	<b>-</b>	<b>-</b>	<b>143</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	1,136	900	100	900	-	-
6902 Conferences/Workshop	-	10,200	4,500	10,200	-	-
6903 Travel - Local	15,226	14,050	17,600	14,050	-	-
6904 Travel - Out of Town	-	-	(1,900)	-	-	-
6905 Training & Education	12,552	37,500	33,200	37,500	-	-
6906 Licenses & Agreements	270	-	200	-	-	-
6911 Facilities Rental	-	600	600	600	-	-
6914 Recruiting	-	-	2,600	-	-	-
6918 Meals	-	3,450	1,950	3,450	-	-
6938 Rewarding Excellence	1,890	4,750	3,550	4,750	-	-
<b>* Other Goods &amp; Services</b>	<b>31,074</b>	<b>71,450</b>	<b>62,400</b>	<b>71,450</b>	<b>-</b>	<b>-</b>
7008 ltnTrsf IT & Commun	(185,985)	-	(34,600)	-	-	-
7009 Internal Trfr Other	(408,434)	(62,600)	(2,800)	-	62,600	(100.0)
7012 Int Trf Print/Reprod	1	-	600	-	-	-
7099 Interdept Chargeback	-	-	(700)	-	-	-
<b>* Interdepartmental</b>	<b>(594,419)</b>	<b>(62,600)</b>	<b>(37,500)</b>	<b>-</b>	<b>62,600</b>	<b>(100.0)</b>
<b>** Total</b>	<b>21,994,953</b>	<b>26,845,000</b>	<b>25,508,923</b>	<b>31,426,500</b>	<b>4,581,500</b>	<b>17.1</b>

### Summary Details - Information Technology

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
5508 Recov External Parti	(7,853)	(600)	(24,266)	(8,600)	(8,000)	1,333.3
<b>* Other Revenue</b>	<b>(7,853)</b>	<b>(600)</b>	<b>(24,266)</b>	<b>(8,600)</b>	<b>(8,000)</b>	<b>1,333.3</b>
<b>** Total</b>	<b>(7,853)</b>	<b>(600)</b>	<b>(24,266)</b>	<b>(8,600)</b>	<b>(8,000)</b>	<b>1,333.3</b>
<b>Net Total</b>	<b>21,987,100</b>	<b>26,844,400</b>	<b>25,484,657</b>	<b>31,417,900</b>	<b>4,573,500</b>	<b>17.0</b>



**HALIFAX**

# **HUMAN RESOURCES & CORPORATE COMMUNICATIONS**

2022/23 BUDGET AND BUSINESS PLAN

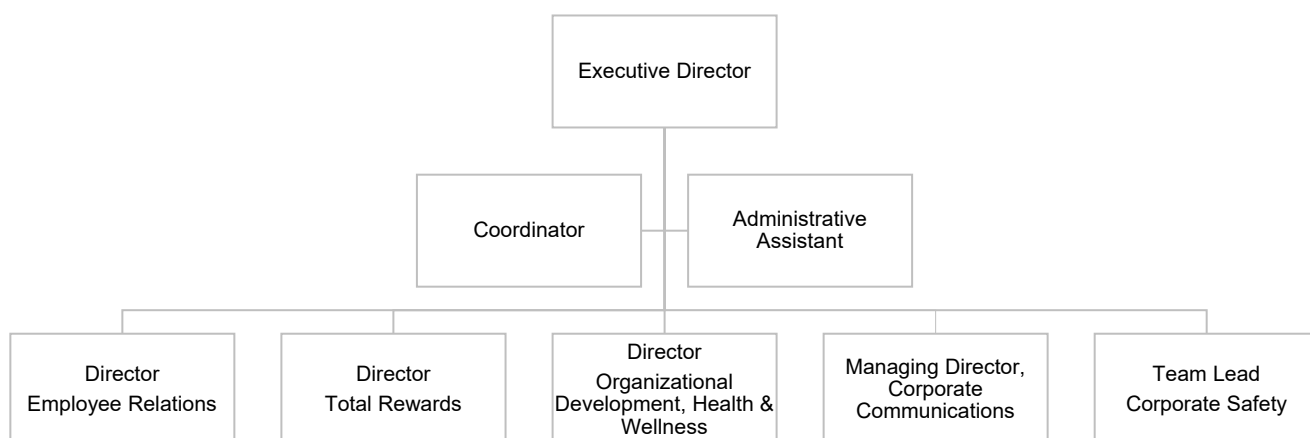
**MISSION** HUMAN RESOURCES & CORPORATE COMMUNICATIONS (HRCC) IS COMMITTED TO PROVIDING INNOVATIVE, PRACTICAL STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

## HUMAN RESOURCES & CORPORATE COMMUNICATIONS OVERVIEW

Human Resources and Corporate Communications (HRCC) remains committed to advancing the Our People Administrative Priority Outcomes. This is achieved through providing a framework to guide the application of all aspects of HRM's human resource practices and communication strategies to support organizational effectiveness.

To achieve this, HRCC recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized, and fairly rewarded.

## HUMAN RESOURCES & CORPORATE COMMUNICATIONS ORG CHART



### FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	65.0	30.0	3.6	98.6	577,400
Capital	-	-	-	-	N/A
<b>Total</b>	<b>65.0</b>	<b>30.0</b>	<b>3.6</b>	<b>98.6</b>	<b>\$ 577,400</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position*

Transfers in: 25 FTE from Corporate Communications, 3 FTE from Corporate Safety, 1 FTE from IT and 1 FTE from FAM.

Changes: 3.6 new FTE, (1) Public Affairs Advisor, \*(1) HR Generalist (Client Services), (1) Total Rewards Generalist and (0.6) Accommodations Specialist.

\*HR Generalist (Client Services) is part of Resource Plan.

Included in the \$ Budget Changes are 4 converted positions including Business Process Specialist, 2 Client Strategists and Creative Specialist with 4 positions eliminated to offset, only the delta of position costs included. Also included is position cost for Labour Relations Specialist which was a planned FTE in 21/22 but unbudgeted.

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING ADMINISTRATIVE PRIORITIES

#### **Healthy and Safe Workplace**

The Corporate Health and Wellness Strategy aims to improve the workplace and employee health and well-being, with a focus on leading health indicators, mental health awareness, absenteeism indicators, and reducing Worker's Compensation costs.

#### **Developing and Supporting Leaders**

To assist in the goal of developing a skilled, engaged and diverse workforce, HR will deliver leadership programs that will develop new leaders, enhance the skills of existing leaders, and drive overall employee engagement.

#### **Diversity & Inclusion Recruitment Strategy**

The Municipality will continue to develop Diversity & Inclusion recruitment strategies to effectively engage our diverse communities' talents and needs to create a workforce representative of the public we serve.

#### **Strategic Human Resources Planning**

The Strategic Human Resources Planning initiative focuses on delivering innovative people solutions to meet the changing needs of our employees, organizational operations and municipal priority areas.

#### **Enhanced Workplace Culture**

To create an Enhanced Workplace Culture, the organization is focusing on the continuous improvement of internal policies, practices, and programs to support the provision of a safe, healthy, diverse, inclusive, equitable, and harassment-free environment.

#### **Volunteer Strategy**

The Volunteer Strategy initiative will assess the risks and impacts across the organization from reduced volunteerism. Funding has now been included in the 2023/2024 fiscal plan to undertake this work.

#### **Community Engagement Strategy**

The municipality is developing a revised Community Engagement Strategy including corporate guidelines for all public engagements. The strategy will aim to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement.

#### **Improve Client-Centric Service Delivery**

Corporate Communications will improve service delivery to business units through the adoption of a more client-centric service model, development of enhanced processes and protocols, increased focus on strategic social media initiatives, support with development and oversight of a new intranet, and more formalized research and evaluation of metrics and reporting.

## Improve Employee Engagement

Corporate Communications will support IT on the Enterprise Content Management Strategy, which will drive the development of a new Intranet to improve organization-wide sharing of manager and employee information tools. The new Intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives and information.

## Corporate Safety Strategy

To ensure safety in the workplace, Corporate Safety will build on the work of the current Corporate Safety Strategy, which reinforces the 'Safety First' culture guided by the adoption of the S.A.F.E.R leadership model (S.A.F.E.R definition: Speak. Act. Focus. Engage. Recognize). Corporate Safety will continue to focus on the development, education, and promotion of safe work practices for the health and wellness of employees, prevention of incidents and reducing Workers Compensation costs. In addition, with the current pandemic, Corporate Safety is committed to continuing to play a key role in responding to COVID-19 by providing expert guidance to Business Units on the development and maintenance of effective workplace safety plans, safe work practices, and workplace assessments.

## INITIATIVES SUPPORTING HALIFACT

### HalifACT – Capacity building for climate adaption (Environment – Climate Resilience)

Human Resources and Corporate Communications will actively support HalifACT with a focus on delivering innovative people and communication solutions to build climate leadership within our employees, organizational operations, and municipal priority areas.

## HUMAN RESOURCES & CORPORATE COMMUNICATIONS BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area Budget Overview						
Service Area	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Human Resources	\$ 5,917,818	\$ 7,170,000	\$ 6,910,760	\$ 7,639,600	\$ 469,600	6.5
Corporate Communications	2,863,720	3,552,100	3,408,400	3,614,400	62,300	1.8
<b>Net Total</b>	<b>\$ 8,781,538</b>	<b>\$ 10,722,100</b>	<b>\$ 10,319,160</b>	<b>\$ 11,254,000</b>	<b>\$ 531,900</b>	<b>5.0</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 10,722,100</b>
Compensation Changes:	
Positions and Salary Adjustments	564,850
Transfer of Corporate Safety from CCS to HR&CC	341,900
Revenue Adjustments:	
Decrease in revenue for Halifax Water bill printing expected to be quarterly instead of monthly	837,500
Other Budget Adjustments:	
Reduction in printing postage costs primarily related to Halifax Water bill printing now expected to be quarterly instead of monthly billing	(850,800)
Elimination of Heads Up Halifax	(100,000)
Removal of one-time consulting fees	(85,000)
Reduction in Corporate Training	(50,000)
Reduction in memberships, conferences, training & travel	(46,900)
New Digital Print Engine contract lower than budgeted	(37,000)
New Social Media Management Tool contract lower than budgeted	(22,500)
Compensation surveys negotiated at lower rate	(15,000)
Miscellaneous reductions	(5,150)
<b>Total Changes</b>	<b>\$ 531,900</b>
<b>2022/23 Budget</b>	<b>\$ 11,254,000</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 7,464,895	\$ 8,731,100	\$ 8,685,300	\$ 9,637,850	\$ 906,750	10.4
Office	887,410	2,049,800	966,900	1,183,850	(865,950)	(42.2)
External Services	365,688	654,000	539,441	494,500	(159,500)	(24.4)
Supplies	5,309	5,000	5,100	5,000	-	-
Equipment & Communications	9,192	1,000	10,499	11,000	10,000	1,000.0
Other Goods & Services	342,991	718,700	508,820	521,800	(196,900)	(27.4)
Interdepartmental	(193,803)	(120,000)	(261,900)	(120,000)	-	-
Other Fiscal	737	-	-	-	-	-
<b>Total Expenditures</b>	<b>8,882,418</b>	<b>12,039,600</b>	<b>10,454,160</b>	<b>11,734,000</b>	<b>(305,600)</b>	<b>(2.5)</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Other Revenue	\$ (100,880)	\$ (1,317,500)	\$ (135,000)	\$ (480,000)	\$ 837,500	(63.6)
<b>Total Revenues</b>	<b>(100,880)</b>	<b>(1,317,500)</b>	<b>(135,000)</b>	<b>(480,000)</b>	<b>837,500</b>	<b>(63.6)</b>
<b>Net Total</b>	<b>\$ 8,781,538</b>	<b>\$ 10,722,100</b>	<b>\$ 10,319,160</b>	<b>\$ 11,254,000</b>	<b>\$ 531,900</b>	<b>5.0</b>

## **HUMAN RESOURCES & CORPORATE COMMUNICATIONS BUSINESS UNIT SERVICE AREA PLANS (2022/2023)**

### **EMPLOYEE RELATIONS**

Employee Relations consists of the Client Services, Labour Relations, and Conflict Resolution divisions. These divisions have staff who interact directly with clients, and their combined work provides enhanced service to the business units.

Client Services is committed to supporting administrative priorities through collaboration with the business units to identify key business issues and develop solutions in partnership with the other divisions within Human Resources & Corporate Communications to drive employee engagement to meet or exceed operational mandates. Areas of delivery include performance management, staffing, attendance support, duty to accommodate, change management, diversity and inclusion and succession planning.

Labour Relations is committed to supporting administrative priorities and serves as the employer's negotiator in collective bargaining with various unions representing its employees. It provides expertise and consulting to business units to ensure efficient and consistent delivery of labour relations service and integration of labour relations strategy and principles to support sustainable municipal services including fact finding/investigation, collective bargaining, grievance management, union-management relations, progressive discipline, collective agreement administration and training/education/coaching.

Conflict Resolution is committed to supporting administrative priorities through providing subject matter expertise to business unit leaders to deal with conflict on their teams effectively and efficiently. The team investigates complaints involving harassment, discrimination, or retaliation in accordance with the organization's Workplace Rights Harassment Prevention Policy.

#### **SERVICES DELIVERED**

##### **Organizational Design**

Partners with business unit leaders to identify an appropriate organizational structure to fit current organization realities/goals and to develop the corresponding plan to implement the new changes.

##### **Performance Management**

Partners with the business units to support their efforts to improve employee performance.

##### **Succession Planning**

Partners with the business units to identify internal and external talent to fill future leadership positions.

##### **Recruitment and Retention**

Creating dynamic recruitment strategies to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce.

##### **Labour Relations Expertise**

Providing consultative service and advice to management related to the unionized workforce.

## Grievance Management

Supporting and facilitating the administration of the grievance process.

## Conflict Resolution

Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders to deal with conflict and harassment on their teams effectively and efficiently.

## Human Resources Partnership

Works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

## Collective Bargaining

On behalf of HRM administration, leads negotiations on collective agreements between HRM and its unions.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Projected
Number of jobs filled	1448	1426	1215	1577
Internal Promotion Rate	53%	52%	49%	49%
Voluntary Employee Turnover*	2.58%	2.25%	1.43%	3.59%
Number of workplace rights complaints filed	26	18	14	29
Number of grievances filed	51	57	50	70
Number of grievances resolved	42	38	75	54

\*Percentage of permanent employees who resign from the organization.

## EMPLOYEE RELATIONS KEY DELIVERABLES (2022/23)

Our People - Diverse, Inclusive & Equitable Environment
<p><b>Employment Equity Program</b> (Est. Completion: Q4 2022/23)</p> <p>The first step of the EE program development was the establishment of an Employment Equity Committee. This group has been established and within sub-groups, each of the 3 goals continue to be developed and either have been implemented or will continue to be in the implementation stage. The implementation, monitoring and development of new program outcomes will continue into 2022/23.</p>

**Accommodations Policy (Target: Q4 2022/23)**

In alignment with the Accessibility Strategy, Human Resources and the Office of Diversity and Inclusion will create an Accommodations Policy. The Policy will ensure job applicants and employees are provided with accommodations that support a diverse, inclusive, and equitable work environment. Accommodations remove barriers based on protected characteristics to enable employees to fully participate in employment.

**Support Initiative to Fight Anti-Black Racism (Est. Completion: Q4 2022/23)**

Human Resources will continue to implement and support all applicable recommendations in the CAO's response to the Anti-Black Racism (ABR) committee, ensuring alignment with other Human Resource programs and services.

**Our People – Healthy Workplace****Enhanced Workplace Culture (Est. Completion: Q4 2022/23)**

Implementation of the external service review recommendations is well underway with the adoption of processes and procedures to address harassment and discrimination complaints involving workplace bullying, sexual harassment, and race. Employee Relations continues to implement the recommendations to support a safe, healthy, diverse, inclusive, and harassment-free environment, where all persons are treated with dignity and respect.

**HalifACT – Capacity building for climate adaption (Environment – Climate Resilience)****HalifACT: Increase Staff Capacity (Target: Q4, 2022/2023)**

Human Resources & Corporate Communications will actively support HalifACT with a focus on delivering innovative people and communication solutions to build climate leadership within our employees, organizational operations, and municipal priority areas.

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion  
Target applies to new deliverables and is the original target completion date*

For more information on HalifACT initiatives visit: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/220121cow05i.pdf>

## TOTAL REWARDS

Total Rewards consists of Employee Services and Total Rewards, working together to support client inquiries, manage Human Resources data, manage, and administer benefit plans, and development and administration of compensation programs and services.

Total Rewards is committed to supporting administrative priorities through the development of HRM's Total Compensation Strategy including policy framework, program design, pension & benefits plan consulting, and administration.

Employee Services is committed to supporting administrative priorities as HR's first point of contact for employee inquiries/service requests. It provides foundational support for Human Resources programs and services including



training administration, compensation/benefits and pension inquiries, and the management and reporting of Human Resources data.

## SERVICES DELIVERED

### **Total Compensation Design**

Conducting national, regional, and local research and analysis to develop market competitive salary, benefit, and pension programs and to provide advice and direction on all aspects of compensation (including executive, union, and non-union compensation).

### **Salary Administration**

Application of a salary policy and associated processes including job evaluation, compression analysis and non-union Individual Salary Adjustment program.

### **Employee Recognition**

Administration of HRM's Employee Recognition Program, Long Service Awards program, and Retirement Award Program.

### **Organizational and Employee Data Management and Reporting**

Maintaining the integrity of organizational structure and employee data, conducting data analysis, and preparing various reports to support data driven decision making.

### **Benefits Administration**

Design and administration of HRM's benefit plans.

### **Pension Administration**

Pension reporting and reconciliation required for the employer.

### **Retirement Benefit Administration**

Payment and processing of additional retirement compensation.

### **MyHR Service**

The MyHR service provides a single point of access to Human Resources information and resources for employees.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Projected
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	2 Weeks	5 Days	5 Days
My HR Service Request Response Times	2 Days	2 Days	2 Days	2 Days
Number of service requests to MyHR	N/A	6,375	7,168	8,067

## TOTAL REWARDS REPORTING KEY DELIVERABLES (2022/23)

Service Excellence - Performance Excellence
<p><b>Performance Excellence</b> (Target: Q4 2022/2023)</p> <p>With the implementation of the new SAP Employee Central capabilities, HR will focus on using the enhanced data and reporting functionality to further refine and improve its service delivery. It is anticipated that the post implementation stabilization period will provide further opportunities for process improvements as end users gain experience with the system.</p>

## ORGANIZATIONAL DEVELOPMENT, HEALTH & WELLNESS

The Organizational Development and Health & Wellness divisions work together in order to combine the efforts of staff who support training, policy development, program design, and health and wellness initiatives.

Organizational Development is committed to supporting administrative priorities through the management of the Corporate Learning & Development strategy, development, and delivery of training and professional development programs, change management, policy development and administration of alternate dispute resolution services. The service area supports organizational effectiveness through policy and program design that improves employee and corporate performance.

Health & Wellness is committed to supporting administrative priorities through the administration of the Corporate Health and Wellness Strategy, that supports a healthy and safe workplace.

## SERVICES DELIVERED

### Corporate Training and Leadership Development

Researches, develops, improves, and delivers corporate training programs for employees and leaders.

## Organizational Development

Provides policy development, project management, coaching, mentoring, and change management advice based on current research, trends, and best practice analysis to enhance organizational effectiveness.

## Corporate Health & Wellness

Provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), ergonomic assessments, health monitoring, health and wellness promotion and the Employee and Family Assistance Program (EFAP).

## Facilitates Employee Engagement Survey

Provides support and coordination of efforts around conducting a follow up to the corporate Employee Engagement Survey in 2021. This includes researching potential providers, creating an RFP in consultation with Procurement, participating in the selection process, coordinating the survey process with the successful vendor, and upon receiving results, coordinating work with all business units on creating relevant post-survey action plans.

## SERVICE DELIVERY MEASURES

Performance Measures	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Projected
Number of training attendees	3,231	4,361	3,660	1,800
Number of new health referrals received	609	629	519	950

*\* Impacted by closure of Corporate Training classes during Covid*

## ORGANIZATIONAL DEVELOPMENT, HEALTH & WELLNESS KEY DELIVERABLES (2022/23)

Our People – Engaged & Skilled
<p><b>Employee Learning and Development</b> (Est. Completion: Q4 2022/23)</p> <p>The first phase of the Corporate Training Needs Assessment was conducted in 2021/2022 for HRCC, IT, and Finance. The assessment will continue until all business units have been completed. This project collects data from employees and leaders regarding their training and development needs and priorities. The info received will be used to ensure corporate training offerings are aligned with employee competencies and business unit results while supporting both, the succession and performance planning processes.</p>
<p><b>Succession Planning Roll-Out</b> (Target: Q4 2022/23)</p> <p>An organization-wide Succession Planning Program was developed this year to foster the organizational commitment to leveraging and retaining internal talent while increasing employee engagement through the</p>

opportunity for career growth and development. The Succession Planning program will be rolled out this fiscal year and Business Units will be provided with training and ongoing support in the process.

**Employee Engagement Survey** (Est. Completion: Q4 2022/23)

Fulfilling the organizational commitment to conduct an employee engagement survey at regular intervals, Human Resources will launch the second Corporate Employee Engagement Survey in January 2022. The results of this survey will be analyzed and compared to the results from the 2018 survey and shared with the entire Organization in Spring 2022. Human Resources will support Business Units in developing action plans that address BU-specific results and engagement drivers.

**Our People – Healthy Workplace**

**Corporate Health & Wellness Workplace Strategy** (Target: Q4 2023/2024)

To improve the workplace and employee health, safety and well-being, Human Resources has developed a three-year Corporate Health and Wellness Strategy. The strategy will focus on areas of high importance for the prevention of the municipality's leading health indicators, mental health awareness, occupational injuries, and absenteeism indicators.

## CORPORATE COMMUNICATIONS

The Corporate Communications division supports the priorities of Regional Council and the administration through the delivery of strategic, integrated communications for the organization and its business units. The division is responsible for administering all aspects of the municipality's communications activities with our internal and external audiences.

The primary focus for Corporate Communications is to promote and protect the HALIFAX brand by nurturing a positive image and reputation for the municipality through all communications channels; thereby garnering an understanding of, and support for, ongoing municipal initiatives.

The Corporate Communications division consists of four sections: Public Affairs; Marketing; Internal Communications; and Print Services. The division's services include communications planning, marketing, brand management, creative design, social media management, media relations and issues management, internal communications, as well as printing and mail distribution.

## SERVICES DELIVERED

### **Communications Planning**

Development and execution of annual, as well as initiative-specific, integrated communication plans that are aligned with business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications efforts throughout the year.

### **Marketing**

Promotes the municipality's services, programs, and initiatives to external audiences to improve awareness, understanding and engagement on municipal matters. Encourages public participation to build strong relationships with residents while helping to build the municipality's reputation and image with all external audiences. The Marketing section is responsible for brand management, providing oversight, strategic direction, and tactical implementation of the HALIFAX brand by working with municipal business units and external agencies to align projects and initiatives with the corporate visual identity and brand voice. This includes ensuring that creative design of communications material produced by the municipality (e.g., advertising, design, copy and digital assets) is brand compliant and aligns with the corporate style guide. Marketing also leads social media management for the organization, administering four primary accounts and providing oversight of the multi-departmental social media team of approximately 50 staff that Marketing has trained and authorized to administer 18 designated municipal accounts.

### **Public Affairs**

Delivers strategic communications advice, organizational leadership for issues management/ crisis communications, and media relations expertise to help inform stakeholders and manage the municipality's reputation with all external audiences. Apart from Halifax Regional Police, Halifax Water and Halifax Public Libraries, all media inquiries for the municipality's administration are facilitated by Public Affairs which works with relevant business units to develop approved responses that are delivered by Public Affairs Advisors and, where appropriate, subject matter experts from business units. The four Public Affairs Advisors are the only members of the corporate communications team who liaise with media, except for the Manager, Public Affairs and the Managing Director, Corporate Communications, when appropriate.

### **Internal Communications**

Establishes the delivery and overall tone for communication across the organization and facilitates effective engagement between business units, managers, and employees to share information on the municipality's strategic plans in alignment with the organization's mission, values, and priorities. Internal Communications helps the municipality's more than 5,000 employees (including full-time, contracted, and seasonal workers) understand and deliver on the priorities of Regional Council and the administration.

### **Print Services**

Responsible for the end-to-end provision of print and distribution services for all municipal business units. Print production includes the delivery of printing, copying, bindery and distribution services for the organization and Regional Council. This section also coordinates external and internal mail services for staff and Regional Council.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Followers on @hfxgov Twitter	58,722	64,412	70,000	73,000
Followers on @hfxmoments Instagram	10,053	15,575	19,000	22,000
Followers via @hfxgov Facebook	16,783	20,026	24,000	26,000
Users on halifax.ca	2,055,734	2,166,812	2,000,000	2,100,000
Percentage of website traffic driven by social media	12%	15%	17.5%	18%
Registered users of Shape Your City Halifax	8,760	12,300	13,000	14,000
Actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	25,733	5,720	11,100	12,000
Posts via Employee Engagement Hub	194	152	187	165
Posts via new Employee Intranet (launching fall 2022)	N/A	N/A	N/A	40
Employee Bulletins (all staff emails)	48	45	51	50
Public Service Announcements, Media Releases and Statements *	613	505	537	550
Media inquiries	1,750	2,106	1,572	1,800
Units printed**	4,200,000	3,126,000	2,900,000	3,800,000
Mail items processed (outgoing and incoming mail)	250,000 in 700,000 out	250,000 in 725,000 out	250,000 in 725,000 out	250,000 in 1,110,000 out

\* All PSAs, media releases and statements are issued by Public Affairs in both English and French.

\*\* Significant increase in units planned to be printed in 2022/23 is primarily due to onboarding service provision for a public sector entity.

## PERFORMANCE ANALYSIS

Successful execution of the Social Media Strategy has driven year-over-year growth in the number of followers – and ultimately our ability to reach and engage with residents and stakeholders through each of our primary social media accounts including Twitter, Facebook, and Instagram. Recognizing that social media does not reach all residents, particularly those in rural areas whose access to and use of online platforms is relatively lower, traditional print and broadcast communications channels such as radio, TV, daily and community newspapers continue to be an important part of our strategic communications efforts.

In 2017, there were approximately 6,000 registered users for the municipality's online engagement portal: Shape Your City Halifax (SYC). Since then, registration has more than doubled with 13,000 registered users projected by March 2022. In 2019/20 there was a substantial spike in the number of actively engaged users on SYC – driven primarily by a few projects that garnered significant interest (e.g., Rapid Transit). Engagement dropped in 2020/21, due mostly to a reduction in projects and impacts of COVID-19. More typical engagement was seen in 2021/22 and is forecasted for 2022/23.

Posts via the Employee Engagement Hub increased in 2021/22 primarily due to a delay in launching the new Employee Intranet project (resulting in continued use of the Employee Engagement Hub platform), as well as the ongoing need for communicating COVID-19 impacts in tandem with a return to typical content (e.g., training opportunities, event promotion, internship programming) that had paused during early phases of the pandemic.

The Employee Engagement Hub will be decommissioned in 2022 as part of transition to new employee intranet using a SharePoint platform. It's estimated that the new intranet will launch in fall 2022, with content still being shared on the Hub until the transition is complete.

The average number of PSAs, media releases and issued statements has remained stable, as have the number of media inquiries facilitated by Public Affairs.

Aligned with objectives of HalifACT, the municipality's climate action plan, Print Services has been reducing the total number of units printed through efficiencies with formatting, thereby printing more impressions per sheet. The notable decrease in units printed in 2020/21 was driven by the impacts of COVID-19 – as more staff were using electronic documents versus hard copies, and in-person training was paused (halting demand for associated training documents). Since March 2020, packages for Regional Council and Council Committees have not been printed (representing approximately 600,000 units per year). Moving forward, these packages will be distributed as electronic documents only. For 2022/23, the projected increase in total number of units printed and outgoing mail items is primarily due to onboarding service provision for a public sector entity, as well as the return to in-person training, and demand for printed materials as more staff return to on-site work.

## CLIENT-CENTRIC SERVICE MODEL

Corporate Communications' new client-centric service model was launched in 2021/22 to better reflect an ongoing commitment to adapt to changing needs and ensure resources align with the needs of our clients (business units) to fulfill Regional Council priorities. The need for increased capacity was addressed with the introduction of three new full-time equivalent (FTE) positions and the conversion of four existing FTEs. This allowed for the creation of four Client Strategist positions, a Digital Strategist, Internal Content Strategist, and a Creative Lead. The successful adoption of the new service model involved onboarding staff, executing a change management plan as well as completing an engagement roll-out to all business unit clients and associated service catalogue, processes, and protocols.

## PUBLIC ENGAGEMENT

Creating and maintaining a two-way dialogue with citizens, businesses and stakeholders on matters related to municipal services, programs, and planning is essential for better decision making and community building. Effective public engagement with the municipality is also an increasing public expectation with a focus on more

inclusive and accessible engagement practices that reflect a clear and transparent rationale for what type of engagement is being done for each specific process or activity. The municipality's social media program, led by Corporate Communications, is a critical component of delivering effective public engagement. In addition, work is underway to review and revise the municipality's Community Engagement Strategy (due for completion in 2023). Both elements are working to improve meaningful interactions between the municipality and the public. The impact of these approaches is reflected in the service delivery measures, with a focus on increasing the level of awareness for municipal messages (followers, reach, etc.) and influence on audience perceptions/ behaviour (engagement rate, likes, number of engaged users, etc.) resulting from more compelling and relevant content across all digital channels. As well, a social media management tool is being procured by Q4 of 2021/22 to help better deliver this content and assess its effectiveness.

## EMPLOYEE ENGAGEMENT

In 2022/23, Corporation Communications will continue to support IT with its plans to launch a new employee intranet, powered by a SharePoint based content management platform. Corporate Communications will leverage the new intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information.

## CORPORATE COMMUNICATIONS KEY DELIVERABLES (2022/23)

Responsible Administration – Community Focused
<p><b>Community Engagement Strategy</b> (Target: Q4 2022/23)</p> <p>Building on the work initiated in 2019/20, Corporate Communications will lead the development of a revised Community Engagement Strategy (CES) for the organization. In 2022/23, this will include roll-out of the corporate guidelines for all public engagement efforts by business units and facilitation of Working Group efforts to finalize draft of the CES engagement by Q4 2022/23.</p>
Our People – Engaged & Skilled People
<p><b>Support IT in Launch of New Intranet</b> (Est. Completion: Q4 2022/23)</p> <p>Support IT in its efforts to launch a new employee intranet, powered by a SharePoint based content management platform. Corporate Communications will leverage the new intranet platform to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information.</p>
HalifACT – Capacity building for climate adaption (Environment – Climate Resilience)
<p><b>HalifACT Communications Strategy</b> (Target: Q4 2022/23)</p> <p>Support the HalifACT Climate Action Plan through operational adaptation; the development and execution of a long-term communications strategy that promotes the delivery of objectives for a healthy and resilient future; and a commitment to a net-zero community by 2050. The communications strategy will also help communities adapt by raising awareness and helping people prepare.</p>



## CORPORATE SAFETY

The addition of the Corporate Safety team to HRCC provides greater alignment in the provision of shared services to the organization, recognizing the importance and impact of the safety within the municipality.

Corporate Safety is committed to supporting administrative priorities through the administration of the Corporate Safety Strategy, including initiatives to reduce incident/accident trends, while building awareness of our programs that support a safe workforce.

### SERVICES DELIVERED

#### Corporate Safety

This service is responsible for developing Safety initiatives as part of the Corporate Safety Strategy. This is inclusive of corporate procedures, performing assessments and activities to reduce incident/accident trends and risk while focussing on consistency of awareness, and compliance. Corporate Safety also provides leadership and expertise to support a “safety first” culture.

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
# of Workplace Safety Assessments Completed	15	15	20	20
Total Accident Frequency*	12	10	9	9
Lost Time Accident Frequency*	5	4	4	4

*\*Accident Frequency indicates number of accidents per 100 full-time employees. In this table, Accident means the employee sought healthcare; Lost Time means the employee sought healthcare and lost time beyond the date of the accident*

### PERFORMANCE ANALYSIS

Business Units continue to improve on incident reporting, evident through the volume of First Aid / Medical Care incidents now being reported in the Environment, Health, and Safety Management Reporting System (EHSM). Lost time accidents have the greatest impact on the organization, as in these incidents, the injured employee requires medical care and is unable to remain at work or report to work the day following the incident. A decrease in the Lost Time Accident Frequency is a success for all Business Units and Joint Occupational Health & Safety Committees (JOHSC).

Workplace Safety Assessments in the last year were mainly comprised of Covid-19 Safe Workplan Assessments for business units across. Corporate Safety will place emphasis on the completion of workplace safety assessments in a variety of business units in the upcoming year.

## CORPORATE SAFETY KEY DELIVERABLES (2022/23)

Our People- Healthy & Safe Workplace	
<b>Workplace Violence Prevention Program</b> (Target: Q4 2022/2023)	Review and update the training material for Supervisors and Employees, and transition training to online format.
<b>Workplace Safety Assessments</b> (Target: Q4 2022/2023)	Complete a minimum of 20 Workplace Safety Assessments in HRM.
<b>Respiratory Protection Plan (RPP)</b> (Target: Q4 2022/2023)	Implement the Respiratory Protection Plan (RPP) in HRM.
Service Excellence-Innovative Performance Excellence	
<b>Corporate Safety Online Solutions</b> (Target: Q1 2023/2024)	Develop and launch online solutions to paper-based tasks such as Office and Vehicle Inspections.

## Summary of Net Expenditures - Human Resources & Corporate Communications

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
A124 Print Services	993,870	1,085,300	1,060,100	1,094,800	9,500	0.9
A620 Marketing	646,354	751,200	808,800	914,200	163,000	21.7
A621 Mrkt & Prom.-Hbr Sol	-	-	-	-	-	-
A622 Public Affairs	479,820	624,400	620,900	730,500	106,100	17.0
A623 Internal Communications	362,743	388,100	325,800	279,900	(108,200)	(27.9)
A624 Brand Management	148,970	233,700	58,200	-	(233,700)	(100.0)
E112 Corp.Comm.Admin.	231,962	469,400	534,600	595,000	125,600	26.8
<b>* Corporate Communications</b>	<b>2,863,720</b>	<b>3,552,100</b>	<b>3,408,400</b>	<b>3,614,400</b>	<b>62,300</b>	<b>1.8</b>
F182 Health & Wellness	849,555	890,650	893,000	920,300	29,650	3.3
A240 Labour Relations	951,090	1,106,550	1,161,200	1,182,650	76,100	6.9
A235 Employee Services	857,281	1,107,100	1,072,600	1,136,000	28,900	2.6
A230 Total Rewards	649,173	741,350	735,760	813,500	72,150	9.7
A221 Locked WCB	-	-	-	-	-	-
A220 Client Services	1,327,589	1,602,500	1,636,300	1,738,700	136,200	8.5
A210 Org Dev Health&Well	859,017	1,278,250	1,007,800	1,138,350	(139,900)	(10.9)
A205 HR Administration	424,115	443,600	404,100	710,100	266,500	60.1
<b>* Human Resources</b>	<b>5,917,818</b>	<b>7,170,000</b>	<b>6,910,760</b>	<b>7,639,600</b>	<b>469,600</b>	<b>6.5</b>
<b>Net Total</b>	<b>8,781,538</b>	<b>10,722,100</b>	<b>10,319,160</b>	<b>11,254,000</b>	<b>531,900</b>	<b>5.0</b>

## Summary Details - Human Resources & Corporate Communications

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	6,359,917	7,254,350	7,291,600	8,077,900	823,550	11.4
6002 Salaries - Overtime	326	6,500	4,600	3,000	(3,500)	(53.8)
6005 PDP & Union Con Incr	(141,330)	-	-	-	-	-
6054 Vacation payout	28,637	-	-	-	-	-
6100 Benefits - Salaries	1,166,554	1,356,150	1,369,200	1,502,700	146,550	10.8
6110 Vacancy Management	-	(80,200)	-	(185,850)	(105,650)	131.7
6150 Honorariums	10	-	-	-	-	-
6152 Retirement Incentives	35,836	48,600	48,500	50,400	1,800	3.7
6154 Workers' Compensation	101,578	120,700	120,700	189,700	69,000	57.2
6155 Overtime Meals	2	-	-	-	-	-
6158 WCB Recov Earnings	(1,756)	-	-	-	-	-
6199 Comp & Ben InterDept	(7,780)	25,000	(76,600)	-	(25,000)	(100.0)
9200 HR CATS Wage/Ben	(77,099)	-	(72,700)	-	-	-
<b>* Compensation and Benefits</b>	<b>7,464,895</b>	<b>8,731,100</b>	<b>8,685,300</b>	<b>9,637,850</b>	<b>906,750</b>	<b>10.4</b>
6201 Telephone/Cable	10,989	5,000	6,800	5,000	-	-
6202 Courier/Postage	628,338	1,743,900	696,800	1,011,600	(732,300)	(42.0)
6203 Office Furn/Equip	5,356	19,000	8,400	9,000	(10,000)	(52.6)
6204 Computer S/W & Lic	70,504	41,500	47,500	13,600	(27,900)	(67.2)
6205 Printing & Reprod	167,263	225,000	200,000	136,500	(88,500)	(39.3)
6207 Office Supplies	4,714	10,400	5,900	8,150	(2,250)	(21.6)
6299 Other Office Expenses	246	5,000	1,500	-	(5,000)	(100.0)
<b>* Office</b>	<b>887,410</b>	<b>2,049,800</b>	<b>966,900</b>	<b>1,183,850</b>	<b>(865,950)</b>	<b>(42.2)</b>
6301 Professional Fees	161,486	150,000	147,000	150,000	-	-
6303 Consulting Fees	10,816	50,000	43,341	25,000	(25,000)	(50.0)
6309 Litigation Disburse	-	-	5,000	-	-	-
6399 Contract Services	193,386	454,000	344,100	319,500	(134,500)	(29.6)
<b>* External Services</b>	<b>365,688</b>	<b>654,000</b>	<b>539,441</b>	<b>494,500</b>	<b>(159,500)</b>	<b>(24.4)</b>
6404 Rec Prog Supplies	149	-	-	-	-	-
6405 Photo Supp & Equip	5,160	5,000	5,000	5,000	-	-
6499 Other Supplies	-	-	100	-	-	-
<b>* Supplies</b>	<b>5,309</b>	<b>5,000</b>	<b>5,100</b>	<b>5,000</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	-	1,000	-	1,000	-	-
6702 Small Tools	-	-	399	-	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6703 Computer Equip/Rent	597	-	100	-	-	-
6705 Equip - R&M	8,595	-	10,000	10,000	10,000	-
<b>* Equipment &amp; Communications</b>	<b>9,192</b>	<b>1,000</b>	<b>10,499</b>	<b>11,000</b>	<b>10,000</b>	<b>1,000.0</b>
6901 Membership Dues	24,753	41,500	25,345	33,500	(8,000)	(19.3)
6902 Conferences/Workshop	539	34,400	10,644	23,200	(11,200)	(32.6)
6903 Travel - Local	1,259	23,700	3,000	9,000	(14,700)	(62.0)
6905 Training & Education	5,502	71,000	48,831	59,000	(12,000)	(16.9)
6912 Advertising/Promotio	9,341	20,000	13,200	20,000	-	-
6914 Recruiting	17,748	16,000	20,700	16,000	-	-
6915 Research Data Acquis	41	5,000	5,000	5,000	-	-
6917 Books and Periodicals	4,732	7,700	7,200	5,700	(2,000)	(26.0)
6918 Meals	387	2,600	1,600	2,600	-	-
6919 Special Projects	142,875	276,800	205,800	177,800	(99,000)	(35.8)
6937 Corporate Training	117,156	200,000	150,000	150,000	(50,000)	(25.0)
6938 Rewarding Excellence	10,793	20,000	17,500	20,000	-	-
6999 Other Goods/Services	7,864	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>342,991</b>	<b>718,700</b>	<b>508,820</b>	<b>521,800</b>	<b>(196,900)</b>	<b>(27.4)</b>
7008 ItnTrsf IT & Commun	358	-	1,500	-	-	-
7011 Int Trf Record Check	(9,575)	-	(41,600)	-	-	-
7012 Int Trf Print/Reprod	(184,586)	(120,000)	(221,800)	(120,000)	-	-
<b>* Interdepartmental</b>	<b>(193,803)</b>	<b>(120,000)</b>	<b>(261,900)</b>	<b>(120,000)</b>	<b>-</b>	<b>-</b>
8003 Insurance Pol/Prem	737	-	-	-	-	-
<b>* Other Fiscal</b>	<b>737</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>8,882,418</b>	<b>12,039,600</b>	<b>10,454,160</b>	<b>11,734,000</b>	<b>(305,600)</b>	<b>(2.5)</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
5508 Recov External Parti	(100,880)	(1,317,500)	(135,000)	(480,000)	837,500	(63.6)
<b>* Other Revenue</b>	<b>(100,880)</b>	<b>(1,317,500)</b>	<b>(135,000)</b>	<b>(480,000)</b>	<b>837,500</b>	<b>(63.6)</b>
<b>** Total</b>	<b>(100,880)</b>	<b>(1,317,500)</b>	<b>(135,000)</b>	<b>(480,000)</b>	<b>837,500</b>	<b>(63.6)</b>
<b>Net Total</b>	<b>8,781,538</b>	<b>10,722,100</b>	<b>10,319,160</b>	<b>11,254,000</b>	<b>531,900</b>	<b>5.0</b>



# LEGAL & LEGISLATIVE SERVICES

2022/23 BUDGET AND BUSINESS PLAN

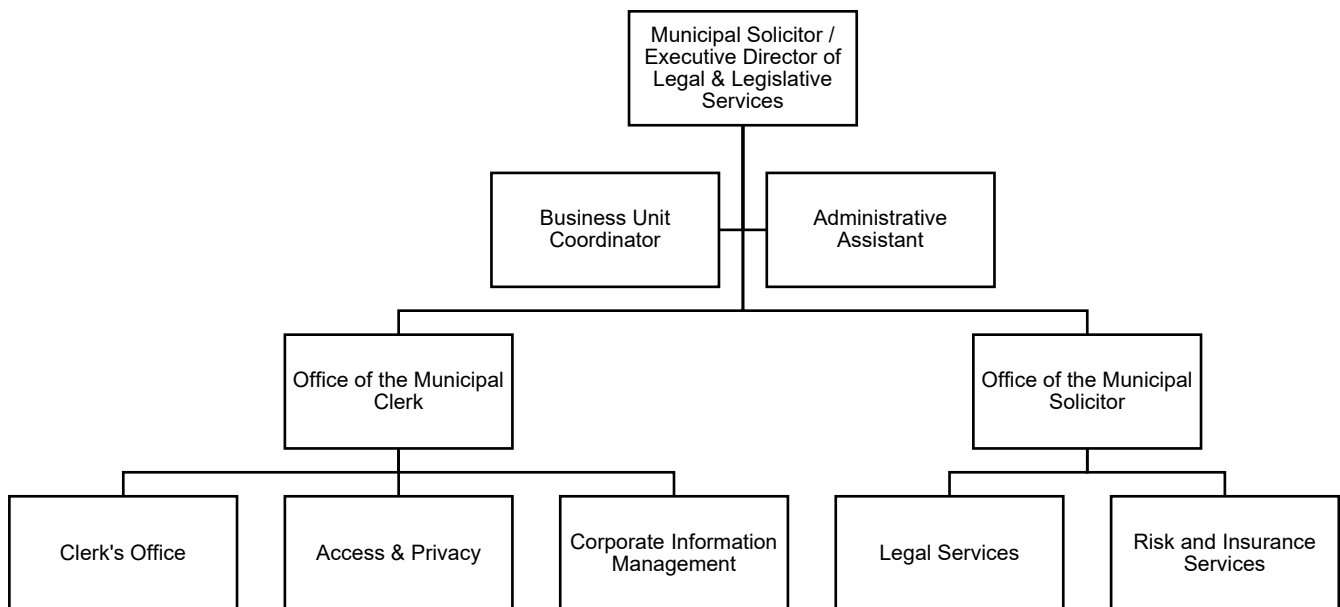
**MISSION** TO PROVIDE HIGH QUALITY PROFESSIONAL SERVICES TO THE HALIFAX REGIONAL MUNICIPALITY IN KEEPING WITH THE MUNICIPALITY'S CORE VALUES AND COUNCIL PRIORITIES.

WE MAKE A DIFFERENCE.

## LEGAL & LEGISLATIVE SERVICES OVERVIEW

Reporting to the DCAO, Corporate Services, the Municipal Solicitor leads the Legal & Legislative Services Business Unit that is committed to advancing Regional Council and administrative priority outcomes. This is achieved through delivery of professional support to Halifax Regional Municipality through the provision of legal, risk and insurance services as well as meeting management, legislative and other administrative support.

## LEGAL & LEGISLATIVE SERVICES ORG CHART



## FUNDED FULL TIME EQUIVALENTS (FTES)

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	75.4	-	2.3	77.7	214,400
Capital	-	-	-	-	N/A
<b>Total</b>	<b>75.4</b>	<b>-</b>	<b>2.3</b>	<b>77.7</b>	<b>\$ 214,400</b>

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

The changes include a new Solicitor (1) provided for in the April 22, 2021 approved motion of Council for the staffing resource plan funding, primarily to support HalifACT and planning initiatives, as well as a Training Development Intern (0.8) from the Bridging the Gap Program. Additional funding was also approved on the Budget Adjustment List to create a full time position (0.5) in the Clerk's Office from an existing part-time position.

(<https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/210928rci05.pdf>)

## STRATEGIC INITIATIVES

### INITIATIVES SUPPORTING REGIONAL COUNCIL & ADMINISTRATIVE PRIORITIES

#### Risk Management Framework

Risk & Insurance Services has assumed responsibility for the Risk Management Framework from the FAM Corporate Planning Office. The Municipality has developed and will continue to monitor and implement aspects of the Risk Management Framework. The framework will manage and mitigate enterprise and operational risks through business and strategic plans. This year Risk & Insurance Services will focus on developing training for business units to provide a collective understanding of risk and a consistent approach in reporting on key risks to Council.

### INITIATIVES SUPPORTING HALIFACT

Legal & Legislative Services will provide support to the municipality's business units with respect to the HalifACT initiative in several areas, including legal advice and meeting support through the Clerk's Office.

## LEGAL & LEGISLATIVE SERVICES BUDGET

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Director's Office	\$ 478,570	\$ 472,800	\$ 472,800	\$ 513,000	\$ 40,200	8.5
Legal Services	3,645,847	4,397,100	4,190,700	4,838,300	441,200	10.0
Office of the Municipal Clerk	2,884,101	3,157,500	3,085,823	2,669,700	(487,800)	(15.4)
Risk & Insurance Services	608,263	672,600	723,300	709,000	36,400	5.4
<b>Net Total</b>	<b>\$ 7,616,782</b>	<b>\$ 8,700,000</b>	<b>\$ 8,472,623</b>	<b>\$ 8,730,000</b>	<b>\$ 30,000</b>	<b>0.3</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ 8,700,000</b>
Compensation Changes:	
New Positions and Salary Adjustments (Including 1.0 new FTE)	614,400
Reduction in Vacancy Management	103,600
Clerk's Office part-time position to full-time	50,000
Other Budget Adjustments:	
Election Reserve - Transfer from Legal to Fiscal	(750,000)
Legal funded through Reserve - Boundaries Review	100,000
Legal Funded through Reserve - Boundaries Review (Reserve Withdrawal)	(100,000)
Increase to electronic legal research tools	30,000
Miscellaneous adjustments to balance	(18,000)
<b>Total Changes</b>	<b>\$ 30,000</b>
<b>2022/23 Budget</b>	<b>\$ 8,730,000</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 6,884,591	\$ 7,408,800	\$ 7,220,763	\$ 8,176,800	\$ 768,000	10.4
Office	472,481	116,900	182,450	115,400	(1,500)	(1.3)
External Services	1,534,543	355,900	298,700	443,900	88,000	24.7
Supplies	18,157	7,800	5,510	3,800	(4,000)	(51.3)
Building Costs	1,242	-	-	-	-	-
Equipment & Communications	1,470	3,500	3,000	3,000	(500)	(14.3)
Vehicle Expense	5,590	-	-	-	-	-
Other Goods & Services	374,655	314,600	303,400	344,600	30,000	9.5
Interdepartmental	14,706	11,200	5,600	11,200	-	-
Other Fiscal	(1,195,459)	740,000	744,000	(110,000)	(850,000)	(114.9)
<b>Total Expenditures</b>	<b>8,111,977</b>	<b>8,958,700</b>	<b>8,763,423</b>	<b>8,988,700</b>	<b>30,000</b>	<b>0.3</b>

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Fee Revenues	\$ (217,612)	\$ (204,200)	\$ (208,000)	\$ (204,200)	\$ -	-
Other Revenue	(277,584)	(54,500)	(82,800)	(54,500)	-	-
<b>Total Revenues</b>	<b>(495,196)</b>	<b>(258,700)</b>	<b>(290,800)</b>	<b>(258,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 7,616,782</b>	<b>\$ 8,700,000</b>	<b>\$ 8,472,623</b>	<b>\$ 8,730,000</b>	<b>\$ 30,000</b>	<b>0.3</b>



## LEGAL & LEGISLATIVE SERVICES SERVICE AREA PLANS (2022/23)

### EXECUTIVE DIRECTOR'S OFFICE / OFFICE OF THE MUNICIPAL SOLICITOR

#### EXECUTIVE DIRECTOR'S OFFICE KEY DELIVERABLES (2022/23)

Service Excellence – Innovative Performance Excellence
<p><b>Employee Handbook Review</b> (Target: Q4, 2023/2024)</p> <p>To assist with employee onboarding and training, Legal &amp; Legislative Services will undertake a review of the Legal Services Employee Handbook with a view to updating and extending it to the rest of the Business Unit as well as aligning content with the Diversity &amp; Inclusion Framework.</p>

## LEGAL SERVICES

Legal Services is committed to supporting Regional Council priorities through the delivery of quality legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

### SERVICES DELIVERED

#### Solicitor Services

Provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research for HRM. Works with business units to develop, amend, and consolidate by-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of-way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

#### Litigation Services

Advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before diverse provincial and federal courts and administrative tribunals at all levels (up to and including the Supreme Court of Canada) as well as in various alternative dispute resolution forums.

#### Prosecution Services

Provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals. With the onset of the Covid-19 pandemic, Prosecution Services is now prosecuting violations of Orders issued by the Province under *The Emergency Management Act* and *the Health Protection Act*.

### SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Number of Legal Files Opened	839	769	752	-
Number of Prosecution Files Opened	117	77	109	-
Number of Reviewed Reports	336	324	400	-

#### NUMBER OF LEGAL FILES OPENED

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services. As of January 2022, Legal Services will have opened 646 files, reviewed approximately 310 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO.

While the overall number of files is projected to be reduced slightly again this year, primarily due to Covid-19 related issues, workloads were not reduced. Dealing with more significant issues, such as supporting business units through labour issues, legislative requirements affecting Regional Council, Community Councils, Standing and Advisory Committees and in-person meetings, and Covid-19 protocols continued to occupy much of Legal Services' time this year.

#### LEGAL SERVICES KEY DELIVERABLES (2022/23)

<b>Service Excellence – Innovative Performance Excellence</b>
<b>Legal Services – Record Life-Cycle Policy Development</b> (Target: Q4 2022/2023)  Supported by Corporate Information Management, Legal Services will develop a formal records life-cycle policy aligning with the updated HRM Records Retention Plan.
<b>Our People – Engaged &amp; Skilled People</b>
<b>Prosecutions Cross Training</b> (Target: Q4 2022/2023)  To support succession planning in Legal Services, the Prosecutions Division will lead a staff cross training initiative to specifically address prosecutions work.

## OFFICE OF THE MUNICIPAL CLERK

The Office of the Municipal Clerk is a legislated office under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, as well as the official Boards, Committees and Commissions of Regional Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records.

### SERVICES DELIVERED

#### **Council Support**

This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the Halifax Regional Municipal Charter and applicable administrative orders and policies for:

- Regional Council;
- Community Council, Standing Committees, other Committees of Council, and Board Meetings; and
- Civic Appointments.

#### **Records Management**

Carries out the responsibilities of the Municipal Clerk; ensures accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the Municipality in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk;
- Access and Privacy Office;
- By-Law and Administrative Order Legislative Support; and
- Corporate Information Management Office (HRM Records Centre and Municipal Archives).

#### **Municipal Elections**

This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and CSAP Board Members in accordance with the provincial *Municipal Elections Act* and *Education Act*. Elections can also include plebiscites as directed by Regional Council. This year, the Municipal Clerk's office is undergoing the legislated District Boundary Review and will begin preparations for the 2024 municipal election.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests	924	661	1361	-
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	93%	80%*	80%*	-
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	98%	80%*	80%*	-

*\*Covid-19 Pandemic affected numerous programs and processes throughout the Municipality as well as the application and processing of FOIPOP requests.*

## ACCESS &amp; PRIVACY

Performance has, once again, been negatively impacted this year due to business units having to prioritize operational requirements surrounding Covid-19 responses. All applicants were kept informed of progress and, in general, have been supportive.

This year, Access & Privacy will implement a new software/automation tool which will greatly assist in the processing of access applications. They continue to collaborate with Business Units, providing advice and support regarding Privacy Compliance Checklists and Privacy Impact Assessments as well as any privacy breaches that may occur.

## OFFICE OF THE MUNICIPAL CLERK KEY DELIVERABLES (2022/23)

Communities – Inclusive Communities
<p><b>Diversity on Boards and Committees</b> (Est. Completion: Q4 2022/2023)</p> <p>The Municipality is committed to pursuing diversity on Boards and Committees and addressing identified barriers to participation. The Municipal Clerk's Office will make recommendations to Council for updates to the Public Appointment Policy once public consultation has been completed in an effort to update recruitment processes, identify training improvements for new Committee members, and addressing barriers to participation where possible.</p>

<b>Communities – Involved Communities</b>
<p><b>District Boundary Review</b> (Target: Q4 2022/2023)</p> <p>The Office of the Municipal Clerk will lead the legislated District Boundary Review in preparation for the 2024 Municipal election.</p>
<b>Service Excellence – Exceptional Customer Service</b>
<p><b>Access &amp; Privacy Software Implementation</b> (Target: Q4 2022/2023)</p> <p>In order to assist in the processing of access applications, Access &amp; Privacy will implement a new software/automation tool for greater efficiency.</p>
<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Review of Board Support, Training &amp; Recruitment</b> (Est. Completion: Q4 2023/2024)</p> <p>To ensure an appropriate and reasonable staffing model for the Clerk's Office, a review of services provided by its staff to HRM Boards, Committees and Commissions will be completed, including a breakdown of costs associated with recruitment and meetings. Completed research will be analyzed and action plans will be developed for process improvements.</p>
<b>Service Excellence – Innovative Performance Excellence</b>
<p><b>Meeting Management Software</b> (Target: Q4 2022/2023)</p> <p>To streamline the process for council and committee preparation, the Municipal Clerk's Office will obtain and implement meeting management technology for all meetings of Regional Council, Community Councils, boards, committees, and commissions, which highlights electronic agenda distribution.</p>

*Est. Completion applies to deliverables carried over from previous business plans and is the estimated date of completion  
Target applies to new deliverables and is the original target completion date*

## RISK AND INSURANCE SERVICES

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of enterprise risk, hazard based and operational risk management advice
- the management of claims made against or by HRM; and
- the management of financing of HRM risk through insurance and a reserve

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the municipality and the design and management of the municipal insurance portfolio for HRM, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

### SERVICE DELIVERED

#### **Risk Management**

This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which the municipality is contractually obligated to provide insurance.

#### **Enterprise Risk Management**

This service is responsible for ensuring that risks (strategic and operational) are appropriately identified through the business planning process, evaluated, and managed by the responsible business units.

#### **Contractual Risk Management**

Review and provide insurance and risk management language, advice and protocols.

#### **Claims Management**

This service provides adjusting, investigation, and settlement of claims against and for the municipality including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

## SERVICE DELIVERY MEASURES

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Projected	2022/23 Planned
Claims received by fiscal year	2209	1558	1750	n/a

## CLAIMS RECEIVED BY FISCAL YEAR

Over the last five fiscal years, claims handled by the Risk & Insurance team have varied from 1553 to 2331. The volatility of claims is due to the uncertainty of the number of severe weather events that may occur in any given year, the number of kilometres covered by HRM vehicles and the impact of the pandemic.

Figures for 2020/2021 were reduced due to the pandemic, since there was a significant reduction in pedestrian and vehicular traffic, particularly during the winter months. The impact of the pandemic on claims received continues with 1313 claims received so far in fiscal 2021/2022 as of December 31, 2021.

## RISK AND INSURANCE SERVICES KEY DELIVERABLES (2022/23)

Responsible Administration – Well Managed
<p><b>Risk Training Development for Business Units</b> (Target: Q4 2023/2024)</p> <p>To further advance the Risk Management Framework, Risk &amp; Insurance Services will develop Business Unit training to provide collective understanding of risk and create a constant approach in identifying and reporting on key risks to Council.</p>
Responsible Administration – Financially Prepared
<p><b>HRM Building Appraisals</b> (Target: Q4 2027/2028)</p> <p>To comply with insurance requirements and to ensure HRM has adequate insurance coverage for its locations, Risk &amp; Insurance Services will conduct insurance appraisals on HRM owned buildings and review leased locations to ensure that the values reported are updated and maintained to reflect the replacement costs of structures, machinery and equipment, and contents.</p>



## Summary of Net Expenditures - Legal & Legislative Services

Expenditures	2020/21	2021/22	2021/22	2022/23		Δ %
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	
A121 Municipal Clerk	1,123,869	1,111,700	1,210,910	1,331,500	219,800	19.8
A125 Elections	915,000	839,500	763,900	-	(839,500)	(100.0)
A722 Access & Privacy	287,005	567,500	500,013	574,000	6,500	1.1
A725 Information Management	558,228	638,800	611,000	764,200	125,400	19.6
A122 Info Resource Mgmt	-	-	-	-	-	-
<b>* Municipal Clerks</b>	<b>2,884,101</b>	<b>3,157,500</b>	<b>3,085,823</b>	<b>2,669,700</b>	<b>(487,800)</b>	<b>(15.4)</b>
A110 Legal Services	3,645,847	4,397,100	4,190,700	4,838,300	441,200	10.0
* Legal Services	3,645,847	4,397,100	4,190,700	4,838,300	441,200	10.0
A101 Director's Office-Admin	478,570	472,800	472,800	513,000	40,200	8.5
* Director's Office	478,570	472,800	472,800	513,000	40,200	8.5
A303 Risk & Insurance Services	608,263	672,600	723,300	709,000	36,400	5.4
<b>Net Total</b>	<b>7,616,782</b>	<b>8,700,000</b>	<b>8,472,623</b>	<b>8,730,000</b>	<b>30,000</b>	<b>0.3</b>

## Summary Details - Legal & Legislative Services

Expenditures	2020/21	2021/22	2021/22	2022/23		Δ %
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	
6001 Salaries - Regular	5,925,088	6,360,300	6,110,189	6,750,700	390,400	6.1
6002 Salaries - Overtime	82,095	27,000	62,000	27,000	-	-
6003 Wages - Regular	57,113	22,900	-	22,900	-	-
6005 PDP & Union Con Incr	(122,698)	-	(89,900)	-	-	-
6054 Vacation payout	19,451	-	5,400	-	-	-
6099 Other Allowances	11,000	-	-	-	-	-
6100 Benefits - Salaries	1,031,307	1,140,700	1,108,674	1,230,200	89,500	7.8
6101 Benefits - Wages	7	-	-	-	-	-
6110 Vacancy Management	-	(268,600)	-	(165,000)	103,600	(38.6)
6150 Honorariums	-	-	1,600	-	-	-
6152 Retirement Incentives	32,361	39,800	39,300	42,700	2,900	7.3
6154 Workers' Compensation	88,748	96,000	94,300	141,000	45,000	46.9
6199 Comp & Ben InterDept	(213,221)	(9,300)	(24,200)	127,300	136,600	(1,468.8)
9200 HR CATS Wage/Ben	(26,659)	-	(86,600)	-	-	-
<b>* Compensation and Benefits</b>	<b>6,884,591</b>	<b>7,408,800</b>	<b>7,220,763</b>	<b>8,176,800</b>	<b>768,000</b>	<b>10.4</b>
6201 Telephone/Cable	16,515	7,500	9,000	7,500	-	-
6202 Courier/Postage	290,921	6,300	12,150	6,300	-	-
6203 Office Furn/Equip	8,077	14,000	24,000	14,000	-	-
6204 Computer S/W & Lic	68,984	58,500	106,900	58,500	-	-
6205 Printing & Reprod	48,529	2,400	900	900	(1,500)	(62.5)
6207 Office Supplies	36,044	28,200	29,000	28,200	-	-
6299 Other Office Expenses	3,410	-	500	-	-	-
<b>* Office</b>	<b>472,481</b>	<b>116,900</b>	<b>182,450</b>	<b>115,400</b>	<b>(1,500)</b>	<b>(1.3)</b>
6301 Professional Fees	46,854	11,000	6,300	11,000	-	-
6302 Legal Fees	122,555	100,000	65,000	100,000	-	-
6303 Consulting Fees	-	-	-	-	-	-
6304 Janitorial Services	920	-	-	-	-	-
6309 Litigation Disburse	1,922	7,500	7,500	7,500	-	-
6310 Outside Personnel	339,320	-	-	-	-	-
6311 Security	300	-	-	-	-	-
6312 Refuse Collection	-	-	-	-	-	-
6314 Prosecution Services	68,456	118,000	112,000	118,000	-	-
6316 Real Property Disb	3,550	10,000	6,000	10,000	-	-
6399 Contract Services	950,666	109,400	101,900	197,400	88,000	80.4
<b>* External Services</b>	<b>1,534,543</b>	<b>355,900</b>	<b>298,700</b>	<b>443,900</b>	<b>88,000</b>	<b>24.7</b>
6401 Uniforms & Clothing	284	300	300	300	-	-
6402 Med & First Aid Supp	160	-	-	-	-	-
6406 Bridge Tolls	70	-	-	-	-	-
6407 Clean/Sani Supplies	7,173	-	100	-	-	-

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
6409 Personal Protect Equ	9,748	-	110	-	-	-
6499 Other Supplies	<u>722</u>	<u>7,500</u>	<u>5,000</u>	<u>3,500</u>	<u>(4,000)</u>	<u>(53.3)</u>
* <b>Supplies</b>	<b>18,157</b>	<b>7,800</b>	<b>5,510</b>	<b>3,800</b>	<b>(4,000)</b>	<b>(51.3)</b>
6602 Electrical	776	-	-	-	-	-
6611 Building - Interior	<u>466</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
* <b>Building Costs</b>	<b>1,242</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	-	-	-	-	-	-
6703 Computer Equip/Rent	1,157	2,000	1,500	1,500	(500)	(25.0)
6705 Equip - R&M	-	1,500	1,500	1,500	-	-
6706 Computer R&M	<u>313</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
* <b>Equipment &amp; Communications</b>	<b>1,470</b>	<b>3,500</b>	<b>3,000</b>	<b>3,000</b>	<b>(500)</b>	<b>(14.3)</b>
6802 Vehicle R&M	512	-	-	-	-	-
6803 Vehicle Fuel - Diesel	116	-	-	-	-	-
6806 Vehicle Rentals	<u>4,961</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
* <b>Vehicle Expense</b>	<b>5,590</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	132,585	151,500	140,500	151,500	-	-
6902 Conferences/Workshop	1,232	4,700	2,300	4,700	-	-
6903 Travel - Local	11,220	8,000	6,500	8,000	-	-
6905 Training & Education	7,509	34,500	21,600	34,500	-	-
6906 Licenses & Agreements	76	-	-	-	-	-
6907 Commission Fees	294	-	-	-	-	-
6911 Facilities Rental	38,866	1,900	900	1,900	-	-
6912 Advertising/Promotio	80,295	26,000	25,500	26,000	-	-
6917 Books and Periodicals	96,897	81,000	98,200	111,000	30,000	37.0
6918 Meals	686	2,000	1,000	2,000	-	-
6919 Special Projects	3,620	-	3,500	-	-	-
6938 Rewarding Excellence	700	4,500	2,300	4,500	-	-
6999 Other Goods/Services	<u>675</u>	<u>500</u>	<u>1,100</u>	<u>500</u>	<u>-</u>	<u>-</u>
* <b>Other Goods &amp; Services</b>	<b>374,655</b>	<b>314,600</b>	<b>303,400</b>	<b>344,600</b>	<b>30,000</b>	<b>9.5</b>
7005 Interdept EXP	-	-	-	-	-	-
7007 ItnTrsf Paper Recyc	-	-	-	-	-	-
7008 ItnTrsf IT & Commun	985	-	2,100	-	-	-
7009 Internal Trfr Other	6,020	5,000	5,000	5,000	-	-
7010 IntTrfr Insur Funds	(25,812)	-	(2,300)	-	-	-
7012 Int Trf Print/Reprod	33,514	6,200	800	6,200	-	-
7015 Int Trf FacilityRent	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
* <b>Interdepartmental</b>	<b>14,706</b>	<b>11,200</b>	<b>5,600</b>	<b>11,200</b>	<b>-</b>	<b>-</b>
8003 Insurance Pol/Prem	3,000	-	-	-	-	-
8030 Tfr Fr Resvs to Oper	(2,113,459)	(10,000)	(6,000)	(110,000)	(100,000)	1,000.0
8031 Tfr To Resvs Fr Oper	<u>915,000</u>	<u>750,000</u>	<u>750,000</u>	<u>-</u>	<u>(750,000)</u>	<u>(100.0)</u>
* <b>Other Fiscal</b>	<b>(1,195,459)</b>	<b>740,000</b>	<b>744,000</b>	<b>(110,000)</b>	<b>(850,000)</b>	<b>(114.9)</b>
** <b>Total</b>	<b>8,111,977</b>	<b>8,958,700</b>	<b>8,763,423</b>	<b>8,988,700</b>	<b>30,000</b>	<b>0.3</b>

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
4950 Other Lic. & Permits	-	-	-	-	-	-
5250 Sales of Svcs-Other	<u>(217,612)</u>	<u>(204,200)</u>	<u>(208,000)</u>	<u>(204,200)</u>	<u>-</u>	<u>-</u>
* <b>Fee Revenues</b>	<b>(217,612)</b>	<b>(204,200)</b>	<b>(208,000)</b>	<b>(204,200)</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	<u>(277,584)</u>	<u>(54,500)</u>	<u>(82,800)</u>	<u>(54,500)</u>	<u>-</u>	<u>-</u>
* <b>Other Revenue</b>	<b>(277,584)</b>	<b>(54,500)</b>	<b>(82,800)</b>	<b>(54,500)</b>	<b>-</b>	<b>-</b>
** <b>Total</b>	<b>(495,196)</b>	<b>(258,700)</b>	<b>(290,800)</b>	<b>(258,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>7,616,782</b>	<b>8,700,000</b>	<b>8,472,623</b>	<b>8,730,000</b>	<b>30,000</b>	<b>0.3</b>

# HALIFAX

## FISCAL SERVICES

2022/23 BUDGET AND BUSINESS PLAN

## FISCAL SERVICES OVERVIEW

Fiscal Services is not a business unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization-wide costs and revenues not fully allocated to business units. Fiscal Services includes:

- Property and Other Taxes
- Deed Transfer Tax
- Non-departmental revenues
- Private Roads, other Area Rates
- Debt Charges
- Capital from Operating
- Reserves
- Provincial Mandatory Costs
- Supplementary Education
- Transfers such as Fire Protection, Stormwater and the Halifax Convention Centre
- Contingencies, including for Compensation
- Intern Program, Other Compensation costs
- Grants and Tax Relief
- Valuation Allowance
- Summary Office Ticket Revenues

### OPERATING - BUDGET BY SERVICE AREA

Service Area	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Debt Servicing Net of Recoverie	\$ 38,433,075	\$ 36,009,000	\$ 26,421,800	\$ 36,145,400	\$ 136,400	0.4
Transfers To Outside Agencies	9,767,285	7,565,000	8,028,300	7,240,000	(325,000)	(4.3)
Other Fiscal Services	44,800,062	31,731,300	41,554,300	39,726,300	7,995,000	25.2
Transfers to/fr Other Funds	70,434,742	57,470,300	57,470,300	97,074,900	39,604,600	68.9
Non-Departmental Revenue	(636,074,586)	(644,606,100)	(663,198,800)	(709,753,000)	(65,146,900)	10.1
<b>Net Total</b>	<b>\$ (472,639,421)</b>	<b>\$ (511,830,500)</b>	<b>\$ (529,724,100)</b>	<b>\$ (529,566,400)</b>	<b>\$ (17,735,900)</b>	<b>3.5</b>

## OPERATING - SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$ (511,830,500)</b>
Compensation Changes:	
Salary Adjustment Provision	7,312,200
Interim Funding (return to full year funding)	509,900
Revenue Adjustments:	
Increase in Deed Transfer Taxes	(23,000,000)
Increase in Tax Revenue (Including Grants in Lieu)	(36,259,700)
Increase in Interest Revenue	(3,350,000)
Transfer of SOT revenue from TPW	(1,872,500)
Removal of one-time Federal Safe-Start Funding	31,000,000
Other Budget Adjustments:	
Debt Changes	(2,604,800)
Increase in Capital-from-Operating	13,145,000
2021/22 Surplus Reserve Withdrawal	(12,290,000)
Strategic Initiatives Contributions and other reserve changes	9,871,300
Other changes	(197,300)
Total Changes	\$ (17,735,900)
<b>2022/23 Budget</b>	<b>\$ (529,566,400)</b>

## OPERATING- SUMMARY OF EXPENDITURE &amp; REVENUE

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 12,344,156	\$ 15,796,300	\$ 15,516,300	\$ 23,636,300	\$ 7,840,000	49.6
Office	518,449	21,500	304,700	8,500	(13,000)	(60.5)
External Services	6,212,768	5,192,500	8,896,400	8,524,800	3,332,300	64.2
Supplies	261,530	10,500	15,000	3,000	(7,500)	(71.4)
Materials	1,533	-	-	-	-	-
Building Costs	431,156	420,600	581,100	419,300	(1,300)	(0.3)
Equipment & Communications	267,980	11,000	257,000	4,200	(6,800)	(61.8)
Vehicle Expense	126,092	10,000	10,000	10,000	-	-
Other Goods & Services	3,607,398	4,682,100	7,225,000	4,496,000	(186,100)	(4.0)
Interdepartmental	395,450	516,700	261,100	500,000	(16,700)	(3.2)
Debt Service	50,509,580	47,384,600	37,615,600	44,191,500	(3,193,100)	(6.7)
Other Fiscal	365,809,740	279,250,800	299,173,600	327,476,200	48,225,400	17.3
<b>Total Expenditures</b>	<b>440,485,833</b>	<b>353,296,600</b>	<b>369,855,800</b>	<b>409,269,800</b>	<b>55,973,200</b>	<b>15.8</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
Tax Revenue	\$ (585,096,166)	\$ (587,101,200)	\$ (609,547,600)	\$ (646,441,700)	\$ (59,340,500)	10.1
Area Rate Revenue	(192,031,341)	(198,208,200)	(196,889,600)	(204,404,600)	(6,196,400)	3.1
Tax Agreements	(12,921,460)	(12,678,100)	(12,504,200)	(12,692,200)	(14,100)	0.1
Payments in Lieu of taxes	(39,865,092)	(39,295,800)	(38,998,400)	(41,619,200)	(2,323,400)	5.9
Transfers from other Gov'ts	(57,738,043)	(3,481,000)	(17,137,400)	(3,981,000)	(500,000)	14.4
Interest Revenue	(5,776,633)	(5,535,000)	(5,273,000)	(8,883,100)	(3,348,100)	60.5
Fee Revenues	(1,193,703)	-	-	(1,872,500)	(1,872,500)	-
Other Revenue	(18,502,817)	(18,827,800)	(19,229,700)	(18,941,900)	(114,100)	0.6
<b>Total Revenues</b>	<b>(913,125,254)</b>	<b>(865,127,100)</b>	<b>(899,579,900)</b>	<b>(938,836,200)</b>	<b>(73,709,100)</b>	<b>8.5</b>
<b>Net Total</b>	<b>\$ (472,639,421)</b>	<b>\$ (511,830,500)</b>	<b>\$ (529,724,100)</b>	<b>\$ (529,566,400)</b>	<b>\$ (17,735,900)</b>	<b>3.5</b>

## FISCAL SERVICES PLAN (2022/23)

## DEBT SERVICING

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- **Tax Supported Debt** – re-paid through the general and transit tax rates;
- **Other Municipal Debt** – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;
- **Halifax Water Debt** – funds borrowed on behalf of Halifax Water and which are repaid through their rate base; and
- **Repayable Debt** – debt borrowed for and repaid by outside organizations.

## PROVINCIAL AREA RATES

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the

transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

### **Mandatory Education**

This mandatory education contribution is set by the Province at the value of the Provincial Education Rate times the Uniform Assessment. The estimate for 2022/23 is \$161.1 million, an increase of \$6.3 million from the prior year.

### **Assessment**

Property Valuation Services Corporation (PVSC) is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. The estimate for 2022/23 is \$7.3 million, a decrease of \$83.9 thousand from the prior year.

### **Correctional Services**

HRM is required to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. The estimate for 2022/23 is \$6.8 million, an increase of \$38.9 thousand from the prior year.

### **Housing**

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. The estimate for 2022/23 is \$4.4 million, an increase of \$150 thousand from the prior year.

<b>Provincial Area Rates</b>	<b>2021/22 Budget</b>	<b>2022/23 Budget</b>	<b>Δ 21/22 Budget</b>	<b>Δ %</b>
Mandatory Education	154,789,800	161,102,500	6,312,700	4.1%
Assessment	7,407,900	7,324,000	(83,900)	-1.1%
Correctional Services	6,798,100	6,837,000	38,900	0.6%
Housing	4,250,000	4,400,000	150,000	3.5%
<b>Total</b>	<b>\$ 173,245,800</b>	<b>\$ 179,663,500</b>	<b>\$ 6,417,700</b>	<b>3.7%</b>

## **OTHER TRANSFERS**

### **Halifax Convention Centre (HCC)**

HRM has an agreement with the province to fund the Halifax Convention Centre (HCC). This includes its share of the Provincial lease and the annual operating costs, which are paid to Events East. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre plus those funds which would have been paid to the former World Trade and Convention center (WTCC). The Nova Centre is a private development that includes not only the HCC but also office, hotel, retail and parking. For the 2022/23 fiscal year, HRM has budgeted an amount of \$9.1 M (before reserve withdrawals) for the HCC. This is \$0.5M lower than 2021/22, which is attributed to a partial recovery from the impact of COVID. This will be funded from the HCC reserve.

### **Supplementary Education**

Under the Halifax Charter, HRM provides funding for local schools, including a payment to the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). The Halifax Charter requires that the Municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995/96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the Halifax Regional Centre for Education (HRCE) which covers 2019/20 to 2023/24. The total payment for 2022/23 will be paid for through a separate area rate. The estimate for 2022/23 is \$14.4 million, a decrease of \$378 thousand from the prior year.

### **Fire Protection Services (Hydrants)**

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to contribute to the Halifax Water Commission (HW) for the hydrant costs incurred by the Commission. These hydrant charges are recovered by HRM via a special Fire Protection Area Rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The estimate for 2022/23 is \$8.4 million, an increase of \$4 thousand from the prior year.

### **Stormwater Right-of-Way (Halifax Water Commission)**

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay to Halifax Water the cost of the stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The estimate for 2022/23 is \$3.9 million and is unchanged from 2021/22.

## **GRANTS AND TAX RELIEF**

HRM operates a number of Grant programs. Fiscal services includes the Community Grants Program (\$500,000), the Community Museums Grant Program (\$220,000), the District Activity Fund (\$72,000), and the Barrington Street Heritage Tax Grants Program (\$154,300). Other grant programs are administered by individual business units. HRM also provides a number of tax relief programs including for low income homeowners (\$1.8 million) and for non-profits (\$5.6 million).

## **VALUATION ALLOWANCE**

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2022/23 it is budgeted at \$3.0 million.

## **RESERVES**

Reserves are utilized to ensure sustainability and improve the process of planning for HRM's future needs. Reserve Funds are provided for under the Financial Reserves Administrative Order Number 2014-015-ADM and are intended to serve three specific purposes:

- Contingency Funds for Opportunities;
- Contingency Funds for Risk; and
- Savings Funds for Obligations.



Reserves are budgeted for in both Fiscal Services and in individual business units. They may include both deposits to and withdrawals from reserves.

## CAPITAL FROM OPERATING

Capital from Operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 6% plus inflation per dwelling each year. HRM-wide capital from operating for 2022/23 has been increased by \$13.4 million or 25.5 per cent.

## NON-DEPARTMENTAL REVENUE AND AREA RATES

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments, Deed Transfer Tax as well as income from investments.

Also included are the costs and revenues for community area rates for community, private organizations and private roads.

## Summary of Net Expenditures - Fiscal Services

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
M110 Debt & Interest Chg	34,322,327	36,009,000	22,812,700	33,450,600	(2,558,400)	(7.1)
M111 P&I Pmt Fnd by RESF	-	-	-	2,694,800	2,694,800	-
M113 Int.Pmt-Gen Govt	670,367	-	278,700	-	-	-
M114 Int.Pmt-Protect.Serv	212,917	-	182,600	-	-	-
M115 Int.Pmt-Transp.Serv.	2,055,385	-	2,163,700	-	-	-
M118 Int.Pmt - Plan & Dev.	19,722	-	300	-	-	-
M119 Int.Pmt - Rec & Cult	1,152,358	-	983,800	-	-	-
<b>** Debt Servicing Net of Recoverie</b>	<b>38,433,075</b>	<b>36,009,000</b>	<b>26,421,800</b>	<b>36,145,400</b>	<b>136,400</b>	<b>0.4</b>
M230 Corrections Services	-	-	-	-	-	-
M240 Metro Housing Authority	-	-	-	-	-	-
M280 Mandatory Education	-	-	-	-	-	-
M318 Prop Valuation Serv	-	-	-	-	-	-
* Provincially Mandated Services	-	-	-	-	-	-
M250 Halifax Convention Centre	9,767,285	7,565,000	8,028,300	7,240,000	(325,000)	(4.3)
M288 Suppl Educ HRM-wide	-	-	-	-	-	-
M291 Fire Protection	-	-	-	-	-	-
M293 Stormwater ROW	-	-	-	-	-	-
* Other Outside Agencies	9,767,285	7,565,000	8,028,300	7,240,000	(325,000)	(4.3)
<b>** Transfers To Outside Agencies</b>	<b>9,767,285</b>	<b>7,565,000</b>	<b>8,028,300</b>	<b>7,240,000</b>	<b>(325,000)</b>	<b>(4.3)</b>
M270 Compensation PPP	6,036,406	3,810,100	3,660,100	4,320,000	509,900	13.4
M310 Other Fiscal Serv.	(5,180,048)	14,958,200	22,848,500	21,827,300	6,869,100	45.9
M311 Grants & Tax Concessions	5,901,209	7,391,000	6,676,000	7,991,000	600,000	8.1
M317 Oper Cost NewCap	2,624,261	2,500,000	5,297,700	2,516,000	16,000	0.6
M341 Surplus/Deficit	32,923,223	-	-	-	-	-
M361 District Activity Fund	62,342	72,000	72,000	72,000	-	-
M381 LOCKED COVID-19 Expenses	406,361	-	-	-	-	-
M451 Valuation Allowance	2,026,308	3,000,000	3,000,000	3,000,000	-	-
<b>** Other Fiscal Services</b>	<b>44,800,062</b>	<b>31,731,300</b>	<b>41,554,300</b>	<b>39,726,300</b>	<b>7,995,000</b>	<b>25.2</b>
M316 Strategic Growth Fund	19,555,000	12,800,000	12,800,000	1,000,000	(11,800,000)	(92.2)
M320 Insurance Claims	5,510,342	4,922,900	4,922,900	5,422,900	500,000	10.2
M411 Oper Stabiliz Resrv	-	17,716,400	17,716,400	32,000,000	14,283,600	80.6
M433 Waste Resource Cap R	505,000	505,000	505,000	3,000,000	2,495,000	494.1
M461 Capital Fr Operating	19,750,000	52,577,000	52,577,000	65,922,000	13,345,000	25.4
M471 Other Transfers	25,114,400	(31,051,000)	(31,051,000)	(10,270,000)	20,781,000	(66.9)
<b>** Transfers to/fr Other Funds</b>	<b>70,434,742</b>	<b>57,470,300</b>	<b>57,470,300</b>	<b>97,074,900</b>	<b>39,604,600</b>	<b>68.9</b>
M510 Property Tax	(526,942,790)	(537,099,300)	(539,628,300)	(571,370,300)	(34,271,000)	6.4
M520 Deed Transfer	(59,586,687)	(60,000,000)	(77,000,000)	(83,000,000)	(23,000,000)	38.3
M540 Grants in Lieu	(39,865,092)	(39,295,800)	(38,998,400)	(41,619,200)	(2,323,400)	5.9
M550 Own Source Revenue	(6,117,116)	(4,730,000)	(3,990,000)	(9,782,500)	(5,052,500)	106.8
M560 Unconditional Trans.	(3,562,902)	(3,481,000)	(3,582,100)	(3,981,000)	(500,000)	14.4
M570 Conditional Transfer	-	-	-	-	-	-
<b>** Non-Departmental Revenue</b>	<b>(636,074,586)</b>	<b>(644,606,100)</b>	<b>(663,198,800)</b>	<b>(709,753,000)</b>	<b>(65,146,900)</b>	<b>10.1</b>
<b>*** Total</b>	<b>(472,639,421)</b>	<b>(511,830,500)</b>	<b>(529,724,100)</b>	<b>(529,566,400)</b>	<b>(17,735,900)</b>	<b>3.5</b>

## Summary Details - Fiscal Services

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6001 Salaries - Regular	2,097,383	11,280,500	11,552,500	20,170,500	8,890,000	78.8
6005 PDP & Union Con Incr	3,917,579	-	-	-	-	-
6054 Vacation payout	3,160	-	-	-	-	-
6100 Benefits - Salaries	696,463	700,000	700,000	700,000	-	-
6152 Retirement Incentives	4,981,391	2,500,000	2,500,000	2,500,000	-	-
6154 Workers' Compensation	1,939	-	-	-	-	-
6190 Compensation OCC trf	235,085	-	-	-	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6199 Comp & Ben InterDept	401,465	1,315,800	763,800	265,800	(1,050,000)	(79.8)
9200 HR CATS Wage/Ben	6,194	-	-	-	-	-
9210 HR CATS OT Wage/Ben	3,497	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>12,344,156</b>	<b>15,796,300</b>	<b>15,516,300</b>	<b>23,636,300</b>	<b>7,840,000</b>	<b>49.6</b>
6201 Telephone/Cable	2,796	3,000	3,000	3,000	-	-
6202 Courier/Postage	743	500	500	500	-	-
6204 Computer S/W & Lic	(3,549)	-	-	-	-	-
6205 Printing & Reprod	52	-	-	-	-	-
6207 Office Supplies	200	-	-	-	-	-
6290 Office OCC Transfer	500,557	-	283,200	-	-	-
6299 Other Office Expenses	17,651	18,000	18,000	5,000	(13,000)	(72.2)
<b>* Office</b>	<b>518,449</b>	<b>21,500</b>	<b>304,700</b>	<b>8,500</b>	<b>(13,000)</b>	<b>(60.5)</b>
6301 Professional Fees	31,492	43,700	124,900	43,700	-	-
6302 Legal Fees	240,371	125,000	600,000	125,000	-	-
6303 Consulting Fees	204,623	284,500	396,600	616,500	332,000	116.7
6304 Janitorial Services	5,975	-	-	-	-	-
6308 Snow Removal	15,593	15,000	15,000	15,000	-	-
6310 Outside Personnel	62,667	-	-	-	-	-
6311 Security	7,511	1,500	1,500	1,800	300	20.0
6312 Refuse Collection	2,272	4,000	4,000	4,000	-	-
6390 Extnl Svcs OCC Trsf	1,574,763	-	2,013,600	-	-	-
6399 Contract Services	4,067,501	4,718,800	5,740,800	7,718,800	3,000,000	63.6
<b>* External Services</b>	<b>6,212,768</b>	<b>5,192,500</b>	<b>8,896,400</b>	<b>8,524,800</b>	<b>3,332,300</b>	<b>64.2</b>
6401 Uniforms & Clothing	1,669	-	-	-	-	-
6402 Med & First Aid Supp	4,890	-	-	-	-	-
6407 Clean/Sani Supplies	30,038	10,500	10,500	3,000	(7,500)	(71.4)
6409 Personal Protect Equ	224,343	-	-	-	-	-
6499 Other Supplies	591	-	4,500	-	-	-
<b>* Supplies</b>	<b>261,530</b>	<b>10,500</b>	<b>15,000</b>	<b>3,000</b>	<b>(7,500)</b>	<b>(71.4)</b>
6504 Hardware	33	-	-	-	-	-
6590 Materials OCC Trsf	1,500	-	-	-	-	-
<b>* Materials</b>	<b>1,533</b>	-	-	-	-	-
6603 Grnds & Landscaping	38,257	-	-	-	-	-
6605 Municipal Taxes	301	-	-	-	-	-
6606 Heating Fuel	13,067	22,000	22,000	22,000	-	-
6607 Electricity	12,819	23,600	23,600	13,300	(10,300)	(43.6)
6608 Water	209,836	221,000	221,000	221,500	500	0.2
6610 Building - Exterior	26,344	55,600	55,600	55,600	-	-
6611 Building - Interior	79,617	94,900	94,900	94,900	-	-
6612 Safety Systems	588	3,500	3,500	12,000	8,500	242.9
6690 Building OCC Transfer	50,327	-	160,500	-	-	-
<b>* Building Costs</b>	<b>431,156</b>	<b>420,600</b>	<b>581,100</b>	<b>419,300</b>	<b>(1,300)</b>	<b>(0.3)</b>
6701 Equipment Purchase	3,064	5,000	5,000	-	(5,000)	(100.0)
6704 Equipment Rental	11,022	1,000	1,000	-	(1,000)	(100.0)
6705 Equip - R&M	1,483	5,000	5,000	-	(5,000)	(100.0)
6707 Plumbing & Heating	5,953	-	-	2,000	2,000	-
6708 Mechanical Equipment	-	-	-	2,000	2,000	-
6711 Communication System	457	-	-	200	200	-
6790 Equipment OCC Trsf	246,002	-	246,000	-	-	-
<b>* Equipment &amp; Communications</b>	<b>267,980</b>	<b>11,000</b>	<b>257,000</b>	<b>4,200</b>	<b>(6,800)</b>	<b>(61.8)</b>
6802 Vehicle R&M	83,340	10,000	10,000	10,000	-	-
6810 Comm Vehicle R&M	42,053	-	-	-	-	-
6811 Shop Supplies	698	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>126,092</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	-	-
6901 Membership Dues	60	-	-	-	-	-
6905 Training & Education	-	2,000	2,000	-	(2,000)	(100.0)
6906 Licenses & Agreements	187	-	-	-	-	-
6908 Medical Examinations	112,244	180,000	180,000	180,000	-	-

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6910 Signage	-	-	-	-	-	-
6911 Facilities Rental	1,311	-	-	-	-	-
6912 Advertising/Promotio	7,358	-	3,200	-	-	-
6919 Special Projects	88,789	-	5,000	-	-	-
6928 Committee Expenses	230	-	-	-	-	-
6933 Community Events	4,875	-	-	-	-	-
6954 Cash over/under	-	-	(3,400)	-	-	-
6990 Gds & Svcs OCC Trsf	16,027	-	94,400	-	-	-
6999 Other Goods/Services	3,376,317	4,500,100	6,943,800	4,316,000	(184,100)	(4.1)
<b>* Other Goods &amp; Services</b>	<b>3,607,398</b>	<b>4,682,100</b>	<b>7,225,000</b>	<b>4,496,000</b>	<b>(186,100)</b>	<b>(4.0)</b>
7009 Internal Trfr Other	94,483	16,700	16,700	-	(16,700)	(100.0)
7010 IntTrfr Insur Funds	300,749	500,000	200,000	500,000	-	-
7012 Int Trf Print/Reprod	217	-	44,400	-	-	-
<b>* Interdepartmental</b>	<b>395,450</b>	<b>516,700</b>	<b>261,100</b>	<b>500,000</b>	<b>(16,700)</b>	<b>(3.2)</b>
8010 Other Interest	219	200	200	200	-	-
8011 Interest on Debentur	6,370,122	7,025,500	5,445,400	4,983,900	(2,041,600)	(29.1)
8012 Principal on Debentu	44,136,806	40,356,500	32,167,600	39,204,900	(1,151,600)	(2.9)
8013 Loan Principal Repay	2,434	2,400	2,400	2,500	100	4.2
<b>* Debt Service</b>	<b>50,509,580</b>	<b>47,384,600</b>	<b>37,615,600</b>	<b>44,191,500</b>	<b>(3,193,100)</b>	<b>(6.7)</b>
8001 Transf Outside Agenc	194,512,988	197,877,100	198,277,400	203,949,100	6,072,000	3.1
8002 Insurance Claims	2,154,661	600,000	1,000,000	700,000	100,000	16.7
8003 Insurance Pol/Prem	2,890,924	3,803,000	3,403,000	4,203,000	400,000	10.5
8004 Grants	9,994,289	1,142,000	18,971,700	792,000	(350,000)	(30.6)
8005 Tax Exemptions	1,043,177	1,425,000	910,000	1,825,000	400,000	28.1
8006 Tax Concess Non Prof	4,399,161	5,396,000	5,196,000	5,596,000	200,000	3.7
8007 Tax Concess Commerci	4,006,196	4,160,300	3,783,700	4,256,300	96,000	2.3
8009 Fire Protection	7,364,039	9,958,700	9,954,900	9,899,400	(59,300)	(0.6)
8014 Capital from Operati	19,750,000	52,577,000	52,577,000	65,922,000	13,345,000	25.4
8015 Debenture Discount	222,282	-	189,700	226,300	226,300	-
8016 Provision for Allow	2,026,308	3,000,000	3,000,000	3,000,000	-	-
8017 Bank Charges	521,127	600,000	900,000	770,000	170,000	28.3
8022 Transf to/fr Trust	(24,754)	(40,000)	(25,000)	(40,000)	-	-
8024 Transf to/fr Capital	6,869,139	583,100	4,218,400	262,000	(321,100)	(55.1)
8026 Property Damage	56,425	94,200	94,200	94,200	-	-
8030 Tfr Fr Resvs to Oper	(27,409,621)	(45,108,200)	(45,108,200)	(21,395,000)	23,713,200	(52.6)
8031 Tfr To Resvs Fr Oper	132,443,486	41,432,100	41,424,600	46,234,800	4,802,700	11.6
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	3,835,000	-	-
9000 Prior Yr. Sur/Def	(5,306,241)	(3,096,800)	(4,146,200)	(4,616,200)	(1,519,400)	49.1
9001 Current Yr. Sur/Def	6,461,141	1,012,300	717,400	1,962,300	950,000	93.8
<b>* Other Fiscal</b>	<b>365,809,740</b>	<b>279,250,800</b>	<b>299,173,600</b>	<b>327,476,200</b>	<b>48,225,400</b>	<b>17.3</b>
<b>** Total</b>	<b>440,485,833</b>	<b>353,296,600</b>	<b>369,855,800</b>	<b>409,269,800</b>	<b>55,973,200</b>	<b>15.8</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4001 Res. Property Taxes	(270,103,414)	(280,800,000)	(281,139,200)	(299,803,600)	(19,003,600)	6.8
4002 Comm. Property Taxes	(240,232,958)	(239,550,000)	(241,462,500)	(254,579,000)	(15,029,000)	6.3
4005 Resrc Property Taxes	(1,397,790)	(1,287,200)	(1,391,900)	(1,376,500)	(89,300)	6.9
4006 Rec. Non Profit	(22,948)	(17,000)	(17,000)	(17,000)	-	-
4007 Resource Forest Taxes	(41,128)	(42,000)	(42,000)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,955)	(89,000)	(89,000)	(89,000)	-	-
4100 Deed Transfer Taxes	(59,586,687)	(60,000,000)	(77,000,000)	(83,000,000)	(23,000,000)	38.3
4101 Capital Charges	(13,622,286)	(5,316,000)	(8,406,000)	(7,534,600)	(2,218,600)	41.7
<b>* Tax Revenue</b>	<b>(585,096,166)</b>	<b>(587,101,200)</b>	<b>(609,547,600)</b>	<b>(646,441,700)</b>	<b>(59,340,500)</b>	<b>10.1</b>
4201 Area Rate Residential	(155,237,071)	(160,381,800)	(160,227,100)	(169,539,300)	(9,157,500)	5.7
4202 Area Rate Commercial	(35,987,823)	(37,032,700)	(35,868,900)	(34,081,800)	2,950,900	(8.0)
4206 Area Rate Resource	(806,447)	(793,700)	(793,600)	(783,500)	10,200	(1.3)
<b>* Area Rate Revenue</b>	<b>(192,031,341)</b>	<b>(198,208,200)</b>	<b>(196,889,600)</b>	<b>(204,404,600)</b>	<b>(6,196,400)</b>	<b>3.1</b>

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4501 Tax Agreement - NSLC	(740,834)	(738,900)	(724,600)	(692,000)	46,900	(6.3)
4502 Tax Agreement - NSPI	(4,334,006)	(4,474,800)	(4,547,100)	(4,698,500)	(223,700)	5.0
4503 Tax Agreement - Bell	(1,850,770)	(1,789,700)	(1,784,300)	(1,733,700)	56,000	(3.1)
4506 Tax Agreement - Mari	(833,858)	(824,200)	(819,100)	(803,800)	20,400	(2.5)
4507 Tax Agreement - Heri	(1,678,607)	(1,392,000)	(1,609,900)	(1,609,900)	(217,900)	15.7
4508 Tax Agreement - HIAA	(1,665,695)	(1,644,500)	(1,644,500)	(1,648,000)	(3,500)	0.2
4509 Tax Agrmnt - Irving	(1,525,839)	(1,521,300)	(1,082,000)	(1,258,500)	262,800	(17.3)
4550 Tax Agreement - Other	(291,851)	(292,700)	(292,700)	(247,800)	44,900	(15.3)
<b>* Tax Agreements</b>	<b>(12,921,460)</b>	<b>(12,678,100)</b>	<b>(12,504,200)</b>	<b>(12,692,200)</b>	<b>(14,100)</b>	<b>0.1</b>
4601 Grant in Lieu-Fed	(26,014,876)	(25,582,200)	(25,363,800)	(25,645,300)	(63,100)	0.2
4602 Grant in Lieu-Prov.	(9,410,858)	(9,295,900)	(9,196,200)	(10,763,500)	(1,467,600)	15.8
4603 Grant in Lieu-CPC	(699,776)	(701,000)	(696,100)	(739,200)	(38,200)	5.4
4605 Grant Lieu-Hflx Port	(1,799,624)	(1,776,400)	(1,718,800)	(1,912,500)	(136,100)	7.7
4606 Grant in Lieu - CBC	(40,778)	(40,700)	(39,900)	(41,700)	(1,000)	2.5
4607 Grant Lieu -Via Rail	(156,280)	(161,300)	(148,100)	(159,200)	2,100	(1.3)
4608 Grant in Lieu - WCB	(129,898)	(129,600)	(123,800)	(133,100)	(3,500)	2.7
4609 Grant in Lieu- Citad	(1,532,603)	(1,528,600)	(1,636,000)	(1,746,100)	(217,500)	14.2
4610 Grant in Lieu-NRC	(66,936)	(66,600)	(62,200)	(464,500)	(397,900)	597.4
4650 Grant in Lieu - Other	(13,462)	(13,500)	(13,500)	(14,100)	(600)	4.4
<b>* Payments in Lieu of taxes</b>	<b>(39,865,092)</b>	<b>(39,295,800)</b>	<b>(38,998,400)</b>	<b>(41,619,200)</b>	<b>(2,323,400)</b>	<b>5.9</b>
4703 Cond.Grant NS(Other)	(46,091,927)	-	-	-	-	-
4704 Conditnl Grnts Other	(8,083,214)	-	(13,555,300)	-	-	-
4706 Uncond.Grant NS(oth)	(3,562,902)	(3,481,000)	(3,582,100)	(3,981,000)	(500,000)	14.4
<b>* Transfers from other Gov'ts</b>	<b>(57,738,043)</b>	<b>(3,481,000)</b>	<b>(17,137,400)</b>	<b>(3,981,000)</b>	<b>(500,000)</b>	<b>14.4</b>
4801 Int. Rev. - Tax	(3,528,125)	(4,500,000)	(3,200,000)	(6,550,000)	(2,050,000)	45.6
4803 Int. Rev. - Cap.Chrg	(467,010)	(285,000)	(473,000)	(283,100)	1,900	(0.7)
4850 Int. Rev. - Other	(107,782)	-	(100,000)	(85,000)	(85,000)	-
4860 Investment Income	(1,673,717)	(750,000)	(1,500,000)	(1,965,000)	(1,215,000)	162.0
<b>* Interest Revenue</b>	<b>(5,776,633)</b>	<b>(5,535,000)</b>	<b>(5,273,000)</b>	<b>(8,883,100)</b>	<b>(3,348,100)</b>	<b>60.5</b>
4901 Parking Station Rev	(1,193,703)	-	-	-	-	-
5256 SOT Revenue	-	-	-	(1,872,500)	(1,872,500)	-
<b>* Fee Revenues</b>	<b>(1,193,703)</b>	<b>-</b>	<b>-</b>	<b>(1,872,500)</b>	<b>(1,872,500)</b>	<b>-</b>
5502 HRWC Dividend	(5,951,443)	(6,472,000)	(6,627,000)	(6,803,000)	(331,000)	5.1
5504 StormWater ROW Levies	(3,766,193)	(3,922,000)	(3,922,000)	(3,922,000)	-	-
5508 Recov External Parti	(8,532,737)	(8,253,800)	(8,435,700)	(7,911,900)	341,900	(4.1)
5509 NSF Chq Fee	(360)	-	-	-	-	-
5600 Miscellaneous Revenue	(252,084)	(180,000)	(245,000)	(305,000)	(125,000)	69.4
<b>* Other Revenue</b>	<b>(18,502,817)</b>	<b>(18,827,800)</b>	<b>(19,229,700)</b>	<b>(18,941,900)</b>	<b>(114,100)</b>	<b>0.6</b>
<b>** Total</b>	<b>(913,125,254)</b>	<b>(865,127,100)</b>	<b>(899,579,900)</b>	<b>(938,836,200)</b>	<b>(73,709,100)</b>	<b>8.5</b>
<b>Net Total</b>	<b>(472,639,421)</b>	<b>(511,830,500)</b>	<b>(529,724,100)</b>	<b>(529,566,400)</b>	<b>(17,735,900)</b>	<b>3.5</b>

**HALIFAX**

**RESERVES**

## RESERVE FUNDS BUDGET

Projected Net Available Balance as of March 31st of the Fiscal Year

	2021/22 (as of December 31/21)	2022/23	2023/24	2024/25	2025/26
<b>Risk Reserve</b>					
Risk and Resilience - Q416	9,947,307	10,106,507	10,268,207	10,432,507	10,599,407
<b>Total</b>	<b>9,947,307</b>	<b>10,106,507</b>	<b>10,268,207</b>	<b>10,432,507</b>	<b>10,599,407</b>
<b>Obligation Reserve</b>					
Landfill Closure Costs - Q506	8,084,157	7,523,657	7,286,357	7,248,457	7,240,457
Municipal Election - Q511	2,084,480	2,778,280	3,584,780	1,356,180	2,139,880
Convention Centre - Q521	2,826,290	1,967,090	2,116,390	2,268,090	2,422,190
Central Library Recapitalization Reserve - Q536	7,307,343	8,409,743	9,548,143	10,704,743	11,879,843
Multi District Facilities Reserve - Q546	617,815	(412,085)	(222,460)	(537,835)	(96,210)
Solid Waste Facilities Reserve - Q556	11,355,861	13,837,761	12,962,861	8,216,261	1,971,261
Master Plan Reserve (new) - Q566 ***	2,299,866	2,336,666	2,374,066	2,412,066	2,450,666
Business/Industrial Parks Expansion - Q616	41,523,278	12,169,378	11,090,578	(12,865,523)	(10,280,923)
Community and Events Reserve - Q621	632,059	971,694	1,754,394	1,779,494	1,804,994
<b>Total</b>	<b>76,731,149</b>	<b>49,582,184</b>	<b>50,495,109</b>	<b>20,581,933</b>	<b>19,532,158</b>
<b>Opportunity Reserve</b>					
Strategic Initiative Operating Reserve - Q667	28,111,869	24,497,657	5,585,689	6,691,071	7,814,185
Strategic Initiative Capital Reserve - Q666	118,204,719	157,688,019	192,723,019	228,318,619	264,483,719
Parkland Development Reserve - Q611	6,500,735	6,858,735	7,222,435	7,592,035	7,967,535
Gas Tax Reserve - Q626	27,626,836	6,722,736	2,156,736	2,191,236	2,226,336
Options Reserve - Q421	6,816,472	4,987,622	5,067,422	5,148,522	5,230,922
Capital Fund - Q526	28,347,972	3,271,724	(3,690,528)	(2,023,579)	(13,641,531)
Density Bonus - Q640	3,565,089	3,622,128	3,680,079	3,738,959	3,798,780
<b>Total</b>	<b>219,173,692</b>	<b>207,648,621</b>	<b>212,744,852</b>	<b>251,656,863</b>	<b>277,879,946</b>
<b>Total Reserve Projected Balances</b>	<b>305,852,148</b>	<b>267,337,312</b>	<b>273,508,168</b>	<b>282,671,303</b>	<b>308,011,511</b>

\*\*\* Q566 Master Plan Reserve - CCC transfer of \$2,299,866

## RESERVE FUNDS BUDGET

April 1, 2022 to March 31, 2023

Reserve Name	Projected Net Available Balance, December 31, 2021	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance
<b>Risk Reserve</b>						
Risk and Resilience - Q416	\$9,947,307	\$0	\$159,200	\$0	\$0	\$10,106,507
<b>Total</b>	<b>9,947,307</b>	<b>-</b>	<b>159,200</b>	<b>-</b>	<b>-</b>	<b>10,106,507</b>
<b>Obligation Reserve</b>						
Landfill Closure Costs - Q506	8,084,157	-	118,500	(657,000)	(22,000)	7,523,657
Municipal Election - Q511	2,084,480	750,000	43,800	-	(100,000)	2,778,280
Convention Centre - Q521	2,826,290	8,214,800	31,000	-	(9,105,000)	1,967,090
Central Library Recapitalization Reserve - Q536	7,307,343	970,000	132,400	-	-	8,409,743
Multi District Facilities Reserve - Q546	617,815	1,121,600	(6,500)	(2,145,000)	-	(412,085)
Solid Waste Facilities Reserve - Q556	11,355,861	3,800,000	217,900	(1,536,000)	-	13,837,761
Master Plan Reserve (new) - Q566 ***	2,299,866	-	36,800	-	-	2,336,666
Business/Industrial Parks Expansion - Q616	41,523,278	3,000,000	191,600	(32,250,000)	(295,500)	12,169,378
Community and Events Reserve - Q621	632,059	2,282,335	15,300	(250,000)	(1,708,000)	971,694
<b>Total</b>	<b>76,731,149</b>	<b>20,138,735</b>	<b>780,800</b>	<b>(36,838,000)</b>	<b>(11,230,500)</b>	<b>49,582,184</b>
<b>Opportunity Reserve</b>						
Strategic Initiative Operating Reserve - Q667	23,111,869	1,000,000	385,788	-	-	24,497,657
Strategic Initiative Capital Reserve - Q666	123,204,719	32,000,000	2,483,300	-	-	157,688,019
Parkland Development Reserve - Q611	6,500,735	750,000	108,000	(500,000)	-	6,858,735
Gas Tax Reserve - Q626	27,626,836	26,265,000	105,900	(47,275,000)	-	6,722,736
Capital Fund - Q526	28,347,972	2,058,252	73,100	(14,716,000)	(12,470,000)	3,293,324
Options Reserve - Q421	6,816,472	-	78,500	-	(1,907,350)	4,987,622
Density Bonus - Q640	3,565,089	-	57,039	-	-	3,622,128
<b>Total</b>	<b>219,173,692</b>	<b>62,073,252</b>	<b>3,291,627</b>	<b>(62,491,000)</b>	<b>(14,377,350)</b>	<b>207,670,221</b>
<b>Total</b>	<b>305,852,148</b>	<b>\$82,211,987</b>	<b>\$4,231,627</b>	<b>(\$99,329,000)</b>	<b>(\$25,607,850)</b>	<b>\$267,358,912</b>

\*\*\* Q566 Master Plan Reserve - added CCC transfer of \$2,299,866



# Statement of Reserve Withdrawals

Reserve	Withdrawals 2022/23	Amount	Total
Q416 Risk and Resilience Reserve	Operating	-	-
Q421 Options Reserve	Operating	1,907,350	1,907,350
Q506 Landfill Closure & Post Closure Reserve	Operating - Mengoni Environmental Monitoring	22,000	
	Capital	657,000	679,000
Q511 Municipal Election Reserve	Operating - Legal	100,000	100,000
Q521 Convention Centre Reserve	Operating - Convention Centre Operating Costs	9,105,000	9,105,000
Q526 Capital Fund Reserve	Operating - Real Estate Cost	140,000	
	Operating - Legal Cost Real Estate	10,000	
	Operating - Spencer House Renovations	30,000	
	Operating	12,290,000	
	Capital	14,716,000	27,186,000
Q546 Multi-District Facilities Reserve	Capital	2,145,000	2,145,000
Q556 Solid Waste Facilities Reserve	Capital	1,536,000	1,536,000
Q611 Parkland Development Reserve	Capital	500,000	500,000
Q626 Gas Tax Reserve	Capital	47,275,000	47,275,000
Q616 Business/Industrial Park Expansion	Operating - Real Estate Cost	45,500	
	Operating - Real Estate Salary Recovery	250,000	
	Capital	32,250,000	32,545,500
Q621 Community and Events Reserve	Operating - Cultural Events and Showcases Program	200,000	
	Operating - Public Art operating and program costs	90,000	
	Operating - Program Grant Costs	60,000	
	Operating - Hallmark, Tourism and Sporting events grant	949,000	
	Operating - Hosting	400,000	
	Operating - Hakkodate Xmas Tree	9,000	
	Capital	250,000	1,958,000
Q666 Strategic Initiative Capital	Capital	-	-
Q667 Strategic Initiative Operating	Operating	-	-
	Capital	-	-
Q640 Density Bonus Reserve	Operating	-	-
<b>Total Withdrawals</b>			<b>124,936,850</b>

## Statement of Reserve Contributions

	Reserve	Contributions 2022/23	Amount	Total
Q416	Risk and Resilience Reserve	Operating	-	-
Q421	Options Reserve	Operating	-	-
Q511	Municipal Election Reserve	Operating - Election Office	750,000	750,000
Q521	Convention Centre Reserve	Operating - Fiscal Services - Contribution	8,214,800	8,214,800
Q526	Capital Fund Reserve	Operating - Tax Sale Surplus Account	42,954	
		Operating - Revenue - 15% Mt. Hermon Cemetery funds	1,500	
		Sale of Assets - Land/Buildings	1,900,000	
		Sale of Assets - Vehicles and Equipment	100,000	
		Revenue - Spencer House and Southend Daycare ren	13,798	2,058,252
Q536	Central Library Recapitalization Reserve	Operating - Fiscal Services	970,000	970,000
Q546	Multi-District Facilities Reserve	Revenue - Nustadia (HRM 4 Pad)	258,100	
		Revenue - Scotiabank Centre	581,400	
		Revenue - Nustadia (RBC Centre)	282,100	
		Revenue	-	1,121,600
Q556	Solid Waste Facilities Reserve	Operating - Fiscal	3,000,000	
		Revenue - Capital Cost Contribution	800,000	3,800,000
Q611	Parkland Development Reserve	Revenue - Permit Fees	750,000	750,000
Q616	Business/Industrial Park Expansion Reser	Sale of Assets - Land/Buildings	3,000,000	3,000,000
Q621	Community and Events Reserve	Operating - Fiscal Services	300,000	
		Revenue - Marketing Levy	1,982,335	2,282,335
Q626	Gas Tax Reserve	Revenue - Provincial Gas Tax Program Funding	26,265,000	26,265,000
Q666	Strategic Initiative Capital	Revenue - Fiscal	32,000,000	32,000,000
Q667	Strategic Initiative Operating	Revenue - Fiscal	1,000,000	1,000,000
<b>Total Contributions</b>				<b>82,211,987</b>

## RESERVES OVERVIEW

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that “the Municipality shall maintain a capital reserve fund.” Section 120(3) states “The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year’s accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council.”

Section 120(4) states “A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, and may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs.”

Section 120(6) states that “the Municipality may maintain other reserve funds for such purposes as the Council may determine”.

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which implemented the following strategies:

- a) assist in planning for the long-term financial health and stability of the Municipality;
- b) assist in removing unstable and unpredictable tax rates;
- c) integrate the reserve business cases into the business planning and long-term operating and capital budgets;
- d) ensure the Municipality has the ability to fund projects and events:
  - a. that produce long-term efficiency gains,
  - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
  - c. between budget approvals where there is sudden or unexpected business opportunity,
  - d. where future obligations can be reasonable foreseen, and
  - e. where substantial risk to the Municipality may occur.
- e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.
- f) has a provision for funding emergencies which include the procedure and processes for the transfer of funds between reserves other than as prescribed by the business case in the case of a funding emergency.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognize that:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and that a reserve can mitigate this risk by providing funding for sufficient public safety or preventing service interruptions.

Savings funds for future - obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation associated with a strategic plan where the asset or project may not yet be specified, such as the purchase of land; and
- c) a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognize that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy or the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

## RISK RESERVE

### Q416 RISK & RESILIENCY RESERVE:

#### PURPOSE

The intent of the Risk and Resiliency Reserve is to accumulate funds to deal with the risk of unforeseen events involving substantial costs, so that HRM can mitigate, adapt and recover from such an event. Risk events covered include economic, financial, environmental, service related, health and safety, and legal and compliance risks.

If required, the Director of Finance may authorize year end transfers to/from the reserve in accordance with this business case.

This Reserve replaced Q406- Insurance and Risk Reserve, Q411- Police on the Job Injury Reserve, and Q416 – Operating Stabilization Reserve

#### SOURCE OF FUNDS

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council; and,
- b) accumulated interest.

#### APPLICATION OF FUNDS

Funds are allocated for:

- a) funding of claims and settlements as appropriate,
- b) covering the costs of risk events over and above any amounts budgeted,
- c) the payment of principle, as it relates to a risk event,
- d) the payment of interest, as it relates to a risk event, if the underlying funds are not raised by the sale of assets, and,
- e) other operating and capital costs as related to a risk event, as appropriate.

## Q421 OPTIONS RESERVE:

### **PURPOSE**

To provide resources for changes or additions to services or for grants to outside agencies.

### **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund as approved by Council; and
- b) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

- a) operating costs, including grants; and,
- b) funding of capital projects;

## OBLIGATION RESERVES

### Q506 LANDFILL CLOSURE AND POST CLOSURE COSTS RESERVE:

#### PURPOSE

To provide funding for the closure and post closure of landfills, as required by the Public Sector Accounting Board (PSAB). Currently, three landfill sites exist: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

#### SOURCE OF FUNDS

Funding arises from:

- c) transfers from Solid Waste Resources operating budget;
- d) amounts transferred to the fund as approved by Council; and,
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### APPLICATION OF FUNDS

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and
- f) leachate and gas management.

### Q511 MUNICIPAL ELECTION RESERVE:

#### PURPOSE

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

## SOURCE OF FUNDS

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
  - i. Based on the estimated costs of the 2024/25 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$750,000. The annual transfer should be approximately \$750,000.
  - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

## APPLICATION OF FUNDS

Funds are allocated for:

- a) conducting special and regular municipal elections pursuant to legislation;
- b) legal and other costs for any required District Boundary Review; and,
- c) routine maintenance of election data, systems and election initiatives deemed necessary to ensure critical information is current and in place for special and regular elections.

## Q521 CONVENTION CENTRE RESERVE:

### PURPOSE

To provide funding to reimburse the Province for HRM's share of the Halifax Convention Centre (HCC) costs including the capital costs for its construction (through an annual base rent payment), the operating costs and any operating deficit, as per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

### SOURCE OF FUNDS

Funding arises from:

- a) total revenues from all commercial property taxes levied on the Nova Centre property<sup>1</sup>, including all municipal and provincial area rates and fire protection charges, and any Deed Transfer Tax associated with the property. Contributions to reserve excludes:
  - i) amounts for area improvement and promotion, Business Improvement Districts, (BID's),
  - ii) amounts collected for stormwater charges under By-law C-900, the Charges for Stormwater from Municipal Streets By law, and,
  - iii) any portion of the commercial general rated property tax revenues levied on the Halifax Convention Centre that are not considered a shareable annual cost under Section 4 of the MOU;
- b) funds for the former World Trade and Convention Centre;



- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

As per the terms and conditions of the MOU, funds are allocated for:

- a) rent payments to cover HRM's share of the capital costs amortized over 25-year lease; and,
- b) HRM's share of annual operating costs of the Halifax Convention Centre (Nova Centre).

### **Q536 CENTRAL LIBRARY RECAPITALIZATION RESERVE:**

#### **PURPOSE**

The intent of the Central Library Recapitalization Reserve is to accumulate funds to upgrade and replace the Halifax Central Library. By doing so the reserve enables the municipality to plan for the replacement and upgrade of a significant community facility while maintaining a stable, predictable property tax level.

This reserve replaced Q140 Central Library Recapitalization Reserve.

#### **SOURCE OF FUNDS**

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

#### **APPLICATION OF FUNDS**

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

### **Q546 MULTI-DISTRICT FACILITIES RESERVE:**

#### **PURPOSE**

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports

Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319 Major Events Facility Reserve.

## **SOURCE OF FUNDS**

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights;  
annual operating surplus and naming rights of Scotiabank Centre;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

## **APPLICATION OF FUNDS**

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Funding is allocated for:

- a) construction, design and build of Multi-District facilities,
- b) renovation of Multi-District facilities,
- c) the payment of principle, and,
- d) the payment of interest, if the underlying funds are not raised by the sale of assets.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

## **Q556 SOLID WASTE FACILITIES RESERVE:**

### **PURPOSE**

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land, construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137 Regional Capital Cost Charges Reserve.

## **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges and C-800, respecting Regional Capital Cost Charges for Solid Waste; and,
- c) accumulated interest.

## **APPLICATION OF FUNDS**

Funds are allocated for:

- a) construction, design and build of solid waste facilities,
- b) the payment of principle, and,
- c) the payment of interest, if the underlying funds are not raised by the sale of assets.

## **Q566 MASTER PLAN RESERVE:**

### **PURPOSE**

The intent of the Master Plan Reserve is to accumulate funds that are levied as part of the Master Plan process, including Regional and specific Master Plan Area charges.

## **SOURCE OF FUNDS**

Funding arises from:

- d) amounts transferred to the fund as approved by Regional Council;
- e) any amount levied as part of a capital cost contribution or development charge, other than solid waste levies under by-law C-600, which are contributed to the Solid Waste Reserve, and funds collected on behalf of Halifax Water;
- f) accumulated interest.

## **APPLICATION OF FUNDS**

Funds are allocated for the purposes allowed under legislation and any by-law that establishes a master plan levy. This may include:

- e) land purchases,
- f) growth-related capital projects,
- g) studies relating to the establishment of a specific capital charge or to a growth-related capital project,
- h) the payment of principal and interest related to a) and b) above.

## Q621 COMMUNITY AND EVENTS RESERVE:

### PURPOSE

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and
- d) Public Art.

## OPPORTUNITY RESERVES

### Q666 STRATEGIC INITIATIVE CAPITAL RESERVE:

#### PURPOSE

To provide funding for large capital projects that are part of the Strategic Initiatives outlined by council.

The intent of the Strategic Initiatives Reserve is to accumulate funds to pay for the principal and interest costs associated with Strategic Initiatives. By doing so the reserve enables the municipality to achieve its Strategic Initiatives through leveraging debt while maintaining a stable, predictable property tax level.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic Initiatives” were identified in Regional Council’s Fiscal Sustainability Strategy (December 15, 2020)) and the Strategic Initiative Funding Plan (January 20, 2021). They are defined as “those whose implementation would require a discernible increase to the tax rate in order to move forward.”

This reserve replaced the Debt Principle and Interest Reserve: Q631

#### SOURCE OF FUNDS

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council;
- b) annual transfer from Fiscal Services operating budget in the amount that equals one cent of property tax (commercial, residential and resource); and,
- c) accumulated interest.

#### APPLICATION OF FUNDS

Funds are allocated for projects identified in the Regional Council’s Fiscal Sustainability Strategy (December 15, 2020)) and the Strategic Initiative Funding Plan (January 20, 2021). For future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

## Q667 STRATEGIC INITIATIVE OPERATING RESERVE:

### PURPOSE

To provide funding for the operating costs associated with large capital projects that are part of the Strategic Initiative Projects outlined by council.

The intent of the Strategic Initiatives Reserve-Operating is to accumulate funds to pay for the operating costs associated with Strategic Initiative Projects. By doing so the reserve enables the municipality to achieve its Strategic Initiatives while maintaining a stable, predictable property tax level.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic Initiatives” were identified in Regional Council’s Fiscal Sustainability Strategy (December 15, 2020)) and the Strategic Initiative Funding Plan (January 20, 2021). They are defined as “those whose implementation would require a discernible increase to the tax rate in order to move forward.”

This reserve replaced the Strategic Capital Reserve: Q606

### SOURCE OF FUNDS

Funding arises from:

- g) amounts transferred to the fund as approved by Regional Council; and,
- h) accumulated interest.

### APPLICATION OF FUNDS

- i) to fund costs incurred related to completion of Strategic Initiative projects, as identified by Regional Council,
- j) funding is for project costs but exclude any ongoing operating costs.

## Q611 PARKLAND DEVELOPMENT RESERVE:

### PURPOSE

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

## **Q616 BUSINESS/INDUSTRIAL PARKS EXPANSION RESERVE:**

### **PURPOSE**

The intent is to ensure HRM has flexibility to purchase and improve infrastructure for select strategic land to ensure improved functioning of the local land market. Funding to come through sale of land in HRM business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Funds are allocated for: business and industrial park land acquisition;

- a) Business and industrial park land acquisition
- b) Infrastructure expenditures necessary to ensure lands are marketable.
- c) principal and interest costs incurred related to debentures for business park projects, as identified by Regional Council

## Q626 GAS TAX RESERVE:

### PURPOSE

The intent of the Canada Community Building Reserve is to accumulate funds from the Canada Community Building Fund, more commonly known as the Gas Tax. These funds will supplement available capital funding from capital from operating and debt.

This reserve replaced Q134 - Gas Tax Reserve.

### SOURCE OF FUNDS

Funding arises from:

- a) amounts transferred to the fund from the Canada Building Community Fund;
- b) amounts transferred to the fund as approved by Regional Council; and,
- c) accumulated interest.

### APPLICATION OF FUNDS

Funds are allocated for projects that meet the eligibility criteria of the Canada Community Building Fund, including:

- a) capital projects,
- b) land purchases,
- c) the payment of principle,
- d) the payment of interest, if the underlying funds are not raised by the sale of assets, and,
- e) landfill closure and post-closure costs.

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and
- c) long-term infrastructure plans.



## Q640 DENSITY BONUS RESERVE

### Type of Reserve: Contingency Funds for Opportunities

Incentive or bonus zoning is a planning tool enabled by the *HRM Charter* that allows the Municipality to require developments to provide public benefits in exchange for greater development rights. The intent of this tool is to supplement other municipal investments so that the density enabled under the Centre Plan is accompanied by the amenities and public benefits that support complete and inclusive communities.

### PURPOSE

The reserve facilitates the implementation of the incentive or bonus zoning policies as contained in applicable municipal planning strategies and land use by-laws.

- An effective reserve will improve transparency and simplify (bonus zoning) funding for affordable housing, heritage properties, public art, municipal parks, and community or cultural space, in addition to other Municipal funding sources and reserves.

Funds may only be expended in accordance with the *HRM Charter*, applicable land use by-laws, and used for the purpose for which the money was accepted.

### SOURCE OF FUNDS

Sources of funds will include:

- a) incentive or bonus zoning money-in-lieu payments as required by the applicable land use by-laws;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### APPLICATION OF FUNDS

- Per the Halifax Regional Municipality Charter Subsection 245A (6), the Municipality shall use any money accepted in-lieu of a contribution for the purpose for which the money was accepted;
- Funding allocation for the public benefits will be in accordance with the applicable land use by-laws; and
- Fund expenditures will be in accordance with any Administrative Orders approved by Council.

## Q526 CAPITAL FUND RESERVE:

### PURPOSE

The intent of the Capital Fund Reserve is to accumulate funds from the operating surplus and the sale of municipal assets, as well as other funds for the renewal and expansion of its asset base. These funds will supplement available capital funding from capital from operating and debt.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

## **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council;
- b) any municipal surplus, other than any amount otherwise designated by Regional Council for a different reserve;
- c) sale of all municipal assets, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and any amount otherwise designated by Regional Council for a different reserve;
- d) all funds designated for the Capital Reserve Fund, as per Section 120 of the *Halifax Charter*, other than the current fiscal year's accrual for landfill closure and post closure costs and any amount otherwise designated by Regional Council for a different reserve; and,
- e) accumulated interest.

## **APPLICATION OF FUNDS**

Funds are allocated for:

- a) capital projects, including cost overruns and changes in scope,
- b) land purchases,
- c) the payment of principle,
- d) the payment of interest, if the underlying funds are not raised by the sale of assets, and,
- e) landfill closure and post-closure costs.

## **Time Line and Balances**

Reserve is to be ongoing. The Director of Finance and Asset Management shall

- a) review the reserve annually to ensure that funds are contributed and withdrawn according to the approved Reserve Business Case;
- b) provide Regional Council an annual report on Reserve activity and balances;
- c) review and report on targeted contributions and balances annually and recommend adjustments as appropriate; and,
- d) review this Reserve every four years to ensure relevance and adequacy with the strategic direction of the Municipality.

In accordance with the Administrative Order 2014-015, a minimum balance of \$1 will be set to enable funds in any one public benefit category to be fully used in any fiscal year, The reserve has been established both to fulfill the legal requirements of Section 120 of the Halifax Charter and to provide funds for capital projects that are supplementary to any capital from operating funding or anticipated debt funding. As the sale of assets and any surplus amounts are generally unplanned and irregular in nature and are not being set-aside for a specific purpose, a targeted reserve level cannot be easily estimated. As such, a maximum balance has not been set for this reserve.

## **Approval Process**

As outlined in the Administrative Order 2014-015, withdrawals from the reserve will be approved by Regional Council, either through the annual budget process or by motion of Regional Council subsequent to the approved budget. Finance and Asset Management is responsible for ensuring availability of funds and appropriateness of withdrawals in accordance with the Reserve Business Case prior to recommendations to Audit & Finance Standing Committee and Regional Council.

# GLOSSARY

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are disbursed or received (see Cash Basis).
Administrative Order (AO)	A formal policy passed by Regional Council that has the effect of law.
AO	See Administrative Order.
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only (Compare Regional Area Rate).
Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Assets	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within HRM.
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Occupancy Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied. This tax is no longer used in Nova Scotia.
Business Plans	A Plan that includes program objectives, outcomes desired, required resources and the performance measures used to determine whether outcomes have been achieved.
Business Units	High-level corporate divisions based on major services.
Capital Asset	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.

Capital Charges	Another name for Local Improvement Charges (LICs).
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development. Sometimes called Development Charges.
Capital Budget	The Council-approved expenditures and defined funding sources for projects supporting significant rehabilitative maintenance, construction, purchase or demolition of municipal infrastructure or equipment. Capital activities are differentiated from routine operational repairs and maintenance and exclude the purchase of small equipment and inventory that occur in the regular course of business.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason, it is often referred to as “pay-as-you-go” capital funding.
Capital Reserve Pool (Crespool)	Budget remaining, following completion of a capital project, which was approved to be funded from debt. These funds may be used to provide additional debt funding for capital projects which are over-budget or may be used in future budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis or received	Accounting for expenses and revenues as the funds are disbursed.
CCC	See Capital Cost Contribution.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for non-residential purposes as assessed by the PVSC.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).

Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. Council levies Urban, Suburban and Rural General Tax Rates.
Commercial Multiplier	A factor that was formerly used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole. Council uses a special Budget COW to debate the Budget.
Consumer Price Index (CPI)	An indicator of changes in consumer prices. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers as determined by Statistics Canada.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost-effective ways of providing service within budget.
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, municipal debentures are provided by the Municipal Finance Corporation (MFC), a Crown Corporation of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the arms-length transfer of real property (land and buildings), which is payable at the time of conveyance of the title and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price, the maximum rate allowed under Provincial law.
Deficit	At the end of the fiscal year, the amount by which the municipality's operating expenditures exceeds its operating revenues.
Director	The most senior management position within a Business Unit.

Education Rate	Part of the formula used by the Province of Nova Scotia to determine how much each Municipality pays to the Province for Education. The Education Rate is the rate per \$100 of assessed value which is applied to the previous year's Uniform Assessment to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization (EMO).
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt, reserves and capital using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections.
Fiscal Year	April 1 to March 31.
Fiscal Services	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, debt charges, payments to reserves, Capital from Operating, Operating Grants, the surplus or deficit from the prior fiscal year, etc.
FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardize and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services except for those funded from area-rates.
Generally Accepted Accounting Principles (GAAP)	A set of standardized accounting principles defined by the Canadian Institute of Chartered Accountants.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Total expenditures before deducting revenue.
GST (Goods and Services Tax)	The Federal sales tax.

Halifax Water	Halifax Water is the municipal water, wastewater, and stormwater utility serving the residents of the Halifax region. It is owned by HRM and regulated by the Nova Scotia Utility and Review Board.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
LIC	See Local Improvement Charges.
Local Improvement Charges (LIC)	Council may make by-laws imposing charges on individual properties for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
Long Term Capital Plan	The 10-year Capital Plan consisting of a 3-year detailed plan which includes all project costs and funding sources, and a 7-year capital outlook. The first year is approved by Regional Council as the Project Budget. The second and third year are approved as a detailed planning tool.
Mandatory Education	Provincial statute requires that each municipality contribute to education. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the previous year's Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
Multi-Year Financial Strategy	A study undertaken for Regional Council that involved modeling the future financial situation of HRM and implementing a strategy in response. It included Principles of Financial Management, a Reserve Policy, Capital Spending Policy, a Capital Debt Policy, and a business planning process.
Municipal Finance Corporation (MFC)	Crown Corporation of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school



	boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net Expenditures	Total expenditures less off-setting revenues.
Non-Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board (NSUARB)	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance for strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial Police Act and HRM Bylaws.
Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Assessment	The value of real property as determined by the PVSC. PVSC determines both a Residential "Market" value and a Residential "Capped" value (see Property Assessment Cap). Taxes are based on the "Taxable" value which is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Property Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Property Assessment Cap	The percentage that a residential property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous twelve months (October to October). Some properties, such as apartments, are ineligible.
Property Assessment Lift	The total increase in the assessment base from one year to the next; includes Assessment Cap.

Property Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by PVSC. Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the capped value of real property, expressed per \$100 of assessed value.
Property Valuation Services Corporation (PVSC)	Independent, not-for-profit organization that is responsible for assessing all property in Nova Scotia as mandated under the Nova Scotia Assessment Act.
Province	Government of the Province of Nova Scotia.
PVSC	See Property Valuation Services Corporation.
Royal Canadian Mounted Police (RCMP)	Federal policing agency.
RDP-Real Domestic Product	The Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover set costs such as the Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 16 Councilors representing the 16 Districts. Regional council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide the following: <ul style="list-style-type: none"> <li>- Risk Reserve: Funds for unforeseen events involving substantial costs.</li> <li>- Obligations Reserve: Funds for the timely replacement of municipal infrastructure.</li> <li>- Opportunities Reserve: Funds for opportunities that may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity.</li> </ul>
Residential General Tax Rates	The general rate of taxation applied to the taxable value of real property used as a residence, expressed per \$100 of assessed value.

Residential Assessment	The Taxable value of real property (land and buildings) used for residential purposes as assessed by the PVSC.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against resource assessment.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Rural General Tax Rate	See Base General Tax Rate.
Service Drivers	Factors which increase demand for a service. Examples include population growth, new construction, new trends, etc.
Stakeholder	A person with an interest or concern in the HRM budget.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and represent a major shift in the type and manner that services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM.
Supplementary Education	Funding amounts provided to the Halifax Regional Centre for Education and the province-wide Conceil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Charter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.
Surplus	A the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review and approval.
Tax Agreements	Agreements made with corporations and utilities that operate under unique circumstances, which, require special arrangements for how they pay taxes.
Tax Payer	Citizens and businesses of HRM who pay taxes.

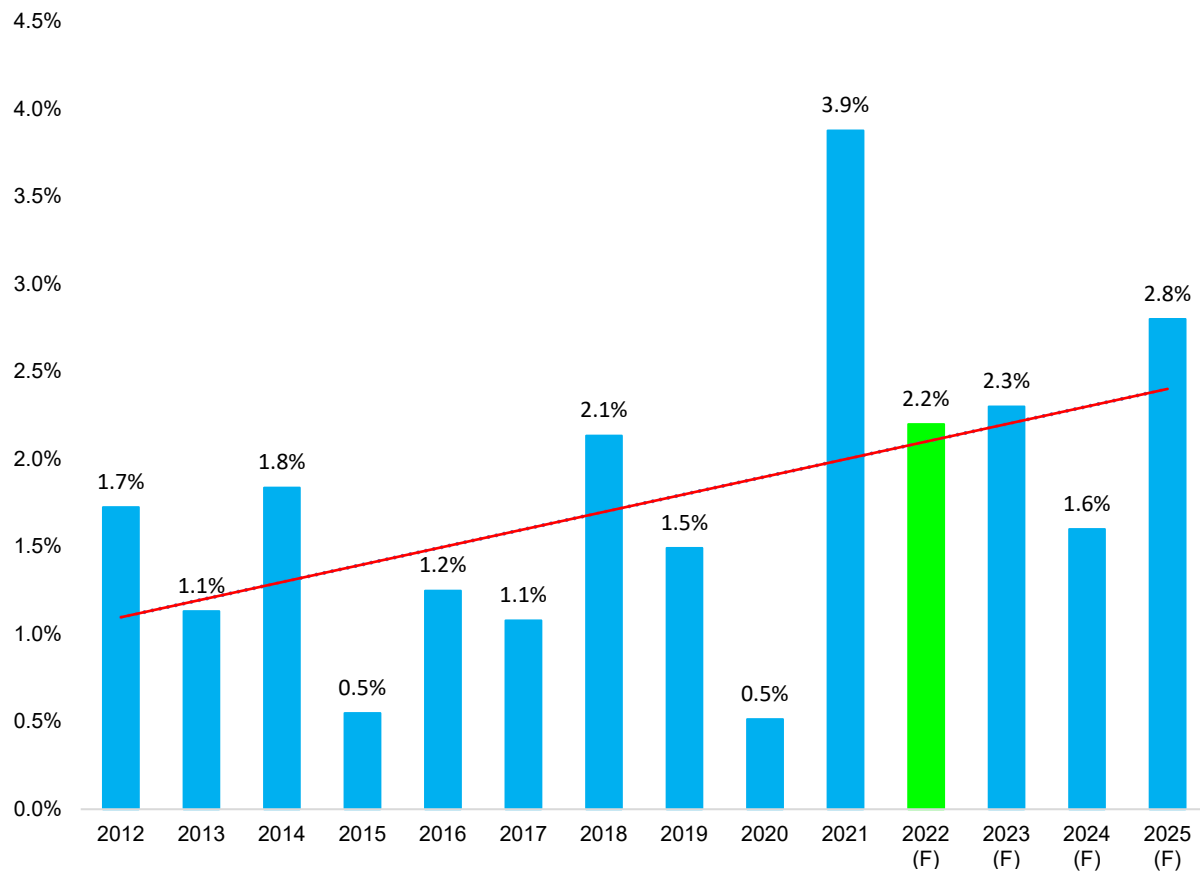
Taxable Assessed Value	The “Taxable” Assessed value is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue.
TPW	Transportation and Public Works
Uniform Assessment	The total of the taxable property assessment plus the value of grants a municipality receives from special property tax arrangements. Uniform assessment is lagged by one year.

**HALIFAX**

**APPENDICES**

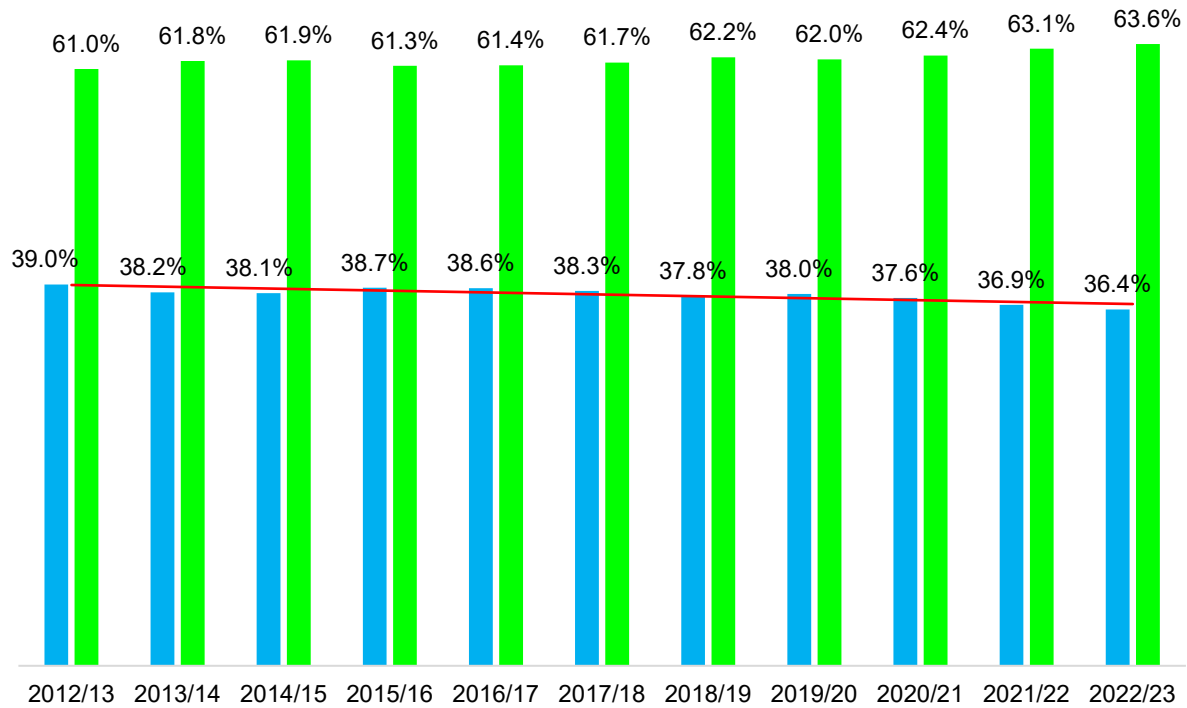
*Select Economic, Tax and Benchmark Data*

**Chart 1 - Halifax Inflation - Change in Consumer Price Index (CPI)**



Source: Statistics Canada and HRM Finance, Canmac Economics, Fiscal Framework (November 2021)  
Inflation is measured on calendar-year basis

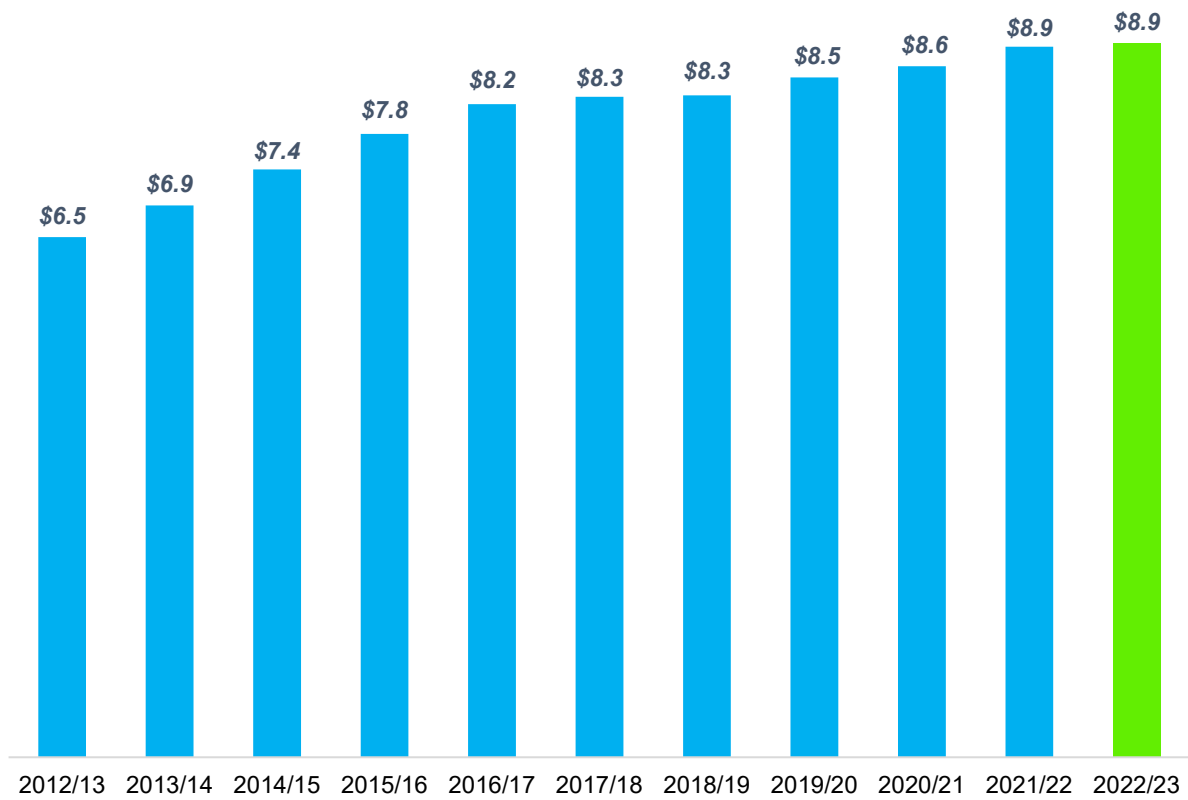
**Chart 2 - Residential and Commercial Property Tax Revenues, Relative Share**



Source: HRM Finance (Budgeted Revenues)

Commercial/Business Occupancy/Tax Agreements  
Residential/Resource  
Linear Trend

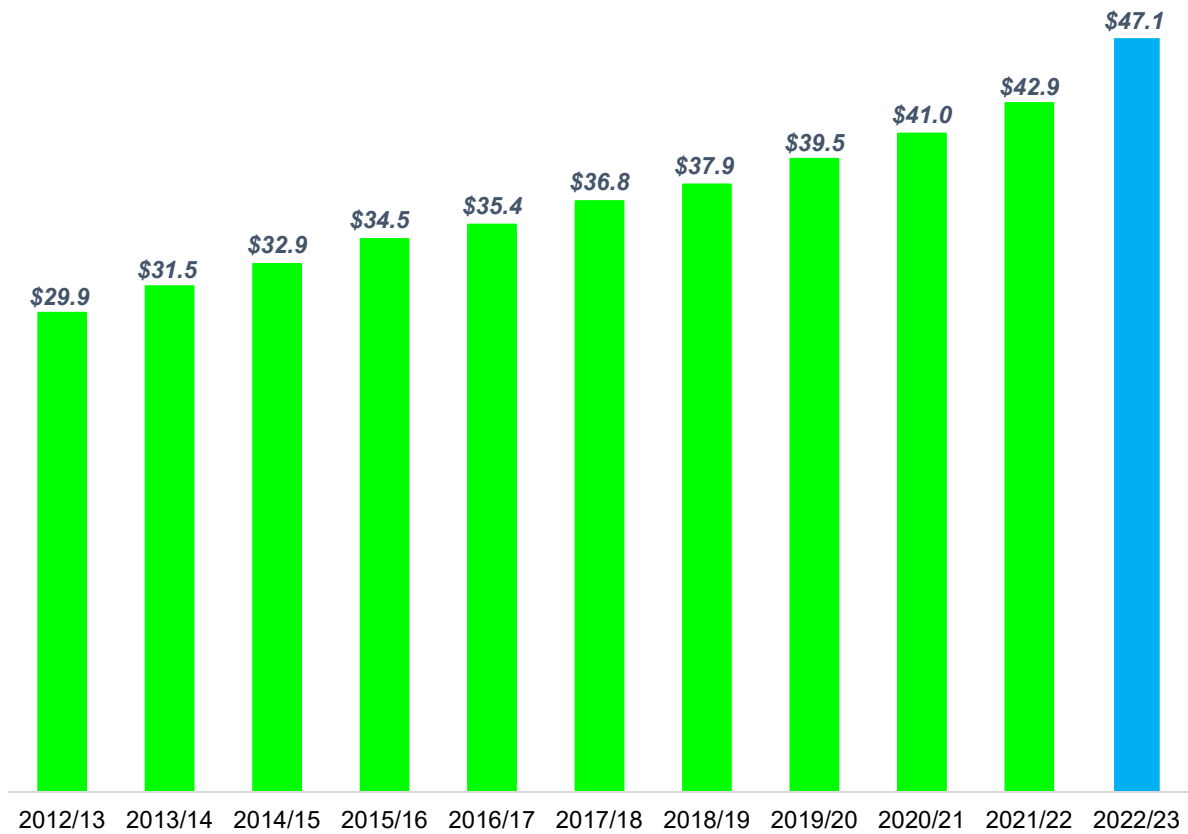
**Chart 3 - Commercial Taxable Assessment Base (Billions)**



Source: PVSC (Property Valuation Services Corporation) Annual Assessment Roll, HRM Finance



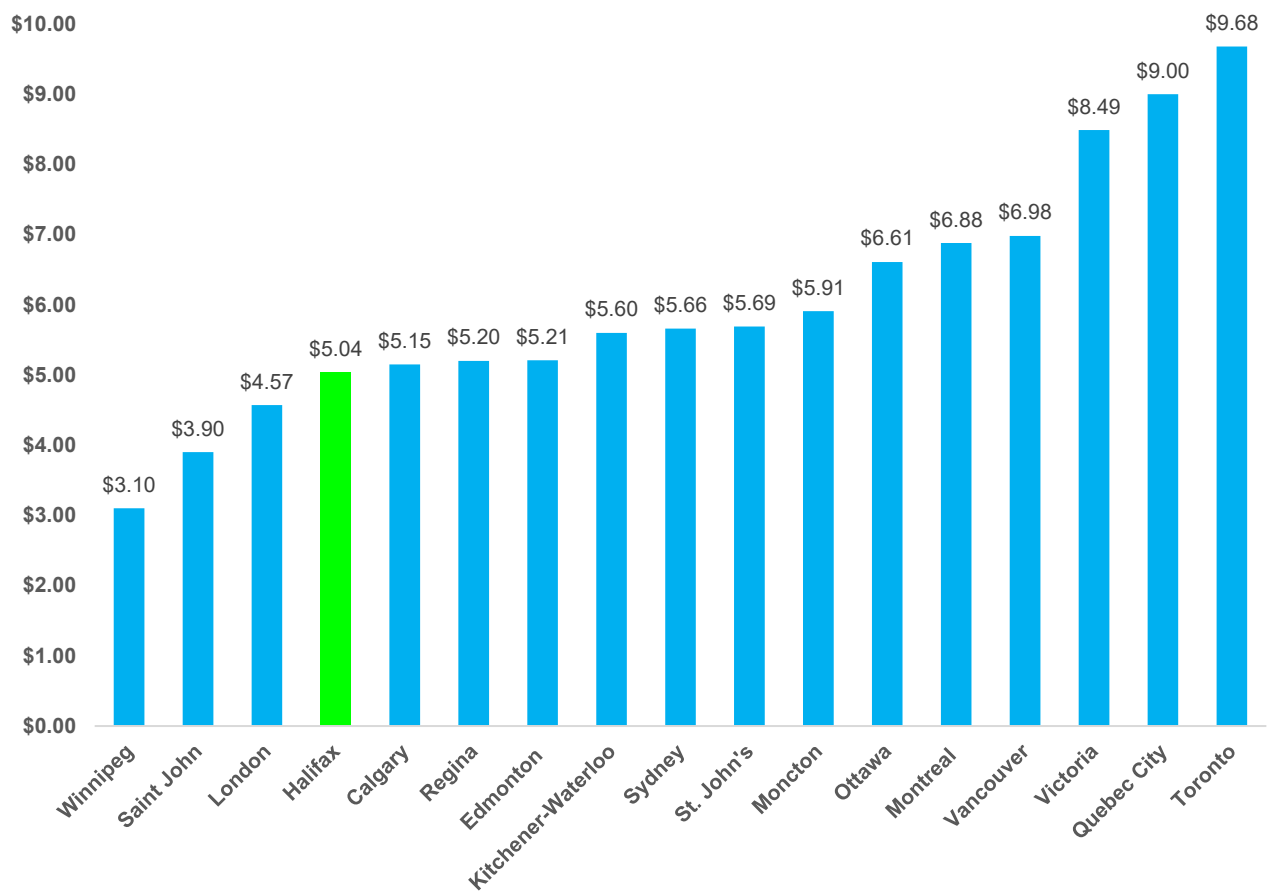
**Chart 4 – Residential / Resource Taxable Assessment Base (Billions)**



Source: PVSC (Property Valuation Services Corporation) Annual Assessment Roll, HRM Finance

**Chart 5 - Commercial Property Tax Survey (Benchmark Cities)**

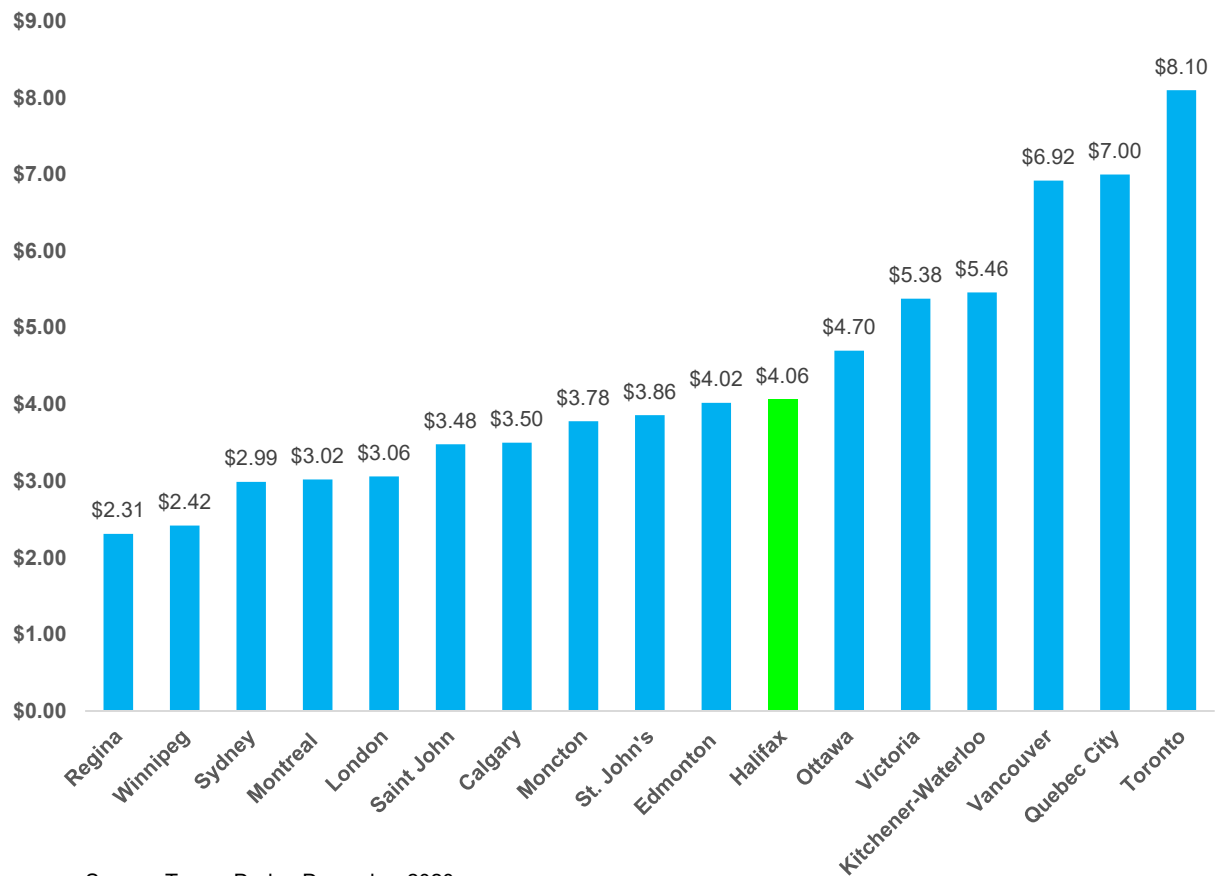
**Property Tax (per square foot) - Class A Office**



Source: Turner Drake, December 2020

## Chart 6 - Commercial Property Tax Survey (Benchmark Cities)

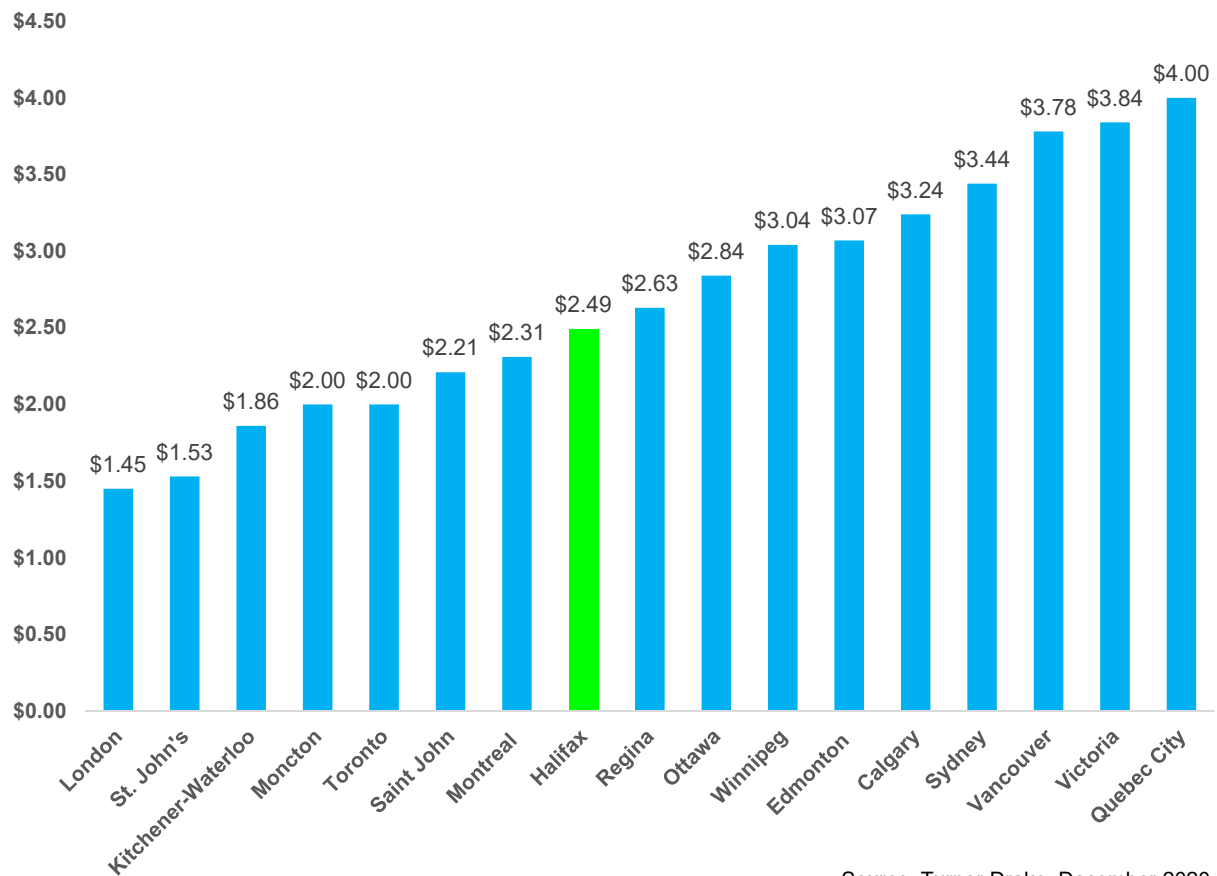
### Property Tax (per square foot) - Class B Office



Source: Turner Drake, December 2020

**Chart 7 - Commercial Property Tax Survey (Benchmark Cities)**

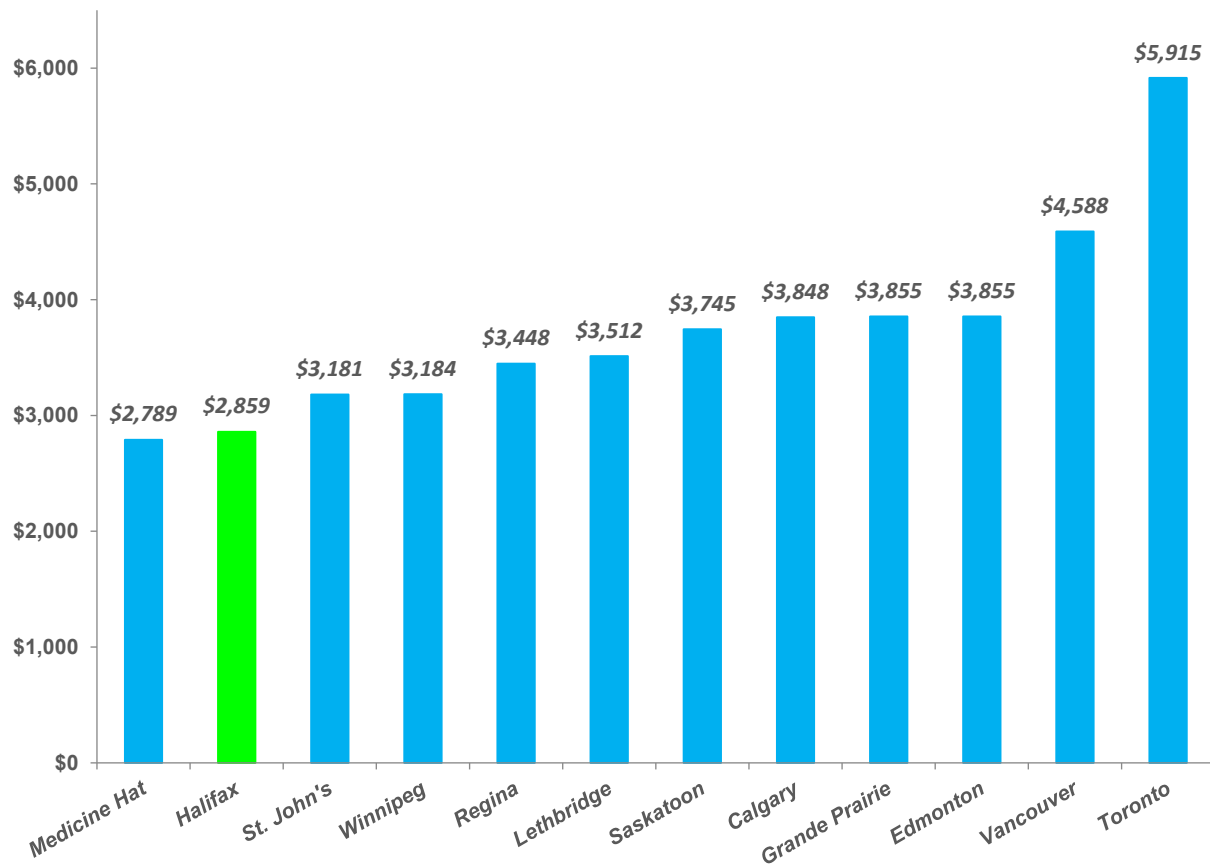
**Property Tax (per square foot) - Light Industrial**



Source: Turner Drake, December 2020

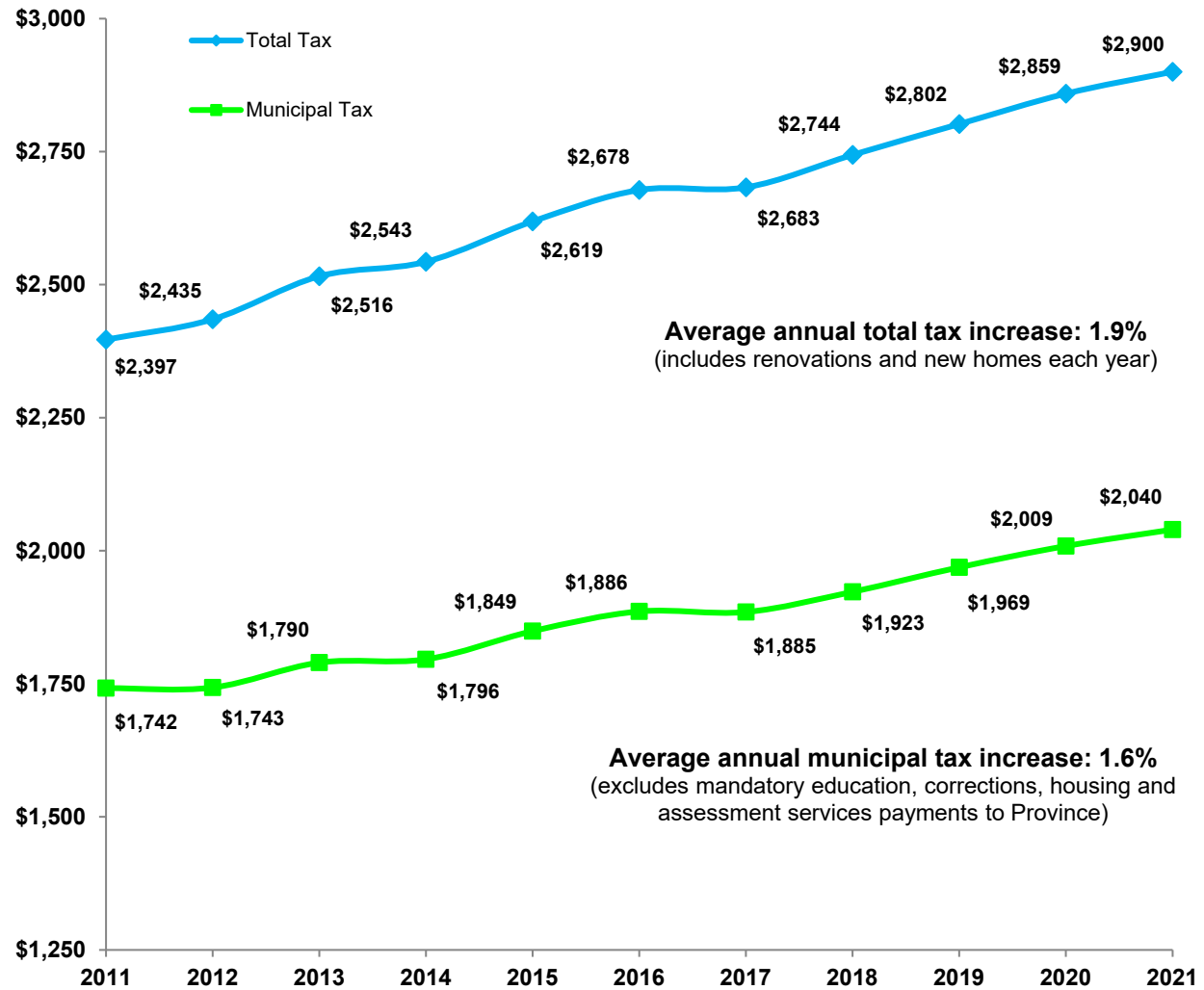
**Chart 8 - 2020 Residential Property Taxes Survey (City of Calgary)**

**Average Property Tax per Single-Family Home**



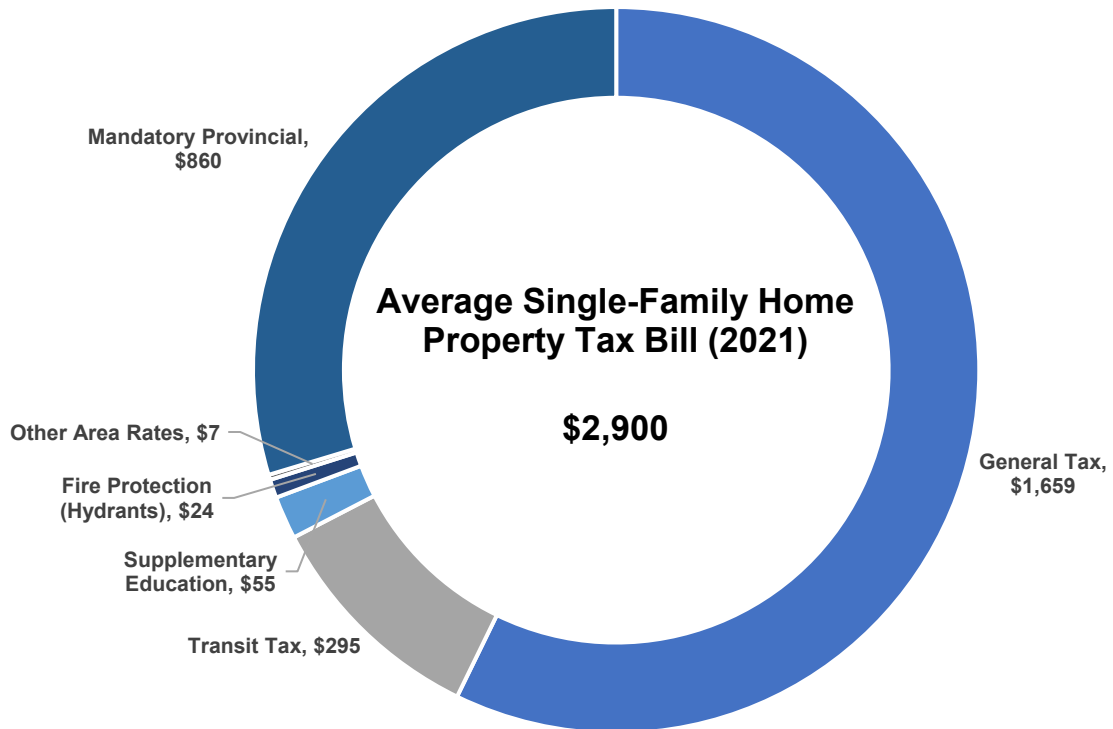
Source: 2020 Residential Property Taxes and Utility Charges Survey, City of Calgary

**Chart 9 - Average Total and Municipal Property Tax Bill, 2011 to 2021**  
**For Single-Family Homes in the Halifax Region**



Source: HRM Finance (final tax bills, fall of each year)

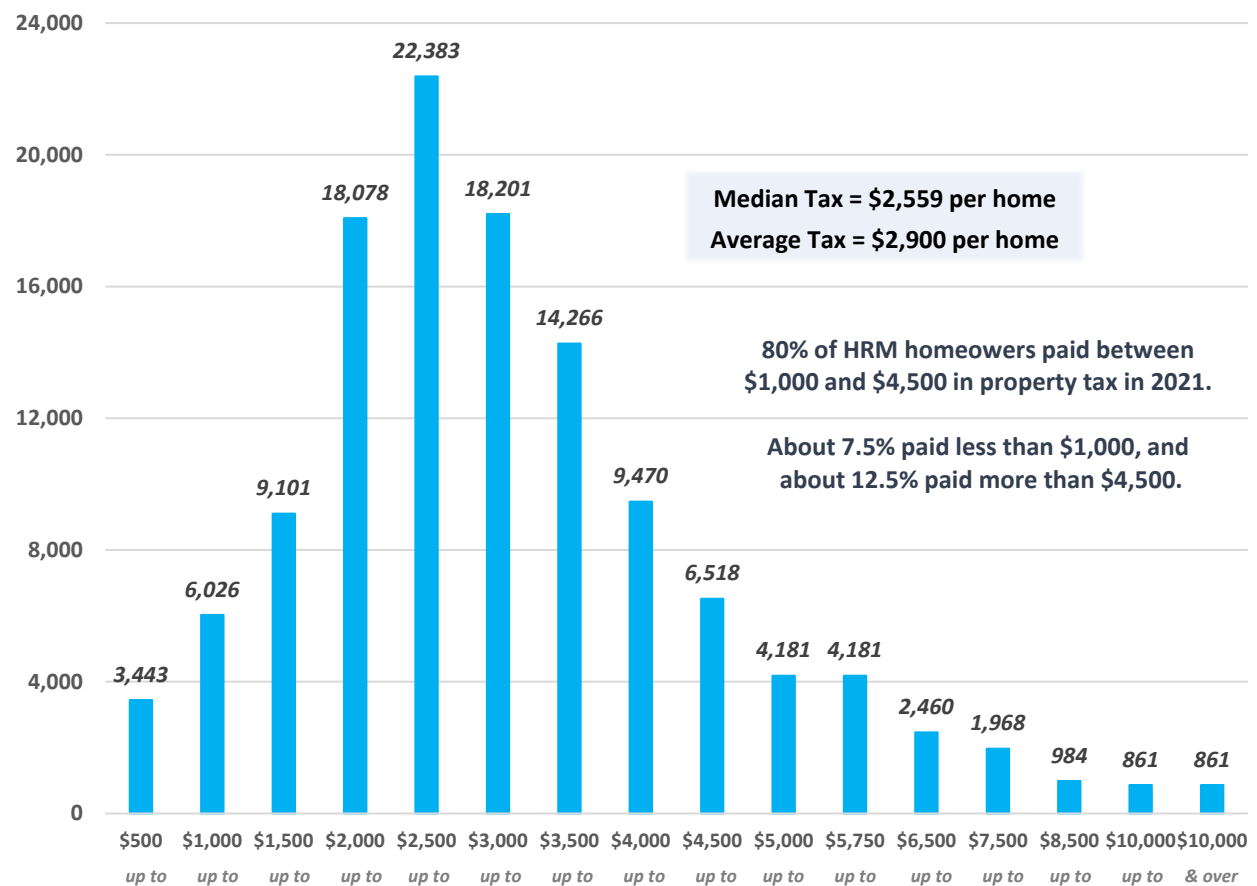
**Chart 10 - 2021 Single-Family Home Property Taxes**  
**Average Total Property Tax per Home**



Source: HRM Finance (final tax bill, fall 2021)

## Chart 11 - 2021 Single-Family Home Property Taxes

### Number of Homes by Total Property Tax



Source: HRM Finance (final tax bill, fall 2020)



## Summary Details - Halifax Total

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
6001 Salaries - Regular	306,108,953	331,394,750	317,639,911	352,871,200	21,476,450	6.5
6002 Salaries - Overtime	14,814,573	16,275,705	25,532,400	15,929,450	(346,255)	(2.1)
6003 Wages - Regular	2,802,990	195,300	40,000	195,300	-	-
6004 Wages - Overtime	52	-	400	-	-	-
6005 PDP & Union Con Incr	61,804	-	(1,153,574)	-	-	-
6050 Court Time	497,675	1,117,300	812,000	1,285,700	168,400	15.1
6051 Shift Agreements	293,870	198,700	231,500	223,700	25,000	12.6
6052 Shift Differentials	301,583	419,600	422,400	419,600	-	-
6053 Extra Duty	258,160	319,900	549,300	612,400	292,500	91.4
6054 Vacation payout	954,316	20,000	804,350	20,000	-	-
6099 Other Allowances	38,359	19,000	4,800	19,500	500	2.6
6100 Benefits - Salaries	62,409,091	65,770,950	64,024,561	67,314,740	1,543,790	2.3
6101 Benefits - Wages	152,012	-	500	-	-	-
6110 Vacancy Management	-	(9,000,600)	(1,548,800)	(13,261,314)	(4,260,714)	47.3
6120 Comp OCC Budget Yr 1	-	938,000	-	1,084,600	146,600	15.6
6150 Honorariums	2,601,527	2,844,400	2,851,300	2,855,200	10,800	0.4
6151 Vehicle Allowance	19,663	-	-	-	-	-
6152 Retirement Incentives	7,339,026	5,358,100	5,158,627	5,291,100	(67,000)	(1.3)
6153 Severance	12,700	-	-	-	-	-
6154 Workers' Compensation	7,557,947	7,844,600	7,405,900	10,265,300	2,420,700	30.9
6155 Overtime Meals	149,985	22,700	16,900	20,200	(2,500)	(11.0)
6156 Clothing Allowance	709,283	672,800	640,400	708,400	35,600	5.3
6157 stipends	163,926	326,500	118,300	300,000	(26,500)	(8.1)
6158 WCB Recov Earnings	(57,370)	(18,300)	(25,700)	(18,300)	-	-
6164 On the Job injuries	232,509	244,400	244,400	244,400	-	-
6190 Compensation OCC trf	-	-	(236,300)	-	-	-
6194 Sick Bank allowance	(1,102,900)	-	-	-	-	-
6199 Comp & Ben InterDept	678,442	2,859,500	1,017,500	5,639,000	2,779,500	97.2
9200 HR CATS Wage/Ben	(2,433,703)	5,778,400	3,084,920	6,315,100	536,700	9.3
9210 HR CATS OT Wage/Ben	(183,870)	(54,000)	(42,500)	(54,000)	-	-
9230 HR CATS OT Meals	(1,000)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>404,379,601</b>	<b>433,547,705</b>	<b>427,593,495</b>	<b>458,281,276</b>	<b>24,733,571</b>	<b>5.7</b>
6201 Telephone/Cable	2,072,910	2,015,250	2,135,781	2,048,700	33,450	1.7
6202 Courier/Postage	1,138,169	1,989,300	966,975	1,256,000	(733,300)	(36.9)
6203 Office Furn/Equip	338,846	422,250	499,350	399,800	(22,450)	(5.3)
6204 Computer S/W & Lic	6,108,555	6,400,800	7,365,148	7,696,800	1,296,000	20.2
6205 Printing & Reprod	698,581	940,900	964,887	853,700	(87,200)	(9.3)
6206 Microfilms	-	-	-	-	-	-
6207 Office Supplies	453,330	532,145	587,415	569,895	37,750	7.1
6208 Binding	1,662	4,600	4,600	10,000	5,400	117.4
6290 Office OCC Transfer	-	6,000	(65,575)	6,000	-	-
6299 Other Office Expenses	182,192	243,800	249,400	193,400	(50,400)	(20.7)
<b>* Office</b>	<b>10,994,245</b>	<b>12,555,045</b>	<b>12,707,981</b>	<b>13,034,295</b>	<b>479,250</b>	<b>3.8</b>
6301 Professional Fees	651,842	881,700	793,400	842,435	(39,265)	(4.5)
6302 Legal Fees	800,898	336,100	845,700	332,600	(3,500)	(1.0)
6303 Consulting Fees	1,251,817	2,137,000	2,226,941	6,443,800	4,306,800	201.5
6304 Janitorial Services	4,091,403	4,510,800	4,784,000	4,872,100	361,300	8.0
6305 Property Appraisal	13,476	91,100	40,000	86,000	(5,100)	(5.6)
6306 Property Survey	39,505	54,500	30,000	54,500	-	-
6308 Snow Removal	1,861,460	2,175,400	2,436,900	2,263,300	87,900	4.0
6309 Litigation Disburse	1,922	7,500	62,500	7,500	-	-
6310 Outside Personnel	1,593,698	1,324,900	1,408,200	1,444,000	119,100	9.0
6311 Security	1,592,432	1,715,000	1,711,900	1,677,500	(37,500)	(2.2)
6312 Refuse Collection	355,959	401,400	451,600	386,900	(14,500)	(3.6)
6314 Prosecution Services	68,456	118,000	112,000	118,000	-	-
6315 Outside Policing	28,040,244	29,672,400	36,297,400	32,556,400	2,884,000	9.7
6316 Real Property Disb	4,050	30,000	26,000	20,000	(10,000)	(33.3)
6390 Extnl Svcs OCC Trsf	-	40,000	(1,322,000)	7,000	(33,000)	(82.5)
6399 Contract Services	93,480,354	88,594,850	93,948,572	103,898,900	15,304,050	17.3
<b>* External Services</b>	<b>133,847,518</b>	<b>132,090,650</b>	<b>143,853,113</b>	<b>155,010,935</b>	<b>22,920,285</b>	<b>17.4</b>

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
6401 Uniforms & Clothing	1,190,816	1,690,600	1,402,050	1,767,800	77,200	4.6
6402 Med & First Aid Supp	65,176	98,000	115,700	100,900	2,900	3.0
6403 Patrol Equip Supplies	360,173	402,200	579,900	436,700	34,500	8.6
6404 Rec Prog Supplies	160,637	292,300	367,800	292,600	300	0.1
6405 Photo Supp & Equip	23,576	27,800	28,400	27,800	-	-
6406 Bridge Tolls	493,386	529,400	528,800	522,200	(7,200)	(1.4)
6407 Clean/Sani Supplies	682,507	710,500	605,100	601,600	(108,900)	(15.3)
6409 Personal Protect Equ	880,395	630,100	635,510	496,650	(133,450)	(21.2)
6490 Supplies OCC Transfer	-	23,800	-	19,700	(4,100)	(17.2)
6499 Other Supplies	328,149	300,800	295,000	306,700	5,900	2.0
<b>* Supplies</b>	<b>4,184,814</b>	<b>4,705,500</b>	<b>4,558,260</b>	<b>4,572,650</b>	<b>(132,850)</b>	<b>(2.8)</b>
6501 Asphalt	284,906	239,100	237,600	239,100	-	-
6502 Chemicals	59,875	211,600	136,700	178,200	(33,400)	(15.8)
6503 Fertilizer	52,249	46,000	49,100	46,000	-	-
6504 Hardware	249,070	217,200	232,000	216,700	(500)	(0.2)
6505 Lubricants	200,226	242,300	288,300	257,600	15,300	6.3
6506 Lumber	69,928	55,600	82,400	54,200	(1,400)	(2.5)
6507 Propane	107,211	190,700	108,800	161,700	(29,000)	(15.2)
6508 Ready Mix Concrete	115,521	171,700	196,950	211,700	40,000	23.3
6510 Road Oils	-	6,700	2,300	6,700	-	-
6511 Salt	913,361	1,621,300	1,623,300	1,441,100	(180,200)	(11.1)
6512 Sand	9,264	30,500	25,900	30,500	-	-
6513 Seeds & Plants	68,947	72,500	80,300	73,500	1,000	1.4
6514 Sods	2,486	12,700	7,400	11,700	(1,000)	(7.9)
6515 Stone and Gravel	25,653	99,400	44,200	99,400	-	-
6516 Topsoil	63,584	76,700	84,100	66,700	(10,000)	(13.0)
6517 Paint	195,119	278,600	254,000	309,100	30,500	10.9
6518 Metal	63,669	46,600	61,500	72,800	26,200	56.2
6519 Welding Supplies	14,870	12,100	12,400	12,800	700	5.8
6599 Other Materials	58,814	72,300	88,100	73,100	800	1.1
<b>* Materials</b>	<b>2,554,754</b>	<b>3,703,600</b>	<b>3,615,350</b>	<b>3,562,600</b>	<b>(141,000)</b>	<b>(3.8)</b>
6602 Electrical	887,290	902,200	1,032,550	970,900	68,700	7.6
6603 Grnds & Landscaping	761,329	121,100	96,700	128,600	7,500	6.2
6604 Bus Gates/Shlfr-R&M	1,656	35,000	6,200	35,000	-	-
6605 Municipal Taxes	954,345	1,066,700	1,025,600	1,040,700	(26,000)	(2.4)
6606 Heating Fuel	581,500	710,400	668,200	751,100	40,700	5.7
6607 Electricity	7,900,934	8,681,250	8,560,650	8,775,250	94,000	1.1
6608 Water	895,407	1,021,000	1,030,100	1,013,300	(7,700)	(0.8)
6609 Elevator & Escalator	110,386	134,700	124,750	137,400	2,700	2.0
6610 Building - Exterior	610,178	442,800	770,500	657,600	214,800	48.5
6611 Building - Interior	679,201	737,500	748,600	668,700	(68,800)	(9.3)
6612 Safety Systems	728,404	397,100	777,800	483,100	86,000	21.7
6613 Overhead Doors	205,919	180,500	208,800	180,300	(200)	(0.1)
6614 Envir Assess/Cleanup	163,616	184,500	163,500	184,500	-	-
6615 Vandalism Clean-up	-	25,000	15,000	25,000	-	-
6616 Natural Gas-Buildings	1,224,860	1,400,200	1,302,250	1,342,600	(57,600)	(4.1)
6617 Pest Management	33,929	50,500	53,600	49,100	(1,400)	(2.8)
6690 Building OCC Transfer	-	-	(63,000)	-	-	-
6699 Other Building Cost	1,812,410	1,016,900	1,614,200	1,189,000	172,100	16.9
<b>* Building Costs</b>	<b>17,551,364</b>	<b>17,107,350</b>	<b>18,136,000</b>	<b>17,632,150</b>	<b>524,800</b>	<b>3.1</b>
6701 Equipment Purchase	1,249,241	1,414,100	2,253,600	1,582,900	168,800	11.9
6702 Small Tools	298,069	257,200	325,199	282,700	25,500	9.9
6703 Computer Equip/Rent	1,414,586	1,857,200	1,891,458	1,680,200	(177,000)	(9.5)
6704 Equipment Rental	231,305	229,100	277,800	222,100	(7,000)	(3.1)
6705 Equip - R&M	837,014	950,300	909,500	983,900	33,600	3.5
6706 Computer R&M	724,456	309,700	496,710	282,400	(27,300)	(8.8)
6707 Plumbing & Heating	437,257	548,700	478,300	530,300	(18,400)	(3.4)
6708 Mechanical Equipment	1,203,671	1,118,300	1,533,750	1,139,300	21,000	1.9
6711 Communication System	1,927,403	1,670,300	1,721,100	1,723,900	53,600	3.2
6731 Airtime	231,930	258,700	258,700	258,700	-	-
6732 Mobile Data	88,808	90,000	90,000	92,000	2,000	2.2

Expenditures	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
<b>* Equipment &amp; Communications</b>	<b>8,643,741</b>	<b>8,703,600</b>	<b>10,236,117</b>	<b>8,778,400</b>	<b>74,800</b>	<b>0.9</b>
6801 Vehicle Purchase	-	-	80,000	-	-	-
6802 Vehicle R&M	10,702,053	12,263,500	11,273,308	11,405,600	(857,900)	(7.0)
6803 Vehicle Fuel - Diesel	7,161,879	7,086,600	11,264,500	11,779,400	4,692,800	66.2
6804 Vehicle Fuel - Gas	1,464,550	999,300	1,750,100	1,461,300	462,000	46.2
6805 Tires and Tubes	1,641,282	1,768,000	1,677,400	1,771,000	3,000	0.2
6806 Vehicle Rentals	142,028	114,200	267,100	146,000	31,800	27.8
6807 Vehicle Leases	1,869	-	2,000	-	-	-
6810 Comm Vehicle R&M	3,096,062	3,279,100	3,109,100	3,096,000	(183,100)	(5.6)
6811 Shop Supplies	104,483	107,100	91,150	107,000	(100)	(0.1)
6890 Vehicle OCC Transfer	-	135,000	-	495,700	360,700	267.2
6899 Other Vehicle Expense	144,306	317,800	1,122,500	783,700	465,900	146.6
<b>* Vehicle Expense</b>	<b>24,458,511</b>	<b>26,070,600</b>	<b>30,637,158</b>	<b>31,045,700</b>	<b>4,975,100</b>	<b>19.1</b>
6901 Membership Dues	626,785	788,400	781,770	829,500	41,100	5.2
6902 Conferences/Workshop	11,007	127,800	79,844	224,100	96,300	75.4
6903 Travel - Local	442,827	750,550	622,800	740,350	(10,200)	(1.4)
6904 Travel - Out of Town	50,397	350,700	230,100	467,200	116,500	33.2
6905 Training & Education	668,637	1,458,900	1,496,931	1,493,800	34,900	2.4
6906 Licenses & Agreements	620,607	735,300	798,015	924,100	188,800	25.7
6907 Commission Fees	150,690	300,000	300,000	300,000	-	-
6908 Medical Examinations	195,136	309,900	276,600	312,400	2,500	0.8
6909 Cost of Sales	541,644	710,900	524,100	470,470	(240,430)	(33.8)
6910 Signage	86,928	137,700	120,800	223,200	85,500	62.1
6911 Facilities Rental	6,631,816	7,080,500	7,021,200	7,438,674	358,174	5.1
6912 Advertising/Promotio	495,696	907,300	1,029,200	1,108,100	200,800	22.1
6913 Awards	81,113	125,700	123,700	122,500	(3,200)	(2.5)
6914 Recruiting	117,627	177,000	153,700	163,100	(13,900)	(7.9)
6915 Research Data Acquis	23,652	115,100	68,000	115,100	-	-
6916 Public Education	51,795	220,700	159,900	257,300	36,600	16.6
6917 Books and Periodicals	2,907,096	2,441,800	2,512,600	2,673,900	232,100	9.5
6918 Meals	49,136	139,850	103,200	150,750	10,900	7.8
6919 Special Projects	1,397,319	1,512,900	1,643,000	1,227,200	(285,700)	(18.9)
6928 Committee Expenses	4,280	17,400	15,200	16,900	(500)	(2.9)
6929 Procurement Card Clg	2,501	200	200	200	-	-
6932 Youth Pr Services	1,375	15,500	32,300	211,000	195,500	1,261.3
6933 Community Events	287,733	1,137,300	1,069,700	1,311,600	174,300	15.3
6936 Staff Relations	12,920	23,500	23,500	23,500	-	-
6937 Corporate Training	117,156	200,000	150,000	150,000	(50,000)	(25.0)
6938 Rewarding Excellence	60,963	127,950	227,082	144,050	16,100	12.6
6940 Fencing	191,905	140,800	279,400	197,800	57,000	40.5
6941 Playground Equipment	63,900	43,400	46,100	53,400	10,000	23.0
6942 Management Fees	505,396	657,100	681,600	671,130	14,030	2.1
6943 Health and Wellness	65,560	54,500	65,500	59,500	5,000	9.2
6946 Branch Programming	20,316	37,000	37,000	37,000	-	-
6947 Literacy/Heritage Pr	35,058	4,500	4,500	-	(4,500)	(100.0)
6950 Region.Serv.Program	320,393	194,000	244,000	394,000	200,000	103.1
6952 Team Serv. Program.	261	-	-	-	-	-
6954 Cash over/under	-	-	(3,400)	-	-	-
6990 Gds & Svcs OCC Trsf	-	-	(120,945)	-	-	-
6999 Other Goods/Services	3,525,790	4,559,200	7,145,745	4,394,100	(165,100)	(3.6)
<b>* Other Goods &amp; Services</b>	<b>20,365,414</b>	<b>25,603,350</b>	<b>27,942,942</b>	<b>26,905,924</b>	<b>1,302,574</b>	<b>5.1</b>
7005 Interdept EXP	-	-	100	-	-	-
7007 ltnTrsf Paper Recyc	-	-	-	-	-	-
7008 ltnTrsf IT & Commun	(8,454)	-	(23,550)	-	-	-
7009 Internal Trfr Other	(31,185)	4,800	77,550	33,200	28,400	591.7
7010 IntTrfr Insur Funds	3,548	350,000	41,100	341,100	(8,900)	(2.5)
7011 Int Trf Record Check	-	4,200	(26,200)	6,200	2,000	47.6
7012 Int Trf Print/Reprod	(11,987)	39,100	(13,570)	5,600	(33,500)	(85.7)
7013 Int Trf Extra Duty	-	(20,000)	67,400	(130,000)	(110,000)	550.0
7015 Int Trf FacilityRent	-	(19,000)	(19,000)	(19,000)	-	-
7099 Interdept Chargeback	-	-	6,500	-	-	-

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
<b>* Interdepartmental</b>	<b>(48,079)</b>	<b>359,100</b>	<b>110,330</b>	<b>237,100</b>	<b>(122,000)</b>	<b>(34.0)</b>
8010 Other Interest	3,981	200	200	200	-	-
8011 Interest on Debentur	6,370,122	7,025,500	5,445,400	4,983,900	(2,041,600)	(29.1)
8012 Principal on Debentu	44,136,806	40,356,500	32,167,600	39,204,900	(1,151,600)	(2.9)
8013 Loan Principal Repay	2,434	2,400	2,400	2,500	100	4.2
<b>* Debt Service</b>	<b>50,513,342</b>	<b>47,384,600</b>	<b>37,615,600</b>	<b>44,191,500</b>	<b>(3,193,100)</b>	<b>(6.7)</b>
8001 Transf Outside Agenc	209,204,132	208,541,150	210,733,950	216,898,250	8,357,100	4.0
8002 Insurance Claims	2,154,661	600,000	1,000,000	700,000	100,000	16.7
8003 Insurance Pol/Prem	2,967,170	3,875,100	3,478,700	4,275,100	400,000	10.3
8004 Grants	12,756,354	6,380,500	23,793,200	6,551,700	171,200	2.7
8005 Tax Exemptions	1,044,998	1,425,000	910,000	1,825,000	400,000	28.1
8006 Tax Concess Non Prof	4,399,161	5,396,000	5,196,000	5,596,000	200,000	3.7
8007 Tax Concess Commerci	4,006,196	4,160,300	3,783,700	4,256,300	96,000	2.3
8009 Fire Protection	7,364,039	9,958,700	9,954,900	9,899,400	(59,300)	(0.6)
8014 Capital from Operati	(285,926)	52,577,000	52,577,000	65,922,000	13,345,000	25.4
8015 Debenture Discount	222,282	-	189,700	226,300	226,300	-
8016 Provision for Allow	2,026,308	3,000,000	3,000,000	3,000,000	-	-
8017 Bank Charges	521,744	600,000	900,000	770,000	170,000	28.3
8022 Transf to/fr Trust	(68,112)	(41,200)	(49,200)	(40,400)	800	(1.9)
8024 Transf to/fr Capital	6,859,139	583,100	4,218,400	262,000	(321,100)	(55.1)
8026 Property Damage	56,425	94,200	94,200	94,200	-	-
8030 Tfr Fr Resvs to Oper	(31,906,914)	(50,964,250)	(50,964,450)	(25,607,850)	25,356,400	(49.8)
8031 Tfr To Resvs Fr Oper	137,413,039	47,092,400	47,014,000	46,775,000	(317,400)	(0.7)
8045 Amortization Expense	513,615	-	-	-	-	-
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	3,835,000	-	-
9000 Prior Yr. Sur/Def	(5,306,241)	(3,096,800)	(4,146,200)	(4,596,300)	(1,499,500)	48.4
9001 Current Yr. Sur/Def	6,461,141	1,012,300	717,400	1,962,300	950,000	93.8
<b>* Other Fiscal</b>	<b>364,238,224</b>	<b>295,028,500</b>	<b>316,236,300</b>	<b>342,604,000</b>	<b>47,575,500</b>	<b>16.1</b>
<b>** Total</b>	<b>1,041,683,449</b>	<b>1,006,859,600</b>	<b>1,033,242,646</b>	<b>1,105,856,530</b>	<b>98,996,930</b>	<b>9.8</b>

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	Budget	2022/23 Δ 21/22 Budget	Δ %
4001 Res. Property Taxes	(270,103,414)	(280,800,000)	(281,139,200)	(299,803,600)	(19,003,600)	6.8
4002 Comm. Property Taxes	(240,232,958)	(239,550,000)	(241,462,500)	(254,579,000)	(15,029,000)	6.3
4005 Resrc Property Taxes	(1,397,790)	(1,287,200)	(1,391,900)	(1,376,500)	(89,300)	6.9
4006 Rec. Non Profit	(22,948)	(17,000)	(17,000)	(17,000)	-	-
4007 Resource Forest Taxes	(41,128)	(42,000)	(42,000)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,955)	(89,000)	(89,000)	(89,000)	-	-
4100 Deed Transfer Taxes	(59,586,687)	(60,000,000)	(77,000,000)	(83,000,000)	(23,000,000)	38.3
4101 Capital Charges	(1,973,852)	(5,316,000)	(8,406,000)	(7,534,600)	(2,218,600)	41.7
<b>* Tax Revenue</b>	<b>(573,447,732)</b>	<b>(587,101,200)</b>	<b>(609,547,600)</b>	<b>(646,441,700)</b>	<b>(59,340,500)</b>	<b>10.1</b>
4201 Area Rate Residential	(155,237,071)	(160,381,800)	(160,227,100)	(169,539,300)	(9,157,500)	5.7
4202 Area Rate Commercial	(38,769,229)	(39,836,200)	(38,672,400)	(36,822,700)	3,013,500	(7.6)
4204 Area Rate Loc Transi	(30,911,420)	(31,730,000)	(32,592,500)	(35,371,100)	(3,641,100)	11.5
4205 Area Rate Reg Transp	(18,971,716)	(19,411,000)	(19,756,100)	(21,737,600)	(2,326,600)	12.0
4206 Area Rate Resource	(806,447)	(793,700)	(793,600)	(783,500)	10,200	(1.3)
<b>* Area Rate Revenue</b>	<b>(244,695,884)</b>	<b>(252,152,700)</b>	<b>(252,041,700)</b>	<b>(264,254,200)</b>	<b>(12,101,500)</b>	<b>4.8</b>
4501 Tax Agreement - NSLC	(740,834)	(738,900)	(724,600)	(692,000)	46,900	(6.3)
4502 Tax Agreement - NSPI	(4,334,006)	(4,474,800)	(4,547,100)	(4,698,500)	(223,700)	5.0
4503 Tax Agreement - Bell	(1,850,770)	(1,789,700)	(1,784,300)	(1,733,700)	56,000	(3.1)
4506 Tax Agreement - Mari	(833,858)	(824,200)	(819,100)	(803,800)	20,400	(2.5)
4507 Tax Agreement - Heri	(1,678,607)	(1,392,000)	(1,609,900)	(1,609,900)	(217,900)	15.7
4508 Tax Agreement - HIAA	(1,665,695)	(1,644,500)	(1,644,500)	(1,648,000)	(3,500)	0.2
4509 Tax Agrmnt - Irving	(1,525,839)	(1,521,300)	(1,082,000)	(1,258,500)	262,800	(17.3)
4550 Tax Agreement - Other	(291,851)	(292,700)	(292,700)	(247,800)	44,900	(15.3)
<b>* Tax Agreements</b>	<b>(12,921,460)</b>	<b>(12,678,100)</b>	<b>(12,504,200)</b>	<b>(12,692,200)</b>	<b>(14,100)</b>	<b>0.1</b>
4601 Grant in Lieu-Fed	(26,073,169)	(25,686,200)	(25,467,800)	(25,696,100)	(9,900)	0.0
4602 Grant in Lieu-Prov.	(9,478,703)	(9,365,100)	(9,265,400)	(10,838,600)	(1,473,500)	15.7

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
4603 Grant in Lieu-CPC	(702,758)	(701,000)	(696,100)	(739,200)	(38,200)	5.4
4605 Grant Lieu-Hflx Port	(1,819,310)	(1,776,400)	(1,718,800)	(1,951,400)	(175,000)	9.9
4606 Grant in Lieu - CBC	(40,778)	(40,700)	(39,900)	(41,700)	(1,000)	2.5
4607 Grant Lieu -Via Rail	(161,716)	(161,300)	(148,100)	(164,400)	(3,100)	1.9
4608 Grant in Lieu - WCB	(129,898)	(129,600)	(123,800)	(133,100)	(3,500)	2.7
4609 Grant in Lieu- Citad	(1,532,603)	(1,528,600)	(1,636,000)	(1,746,100)	(217,500)	14.2
4610 Grant in Lieu-NRC	(66,936)	(66,600)	(62,200)	(464,500)	(397,900)	597.4
4650 Grant in Lieu - Other	(13,462)	(13,500)	(13,500)	(14,100)	(600)	4.4
<b>* Payments in Lieu of taxes</b>	<b>(40,019,333)</b>	<b>(39,469,000)</b>	<b>(39,171,600)</b>	<b>(41,789,200)</b>	<b>(2,320,200)</b>	<b>5.9</b>
4703 Cond.Grant NS(Other)	(55,221,027)	(9,074,300)	(9,074,300)	(9,074,300)	-	-
4704 Conditnl Grnts Other	(8,083,214)	-	(13,555,300)	-	-	-
4706 Uncond.Grant NS(oth)	(3,562,902)	(3,481,000)	(3,582,100)	(3,981,000)	(500,000)	14.4
4750 Other Grants	(4,641,086)	(3,983,000)	(3,983,000)	(3,283,000)	700,000	(17.6)
<b>* Transfers from other Gov'ts</b>	<b>(71,508,229)</b>	<b>(16,538,300)</b>	<b>(30,194,700)</b>	<b>(16,338,300)</b>	<b>200,000</b>	<b>(1.2)</b>
4801 Int. Rev. - Tax	(3,528,125)	(4,500,000)	(3,200,000)	(6,550,000)	(2,050,000)	45.6
4803 Int. Rev. - Cap.Chrg	(467,010)	(285,000)	(473,000)	(283,100)	1,900	(0.7)
4850 Int. Rev. - Other	(107,782)	-	(100,000)	(85,000)	(85,000)	-
4860 Investment Income	(1,673,717)	(750,000)	(1,500,000)	(1,965,000)	(1,215,000)	162.0
<b>* Interest Revenue</b>	<b>(5,776,633)</b>	<b>(5,535,000)</b>	<b>(5,273,000)</b>	<b>(8,883,100)</b>	<b>(3,348,100)</b>	<b>60.5</b>
4901 Parking Station Rev	(1,193,687)	(2,800,000)	(2,446,000)	(2,843,000)	(43,000)	1.5
4902 Fines Fees	(1,103,607)	(10,000)	(272,000)	(4,500)	5,500	(55.0)
4903 Building Permits	(6,441,182)	(4,600,000)	(8,000,000)	(11,767,000)	(7,167,000)	155.8
4904 Plumbing Permits	(205,894)	(146,000)	(210,000)	(240,000)	(94,000)	64.4
4905 St. Opening Permits	(213,303)	(235,300)	(561,700)	(570,000)	(334,700)	142.2
4906 Subdivision Applic.	(174,769)	(140,000)	(180,000)	(200,000)	(60,000)	42.9
4907 Taxi Licenses	(107,013)	(90,000)	(124,000)	(158,000)	(68,000)	75.6
4908 Animal Licenses	(171,788)	(175,000)	(175,000)	(175,000)	-	-
4909 False Alarm Recovery	(547,700)	(530,000)	(590,000)	(530,000)	-	-
4911 Zoning Fees	(128,150)	(104,000)	(115,000)	(115,000)	(11,000)	10.6
4912 Signs & Encroachments	(981,687)	(841,000)	(841,000)	(835,000)	6,000	(0.7)
4914 Grade Alterations	(481,150)	(537,600)	(240,000)	(240,000)	297,600	(55.4)
4915 Minor Variance	(42,787)	(39,000)	(39,000)	(30,000)	9,000	(23.1)
4916 Vending Licenses	(15,351)	(40,000)	(40,000)	(40,000)	-	-
4920 Development Permits	(685,624)	(605,000)	(750,000)	(850,000)	(245,000)	40.5
4921 Parking Permit Rev	(68,105)	(120,000)	(200,000)	(200,000)	(80,000)	66.7
4922 Parking Ticket Rev	(926,288)	(3,800,000)	(1,820,000)	(4,025,000)	(225,000)	5.9
4950 Other Lic. & Permits	(170,262)	(82,000)	(336,200)	(180,000)	(98,000)	119.5
4951 By-Law F300 Revenue	(1,875,122)	(1,696,300)	(1,696,300)	(1,696,300)	-	-
5101 Parking Rentals	(1,596,638)	(1,832,000)	(2,073,500)	(2,613,100)	(781,100)	42.6
5102 Facilities Rentals	(1,862,787)	(2,472,500)	(2,330,600)	(2,452,500)	20,000	(0.8)
5107 Rental Ball Fields	(89,191)	(158,900)	(176,500)	(262,500)	(103,600)	65.2
5108 Rental Sportsfields	(42,354)	(85,000)	(164,400)	(171,500)	(86,500)	101.8
5109 Rental Parks	(8,552)	(15,000)	(19,000)	(20,000)	(5,000)	33.3
5110 Rental Sports Courts	(10,169)	(8,000)	(15,000)	(50,000)	(42,000)	525.0
5111 RTAL Weather Fields	(98,732)	(168,900)	(243,500)	(410,000)	(241,100)	142.7
5150 Other Rental Revenue	-	(1,800)	(2,000)	(2,700)	(900)	50.0
5151 Lease Revenue	(857,180)	(971,900)	(739,000)	(767,600)	204,300	(21.0)
5201 Fare Revenue	(15,888,882)	(26,757,800)	(23,418,100)	(30,832,800)	(4,075,000)	15.2
5204 Administration Fees	-	(1,000)	(1,100)	(1,000)	-	-
5205 Tax Certificates	(424,738)	(500,000)	(1,250,000)	(1,200,000)	(700,000)	140.0
5206 Stipends	(38,378)	(46,000)	-	-	46,000	(100.0)
5209 Comm. Events Rev.	(197,674)	(1,000)	(111,400)	(88,000)	(87,000)	8,700.0
5210 Sport & Fitness Rev.	(238,839)	(513,200)	(541,600)	(912,500)	(399,300)	77.8
5212 Leisure Skills Rev.	(19,607)	(169,500)	(51,500)	(300,400)	(130,900)	77.2
5213 Play. & Camp Rev.	(172,720)	(494,800)	(598,200)	(893,600)	(398,800)	80.6
5215 Aquat.Rev.-Instuct.	(109,890)	(662,200)	(490,000)	(1,184,100)	(521,900)	78.8
5216 Aquat.Rev.-Recreat.	(28,050)	(111,200)	(81,000)	(215,400)	(104,200)	93.7
5219 Ice Rentals	(2,875,784)	(4,024,300)	(3,923,900)	(3,695,200)	329,100	(8.2)

Revenues	2020/21	2021/22	2021/22	2022/23		
	Actual	Budget	Projections	Budget	Δ 21/22 Budget	Δ %
5220 Public Skates	-	-	(100)	-	-	-
5225 Tipping Fees-Waste R	(1,111,909)	(1,490,000)	(1,290,000)	(1,625,000)	(135,000)	9.1
5227 Photocopier Revenue	(30,308)	(76,800)	(36,800)	(56,000)	20,800	(27.1)
5228 Membership Revenue	(115,460)	(432,400)	(407,300)	(655,700)	(223,300)	51.6
5229 Tax Sale Admin Fees	-	(50,000)	(125,000)	(90,000)	(40,000)	80.0
5239 Cultural Programs	(43,811)	(116,300)	(102,200)	(240,400)	(124,100)	106.7
5250 Sales of Svcs-Other	(1,069,157)	(1,127,100)	(1,063,600)	(1,450,800)	(323,700)	28.7
5253 Subdiv Insp Fees	(31,121)	(10,000)	(10,000)	(10,000)	-	-
5255 Engineering Fees	(10,293)	-	-	-	-	-
5256 SOT Revenue	(972,495)	(1,532,500)	507,000	(1,872,500)	(340,000)	22.2
5402 Sale of Bottles	(11,583)	(50,300)	(12,000)	-	50,300	(100.0)
5403 Sale-Other Recycle	(1,143,873)	(993,300)	(2,393,300)	(1,800,000)	(806,700)	81.2
5404 Canteen Revenue	(298)	(151,600)	-	(151,600)	-	-
5450 Other Sales Revenue	(3,080)	(5,000)	(2,000)	(88,600)	(83,600)	1,672.0
<b>* Fee Revenues</b>	<b>(44,637,022)</b>	<b>(61,621,500)</b>	<b>(59,801,800)</b>	<b>(78,812,300)</b>	<b>(17,190,800)</b>	<b>27.9</b>
5502 HRWC Dividend	(5,951,443)	(6,472,000)	(6,627,000)	(6,803,000)	(331,000)	5.1
5503 Advertising Revenue	(665,893)	(842,000)	(628,600)	(836,500)	5,500	(0.7)
5504 StormWater ROW Levies	(3,766,193)	(3,922,000)	(3,922,000)	(3,922,000)	-	-
5508 Recov External Parti	(28,976,212)	(18,591,800)	(20,649,666)	(22,551,330)	(3,959,530)	21.3
5509 NSF Chq Fee	(320)	(1,400)	-	-	1,400	(100.0)
5520 Donations	(106,309)	(15,600)	(15,600)	(20,000)	(4,400)	28.2
5600 Miscellaneous Revenue	(3,221,125)	(1,919,000)	(2,420,300)	(2,512,700)	(593,700)	30.9
<b>* Other Revenue</b>	<b>(42,687,494)</b>	<b>(31,763,800)</b>	<b>(34,263,166)</b>	<b>(36,645,530)</b>	<b>(4,881,730)</b>	<b>15.4</b>
<b>** Total</b>	<b>(1,035,693,787)</b>	<b>(1,006,859,600)</b>	<b>(1,042,797,766)</b>	<b>(1,105,856,530)</b>	<b>(98,996,930)</b>	<b>9.8</b>
<b>Net Total</b>	<b>5,989,662</b>	<b>0</b>	<b>(9,555,120)</b>	<b>0</b>	<b>-</b>	<b>-</b>



# HALIFAX

