

# Budget and Business Plan

2023/24



HALIFAX

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# Message from the Chief Administrative Officer

On behalf of the administration, I'm pleased to share the 2023/24 Budget and Business Plan for the Halifax Regional Municipality.

As you'll read in more detail, this budget has been carefully developed to prioritize the needs of our residents, as well as ensure that we have the resources to meet their expectations. Guided by our vision and mission, and through consistent demonstration and support of our values, this budget is a true reflection of Regional Council's strategic priorities.

The 2023/24 municipal budget invests in critical areas such as transportation, public safety, infrastructure management and addressing climate change. By doing so, we're creating a foundation for sustainable growth and development in our municipality. We've allocated significant funding towards improving our public transportation system, making it more accessible and efficient for all residents. This budget also includes provisions to develop affordable housing, which will help ensure that our residents can access safe, quality and low-cost housing.

Furthermore, this budget prioritizes public safety with funds allocated to the creation of a new Community Safety business unit, as well as additional funding for Halifax Regional Fire & Emergency services. We're also investing in the maintenance and enhancement of critical infrastructure, such as roads and bridges, to ensure they remain safe and functional for years to come.



I'm confident that our comprehensive and forward-thinking approach will continue to help us create a vibrant, safe and sustainable municipality of which we can all be proud.

Thanks, and take care,  
**Cathie O'Toole, Chief Administrative Officer**

# Executive Summary & Budget 2023/24 Overview

The Halifax region has seen unprecedented growth over the past several years. Growth in population, demand for municipal services and higher-than-normal inflation has added a considerable amount of pressure on the budget. The municipality's approach to the 2023/24 Budget was to balance the demand and cost of services, while remaining fiscally responsible.

During the 2023/24 Budget and Business Planning process, the municipality rationalized its expenditures and sought ways to mitigate the impact of inflation and maintain services. Without this work, the required increase in tax revenues to cover increasing expenditures would have far exceeded 5.9 per cent. The increases are in line with inflation and reflect the resources required to carry out the priorities of Regional Council.

## 2023/24 Budget at a Glance

**OPERATING BUDGET \$979.6M**

**CAPITAL PLAN \$333.3M**

**AVERAGE RESIDENTIAL  
TAX BILL INCREASE 5.9%**

**MUNICIPAL RESIDENTIAL TAX  
RATE DECREASE 0.794 TO 0.760**

## 2023/24 BUDGET HIGHLIGHTS



**15**  
additional rural fire fighters



**\$0.3 million**  
increased funding for Halifax Public Libraries' collections



**\$0.4 million**  
new Community Safety business unit



**\$0.5 million**  
affordable access to recreation



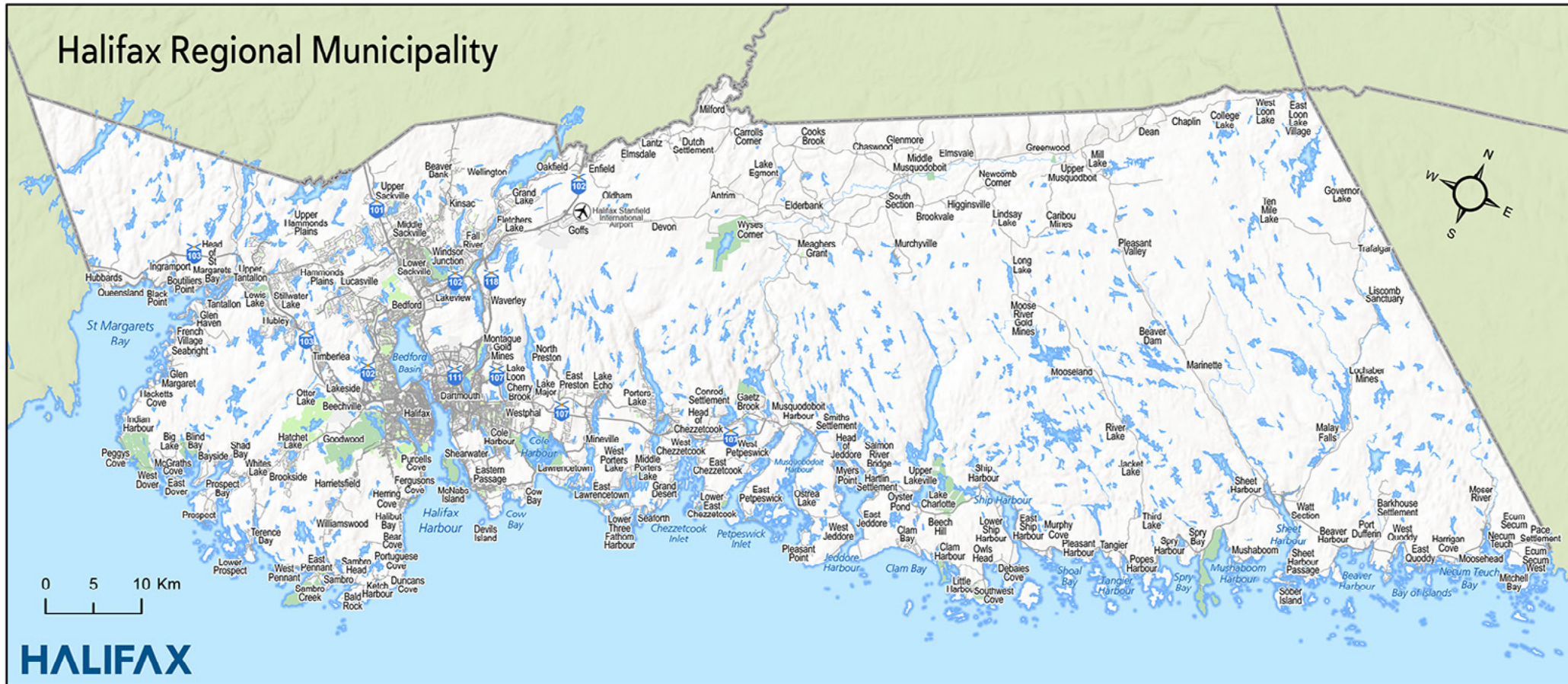
**\$1.1 million**  
to address homelessness



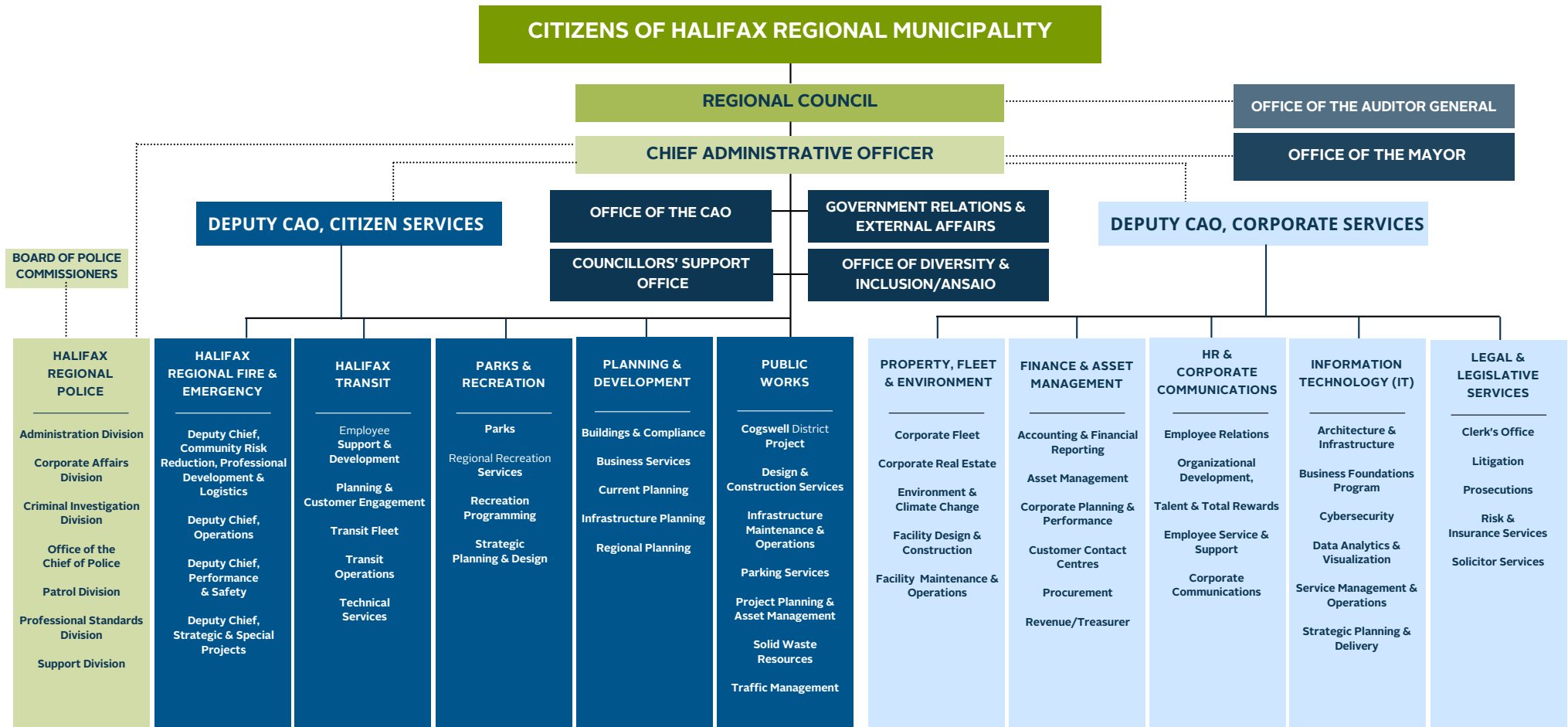
**\$0.1 million**  
increased funding for arts programs



# Map of the Halifax Region



# MUNICIPAL ORGANIZATIONAL CHART\*



\* Organizational chart reflects 2022/23 to align with budget developed during this period. Updated organizational chart for 2023/24 is found in Appendix C, on page T9



# Introduction

The Halifax Regional Municipality is the thriving economic hub of Canada's East Coast.

With a population of approximately 480,582<sup>1</sup>, the Halifax region is the largest and most diverse municipality within Nova Scotia. The municipality's landmass covers almost 5,500 sq km and approximately 49 per cent of Nova Scotia's population resides within the municipality, as well as over 55 per cent of the provincial gross-domestic product (GDP)<sup>2</sup>. The Halifax region has both significant suburban and rural areas, with a concentrated urban mix. The municipality's attractive rural, suburban and urban lifestyle choices, spanning over 200 communities, drives the Halifax region's population growth rate. Over the past three years, the municipality has been one of the top three fastest growing municipalities in Canada.

The Halifax region has all the right ingredients for businesses to succeed and grow – including a highly

educated workforce, strategic location, low business costs and an innovation advantage. It has one of the most diverse economies in Canada, with several strong sectors including information technology, gaming and digital media, financial services, ocean technology, shipbuilding, aerospace and defence, transportation and logistics, post-secondary education, public administration, and health and life sciences. The municipality has one of the largest concentrations of post-secondary institutions in Canada, as well as one of the most educated workforces in North America, with almost 70 per cent of the working-age population with post-secondary certification. The municipality offers a sustainable, talented workforce for its knowledge-based economy.

Combined with smart public investment, a concentration of professional services and a growing number of high-productivity firms, the Halifax region is well-placed in a world of economic volatility and uncertainty.



<sup>1</sup> Source: Statistics Canada, Annual Demographic Estimates, as of July 2022, January 2023 Update

<sup>2</sup> Source: Canmac Economics, Halifax Region Economic Outlook- September 2022 Update

# SUMMARY

## STRATEGIC PRIORITIES PLAN 2021-25

### 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 citizens. *We make a difference.*

### VALUES

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



## PROSPEROUS ECONOMY

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

### ECONOMIC GROWTH

Economic opportunities are seized to promote and maximize balanced growth, reduce barriers for businesses, support local economies and showcase the region's strengths to the world.

### HOLISTIC PLANNING

Informed decisions are made about housing, municipal services, and employment and quickly directs growth to the right places in a way that furthers community goals.

### TALENT ATTRACTION, RETENTION & DEVELOPMENT

A global and welcoming community that attracts, retains, and develops talent.

## COMMUNITIES

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

### SAFE COMMUNITIES

Residents and visitors feel safe and are supported by a network of social and transportation infrastructure that helps community members thrive.

### INVOLVED COMMUNITIES

Residents are actively involved in their communities and enjoy participating and volunteering in a wide range of leisure, learning, social, recreational and civic opportunities.

### INCLUSIVE COMMUNITIES

Residents are empowered as stewards and advocates for their communities, and work with the municipality and others to remove systemic barriers.

### AFFORDABLE COMMUNITIES

The municipality demonstrates leadership and fosters partnerships that provide access to a range of quality, affordable municipal amenities and services, including housing options, in safe vibrant communities.

## INTEGRATED MOBILITY

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

### CONNECTED & HEALTHY LONG-RANGE MOBILITY PLANNING

The mobility network supports active living, growth and development, linking people and communities with goods, services and opportunities whether walking, rolling, cycling, using public transit and/or driving.

### SAFE & ACCESSIBLE MOBILITY NETWORK

A well-maintained network that supports all ages and abilities by providing safe, flexible and barrier-free journeys throughout the region.

### AFFORDABLE & SUSTAINABLE MOBILITY NETWORK

A responsible investment approach that maximizes the use of existing mobility infrastructure and aligns with climate and social equity goals.

## ENVIRONMENT

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

### NET-ZERO EMISSIONS

Achieve net-zero municipal operations emissions by 2030 and strive for community-wide emission reductions of 75 per cent by 2030 and net-zero by 2050.

### CLIMATE RESILIENCE

Communities, infrastructure and natural systems are prepared to withstand and recover quickly from climate impacts.

### PROTECTED & SUSTAINABLE ENVIRONMENT

Healthy and protected ecosystems support biodiversity and connected habitats, and enhanced quality of life.

## RESPONSIBLE ADMINISTRATION

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

### WELL-MANAGED

Appropriate stewardship of municipal affairs inspires the trust and confidence of residents.

### FINANCIALLY PREPARED

Finances are planned and managed to ensure sustainability, support growth and deliver quality municipal services.

### COMMUNITY-FOCUSED

Residents are engaged in the development of public policy and plans.

## OUR PEOPLE

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

### ENGAGED & SKILLED PEOPLE

People are engaged and have the required skills and experience to provide excellent service to our communities.

### DIVERSE, INCLUSIVE & EQUITABLE ENVIRONMENT

Diversity, inclusion and equity are fostered to support all our people in reaching their full potential.

### HEALTHY & SAFE WORKPLACE

A commitment to health, safety and wellness is demonstrated to our people.

## SERVICE EXCELLENCE

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

### EXCEPTIONAL CUSTOMER SERVICE

Residents receive exceptional accessible and inclusive service provided through customer-centric planning and continuous improvement.

### INNOVATIVE PERFORMANCE EXCELLENCE

Current and future needs are met through forward thinking, innovation and collaboration.



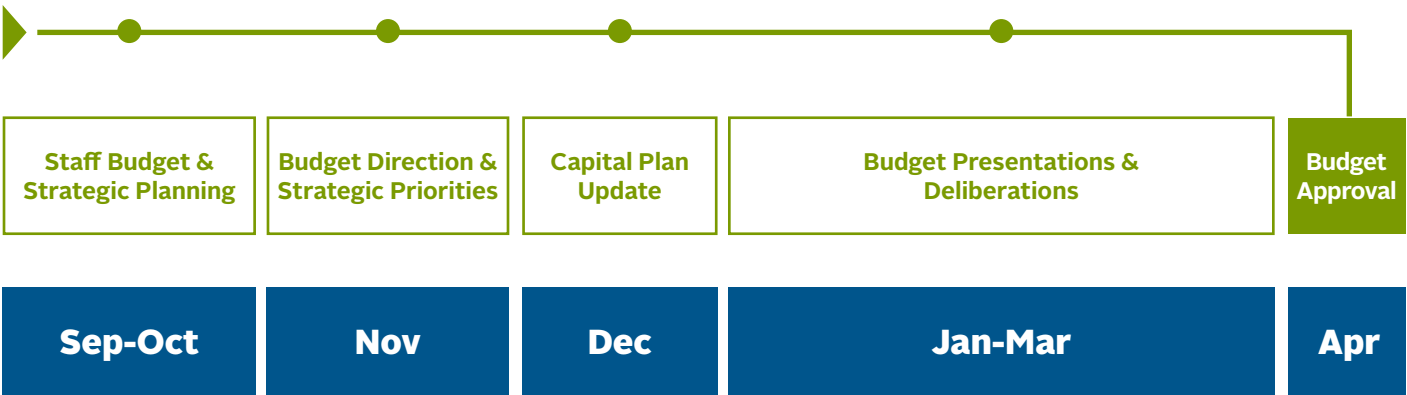


# APPROACH TO BUDGETING

The 2023/24 Budget and Business Plan was built using the strategic priorities in the 2021-2025 Strategic Priorities Plan. At the beginning of each budget cycle, Finance & Asset Management staff meet with all individual business units to review their proposed plans for the upcoming fiscal year. Business units outline the services and service levels they intend to deliver in the forthcoming fiscal year, as well as the funds required to deliver on those plans. The total required funding is then consolidated and reviewed, through a fiscally sustainable

lens, by Finance staff who take the requested funding and balance it against a reasonable level of property taxes. As an outcome of that process, financial targets are issued to each business unit that will allow them to achieve their priorities.

These financial targets form the basis of the annual Budget Direction report, presented to Budget Committee. The Budget Direction sets the foundation upon which each business unit will build its proposed budget.



## Public engagement

Engaging the public is a key part of the annual budget cycle. The *Municipal Services Survey* is conducted every two years, alternating with the more detailed and in-depth Resident Survey. The 2022 *Municipal Services Survey* is an abbreviated version of the 2021 *Resident Survey* and is intended to be a ‘pulse survey’ to supplement the more rigorous Resident Survey, at a lower cost. The *Municipal Services Survey* provides information to support decision making, however, due to the non-random sampling approach, the survey cannot be used to draw inferences from the sample of the population of the Halifax region.

The 2022 survey asked about residents' satisfaction with municipal services and where residents would like to see

investments in municipal services and programs. It also provided a section on HalifACT – the municipality's long-term climate action plan. Additionally, the municipality invites any member of the public to provide feedback, or present, to the Budget Committee in advance of each business unit's Budget and Business Plan presentation. Over the past few months, the municipality conducted over 25 meetings/ sessions in a public forum during the annual budget process. This is a comprehensive approach which provides ample opportunity for public input to assist in the development and ratification of the municipal budget.

# FINANCIAL POLICIES

The following section outlines the legal financial policies that guide the municipality's Finance & Asset Management staff as they build the annual budget.

## Basis of accounting

The municipality's financial information has been prepared to conform in all material respects to the accounting principles prescribed pursuant to Section 451 of the *Municipal Government Act Nova Scotia* by the Department of Municipal Affairs and Housing and adheres to its Financial Reporting and Accounting Manual (FRAM) and is intended for the use of members of Regional Council of the Halifax Regional Municipality.

The Operating Budget sets out the expected net actual result of revenue and expenses of the municipality's Operating Fund, to the extent that those revenues and expenses are included in the calculation of the municipality's estimate of required sums as determined under Section 93 of the *Halifax Regional Municipality Charter*, the basis for the general tax rate. As per FRAM Section 3(1)(a)(iv)D Operating Reserve Fund, if the municipality's operating fund statement of operations results in a surplus, the surplus shall be transferred to the operating reserve.

## Significant accounting policies

Revenue and expenses included in the determination of the general rate surplus are recorded on an accrual basis except as noted below:

- Interest expense is recorded on a cash basis;
- Debt principal repayments are deducted as an expense;
- Inter-fund transfers are included in the financial results of the Operating Fund;
- Transfers from the Operating Fund to purchase or construct tangible capital assets are deducted as an expense; and
- Amortization of tangible capital assets, changes in the value of the liability for employee sick leave and the liability for contaminated sites no longer in use.

## Reconciling budgeting and financial reporting

There are important differences between how municipalities prepare their budgets and business plans

versus the requirements of how financial statements are prepared. The municipality's budget is prepared using the modified accrual accounting basis. This is done to meet the requirement outlined in section 93(8) of the *Halifax Regional Municipality Charter*:

*The tax rates must be those that the Council deems sufficient to raise the amount required to defray the estimated requirements of the Municipality.*

The intent of this section of the charter is that the municipality must prepare a balanced budget where funding outflows are matched with funding inflows. Funding inflows into the Operating Budget would be:

- Property and deed transfer tax revenues;
- User fees, fines and fares; and
- Transfers from financial reserves.

Whereas outflows from the budget would be the following items:

- Expenditures (such as salaries, maintenance);
- Capital Plan funding from the Operating Budget; and
- Debt repayments.

The annual financial statements are prepared on an accrual basis (as described above). The difference between the two would be the following:

- Consolidation of related entities;
- Debt principal repayments;
- Transfers between funds (capital, operating and reserves); and
- Depreciation of capital assets.

A reconciliation between these two approaches is provided in the notes to the annual financial statements.



# Discussion and Analysis

## ECONOMIC ENVIRONMENT: GLOBAL AND LOCAL

The Halifax Regional Municipality has the highest real incomes and output per person in the Atlantic region. The municipality accounts for approximately 48 per cent of the provincial population, and approximately 55 per cent of provincial GDP. Nova Scotia's economic fundamentals have improved but remain mixed:

- According to the Nova Scotia Department of Finance, potential GDP growth for the province (the economy's sustainable rate of growth over the long run) is roughly 1.5 per cent. This is largely due to slower growth in the labour force and improving, but relatively weak, productivity growth;
- National monetary and fiscal policies will continue to tighten, dampening short-term economic activity. Recent economic research suggests consumers are less sensitive to borrowing costs than models indicate; and
- The municipality's employment level and GDP growth outlook have surpassed pre-COVID-19 pandemic levels. The municipality's economic position has strengthened markedly owing to a substantially higher level of skilled immigration and supportive national fiscal policy since 2015.
- The Consumer Price Index (CPI) in 2022 year-over-year increased by 7.6 per cent<sup>3</sup> in Nova Scotia and in 6.3 per cent for Canada, which is an indication of the significant inflationary pressures being faced by the municipality and across the country.



<sup>3</sup> Nova Scotia Department of Finance - Statistics

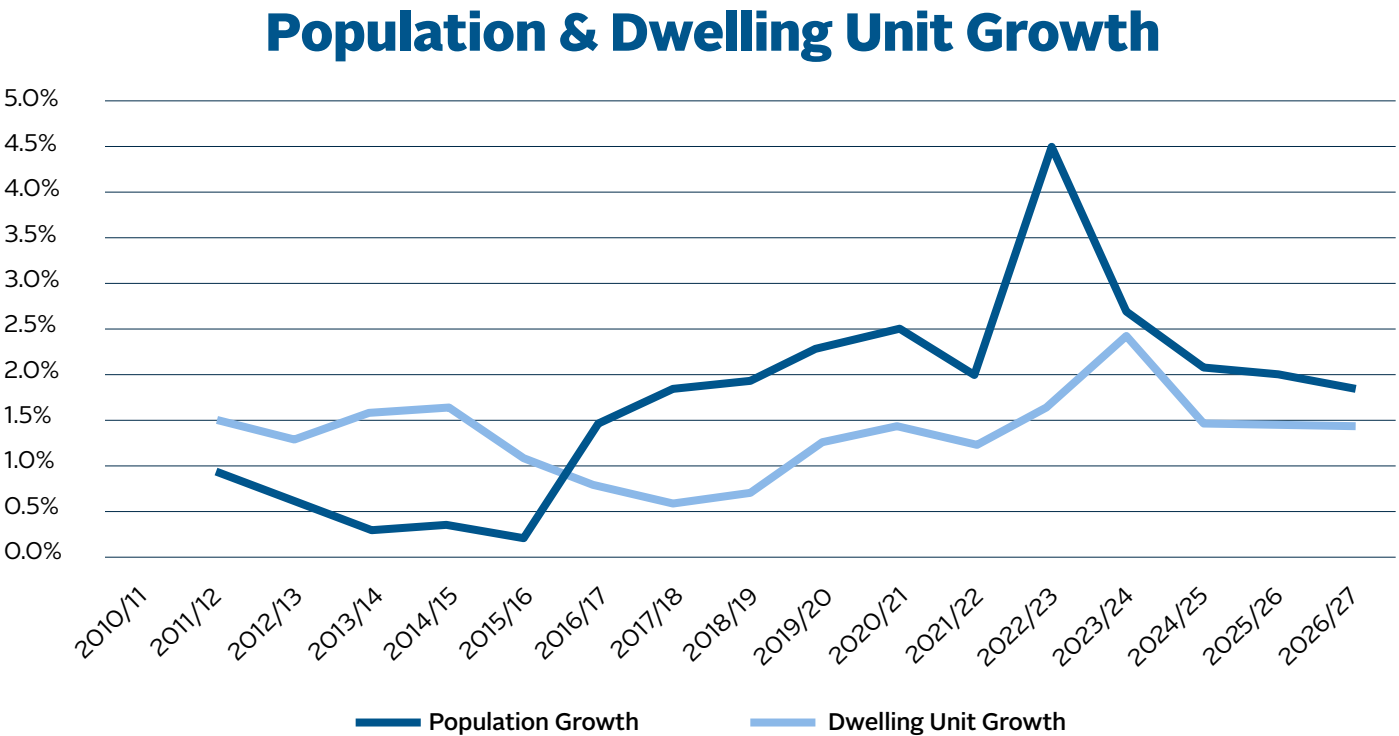
Nova Scotian municipalities are heavily dependent on property tax. Approximately 81 per cent of the Halifax Regional Municipality's revenues come from residential, resource and commercial property taxes, tax agreements, and payments in lieu of tax. Property tax tends to be less responsive to short-run economic activity but is a highly reliable source of revenue for local governments. Of note:

- Commercial real estate has shown significant recovery post-COVID-19, with the total assessment base increasing by 8.5 per cent in 2023, as illustrated in Figure 7 further in the document. This is the highest single-year growth experienced in many years. The industrial real estate class has seen the highest commercial growth in the municipality, as well as other cities across Canada. This growth is being fueled by significant strength in Canadian e-commerce, leading to an explosion in demand for industrial space to accommodate for the required

distribution and logistics network expansion. This demand was increased during COVID-19, however it is expected to continue;

- Residential housing stock has experienced above-trend price growth, due to a combination of variable financial conditions and continued housing supply challenges. These supply pressures, as well as historically low vacancy rates, have also created upward pricing trends for the rental market leading to high rental price increases which have outpaced most other major Canadian municipalities over the last few years<sup>4</sup>; and
- The Halifax region is currently experiencing significant levels of growth in both population and dwelling units, creating strong economic growth in the municipality and across the Atlantic region. With this growth also comes challenges around affordability and housing<sup>5</sup>. These trends are depicted in Figure 1 below.

Figure 1 – Population and dwelling unit counts, actual and forecast



Source: Canmac Economics, Halifax Region Economic Outlook – September 2022; 2010/11 – 2022/23 Population: Statistics Canada; 2010/11 – 2022/23 Dwelling Units: Property Valuation Services Corporation Annual Assessment Reports

<sup>4</sup> 2022 CBRE Canadian Lenders' Market Update

<sup>5</sup> CBC News "From bubble to boom? New report shows economic momentum in Atlantic Canada" March 22, 2023

# OPERATING BUDGET

The Operating Budget includes expenditures that are required to run the municipality and provide essential services to residents, such as compensation for staff and contractors, fuel, building maintenance, materials, debt charges, as well as a transfer from the Operating Budget to the Capital Plan. 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.

2023/24 municipal expenditures will total \$979.6 million (figure 6 outlines the increase in expenditures from 2023/24). The municipality has both accountability and revenue-raising power for these expenditures. Major areas of cost increases include compensation increases and inflationary pressures across all expenditures, most notably fuel costs; as noted on page B1. The municipality's population has grown markedly since 2015, and as a result, costs to provide municipal services have also increased, including growth in the number of new staff positions (also known as full-time equivalents), compensation levels and capital asset repair.

Figure 2 below shows the summary of the municipal budget balance, from 2022/23 to 2023/24.

*Figure 2 – Summary of municipal budget balance, 2022/23 compared to 2023/24 (in millions)*

Expenditures	2022/23 Budget	2023/24 Budget
<b>Gross expenditures</b>	<b>\$1,105.9</b>	<b>\$1,171.8</b>
Less: mandatory provincial costs	\$(180.2)	\$(192.2)
<b>Municipal expenditures</b>	<b>\$925.7</b>	<b>\$979.6</b>
Less: revenues	\$(312.8)	\$(321.7)
<b>Net municipal expenditures</b>	<b>\$612.9</b>	<b>\$657.9</b>
Less: general and transit tax levy	\$(612.9)	\$(657.9)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>

As the number of dwellings increases (function of population growth), the pressure on service costs also increases. 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 includes compensation and related costs. Often, improved services mean more staff. For instance, the expansion of Halifax Transit services in the municipality is influenced by higher population levels as well as a demand for more transportation services. In turn, this means a higher Capital Plan is required to support the purchase of additional buses. This also leads to additional bus drivers and Halifax Transit support employees, funded through the Operating Budget.



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 Plan). A full list of costs is included in Figure 3 below.

Figure 3 – Budgeted expenditures by category from 2022/23 to 2023/24

Category	Expense Budget (in \$M's)			Expense % of total Budget	
	2022/23 Budget	2023/24 Budget	% Change	2022/23 Budget	2023/24 Budget
Compensation & Benefits	\$458.3	\$481.6	5.1%	49.5%	49.2%
Office	\$13.0	\$13.6	4.6%	1.4%	1.4%
External Services	\$155.0	\$162.7	5.0%	16.7%	16.6%
Supplies	\$4.6	\$4.5	-2.2%	0.5%	0.5%
Materials	\$3.6	\$3.6	0.0%	0.4%	0.4%
Building Costs	\$17.6	\$18.5	5.1%	1.9%	1.9%
Equipment & Communications	\$8.8	\$9.6	9.1%	1.0%	1.0%
Vehicle Expenses	\$31.0	\$40.7	31.3%	3.3%	4.2%
Other Goods & Services	\$26.9	\$28.4	5.6%	2.9%	2.9%
Interdepartmental	\$0.2	\$(0.3)	-250.0%	0.0%	0.0%
Debt Service	\$44.2	\$44.7	1.1%	4.8%	4.6%
Other Fiscal	\$162.5	\$172.0	5.8%	17.6%	17.6%
<b>Total Municipal Expenditures</b>	<b>\$925.7</b>	<b>\$979.6</b>	<b>5.8%</b>	<b>100.0%</b>	<b>100.0%</b>



The municipality provides services through its various business units. These expenditures are detailed below in Figure 4.

Figure 4 – Expenditures by business unit (in millions)

Business Unit Expenditures	2022/23 Budget	2022/23 (% of total Exp.)	2023/24 Budget	2023/24 (% of total Exp.)
<b>Public Safety Service:</b>				
Halifax Regional Fire & Emergency	\$78.5	8.5%	\$85.5	8.7%
Halifax Regional Police	\$100.9	10.9%	\$108.3	11.1%
RCMP	\$32.3	3.5%	\$33.0	3.4%
<b>Total</b>	<b>\$211.7</b>	<b>22.9%</b>	<b>\$226.8</b>	<b>23.2%</b>
<b>Public Service:</b>				
Halifax Transit	\$123.6	13.4%	\$131.5	13.4%
Halifax Public Libraries	\$29.2	3.2%	\$29.5	3.0%
Property Fleet & Environment	\$46.4	5.0%	\$50.9	5.2%
Parks & Recreation	\$50.2	5.4%	\$51.5	5.3%
Planning & Development	\$27.4	3.0%	\$24.9	2.5%
Public Works	\$119.1	12.9%	\$124.1	12.7%
<b>Total</b>	<b>\$395.9</b>	<b>42.8%</b>	<b>\$412.4</b>	<b>42.1%</b>
<b>Governance and Support Service:</b>				
Auditor General	\$1.1	0.1%	\$1.2	0.1%
CAO Business Unit	\$15.6	1.7%	\$18.2	1.9%
Finance & Asset Management	\$19.5	2.1%	\$20.2	2.1%
Human Resources	\$11.7	1.3%	\$12.7	1.3%
Legal & Legislative Services	\$9.0	1.0%	\$9.1	0.9%
Information Technology	\$31.4	3.4%	\$32.8	3.3%
<b>Total</b>	<b>\$88.3</b>	<b>9.5%</b>	<b>\$94.2</b>	<b>9.6%</b>
<b>Total</b>	<b>\$695.9</b>	<b>75.2%</b>	<b>\$733.4</b>	<b>74.9%</b>
Fiscal Services	\$229.8	24.8%	\$246.2	25.1%
<b>Total Municipal Expenditures</b>	<b>\$925.7</b>	<b>100%</b>	<b>\$979.6</b>	<b>100%</b>

The municipality's full-time equivalent (FTE) positions by business unit are detailed below in Figure 5. Increase in FTEs is driven by new programs, service enhancements, or service demands as the municipality and population served grows.

Figure 5 – Full-time equivalent positions by business unit

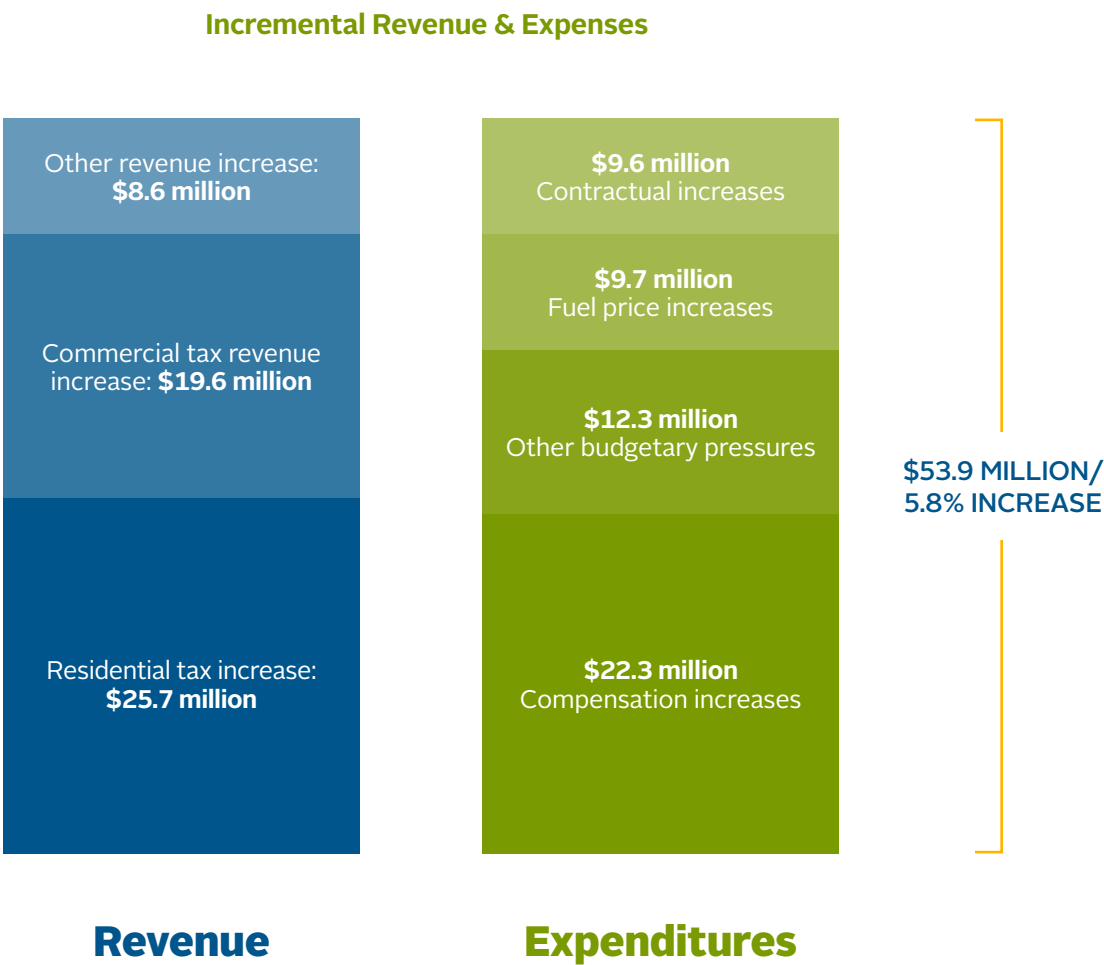
Business Unit FTEs	2022/23 Budget	2023/24 Budget	Change
<b>Public Safety Service:</b>			
Halifax Regional Fire & Emergency	575.6	597.6	22.0
Halifax Regional Police	821.1	816.1	(5.0)
<b>Total</b>	<b>1,396.7</b>	<b>1,413.7</b>	<b>17.0</b>
<b>Public Service:</b>			
Halifax Transit	1,057.5	1,057.4	(0.1)
Halifax Public Libraries	329.0	329.0	-
Property Fleet & Environment	204.8	206.8	2.0
Parks & Recreation	486.1	508.0	21.9
Planning & Development	242.5	247.5	5.0
Public Works	410.4	418.2	7.8
<b>Total</b>	<b>2,730.3</b>	<b>2,766.9</b>	<b>36.6</b>
<b>Governance and Support Service:</b>			
Auditor General	9.6	9.6	-
Chief Administrative Office	60.0	66.3	6.3
Finance & Asset Management	229.6	235.4	5.8
Human Resources & Corporate Communications	98.6	104.0	5.4
Legal & Legislative Services	77.2	77.8	0.6
Information Technology	161.1	145.1	(16.0)
<b>Total</b>	<b>636.1</b>	<b>638.2</b>	<b>2.1</b>
<b>Total Municipal FTEs</b>	<b>4,763.1</b>	<b>4,818.8</b>	<b>55.7</b>



# BUDGET GROWTH

Incremental changes to the year-over-year budget are the result of operating pressures and increased resourcing to support Regional Council-directed initiatives as well as the Capital Plan. The incremental increase to the budget is offset by revenue increases from a combination of property taxation and other revenue. As a result, the average residential property tax bill will increase by 5.9 per cent, which is made up by a combination of an increase to the average assessed value of 10.7 per cent and a municipal tax rate decrease of -4.3 per cent. The other revenue is primarily from increased interest revenues because of higher interest rates, transit fares due to higher ridership volume and increased parking fares due to changes in the paid parking times. The incremental growth in revenues and expenses is detailed below in Figure 6.

Figure 6 – Incremental municipal revenues & expenses





# PROPERTY TAXATION REVENUES

As already mentioned, Canadian municipalities rely on property tax as their major source of revenue. Approximately 81 per cent of the Halifax Regional Municipality's revenues come from residential, resource and commercial property taxes, tax agreements, and payments in lieu of tax. Important municipal services – such as Halifax Regional Police, Halifax Regional Fire & Emergency, Parks & Recreation, Halifax Transit and roadways – are primarily funded through the collection of a property tax rate of assessed property values, which includes residential, commercial and resource (land) property types.

Property tax is a reliable, stable source of revenue for municipal governments and tends to be more visible or predictable to the taxpayer because of the general stability of property value, as well as the close correlation between assessed value and the final taxation bill calculation. Property tax is based on the theory that higher-valued properties have a greater ability to pay tax. There are two major components to the calculation of property tax: the assessed value of properties and the property tax rate. The value of the assessment base is established annually by an independent provincial agency, Property Valuation Assessment Corporation (PVSC), using established international standards of real property assessment.

Nova Scotia's assessment represents market values from the previous year, although single-family homes are eligible to have their values capped at the Nova Scotia Consumer Price Index.

The Halifax region has experienced a period of historic residential market value increase, which has seen the selling price of single-family households rise

dramatically over a relatively short period of time. This market increase was driven by many factors, including the population of the municipality growing at one of the fastest rates in the country, housing supply not keeping up with increasing demand, historically low cost of borrowing and loosening of COVID-19 related restrictions, which created a wave of residential housing demand. These factors have led to a large increase in the taxable assessment value of single-family households, which have sold and seen the assessment cap removed and reset. This, combined with a period of extremely high inflation, caused the assessment cap on qualifying residential properties to increase by 7.7 per cent compared to an increase of 5.4 per cent in 2022. This resulted in a dramatic increase in the total taxable residential value of 12.8 per cent year-over-year as outlined in Figure 7 below.



Figure 7 – Residential and commercial assessment taxable value: 2019/20 to 2023/24 (in billions)

(billions)	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Residential</b>	\$ 39.5	\$ 41.1	\$ 42.7	\$ 46.8	\$ 52.8
<b>Commercial</b>	\$ 8.5	\$ 8.6	\$ 8.9	\$ 8.9	\$ 9.7
year-over-year change (%)					
<b>Residential</b>	4.2%	4.0%	4.0%	9.6%	12.8%
<b>Commercial</b>	2.7%	1.6%	2.8%	0.6%	8.5%

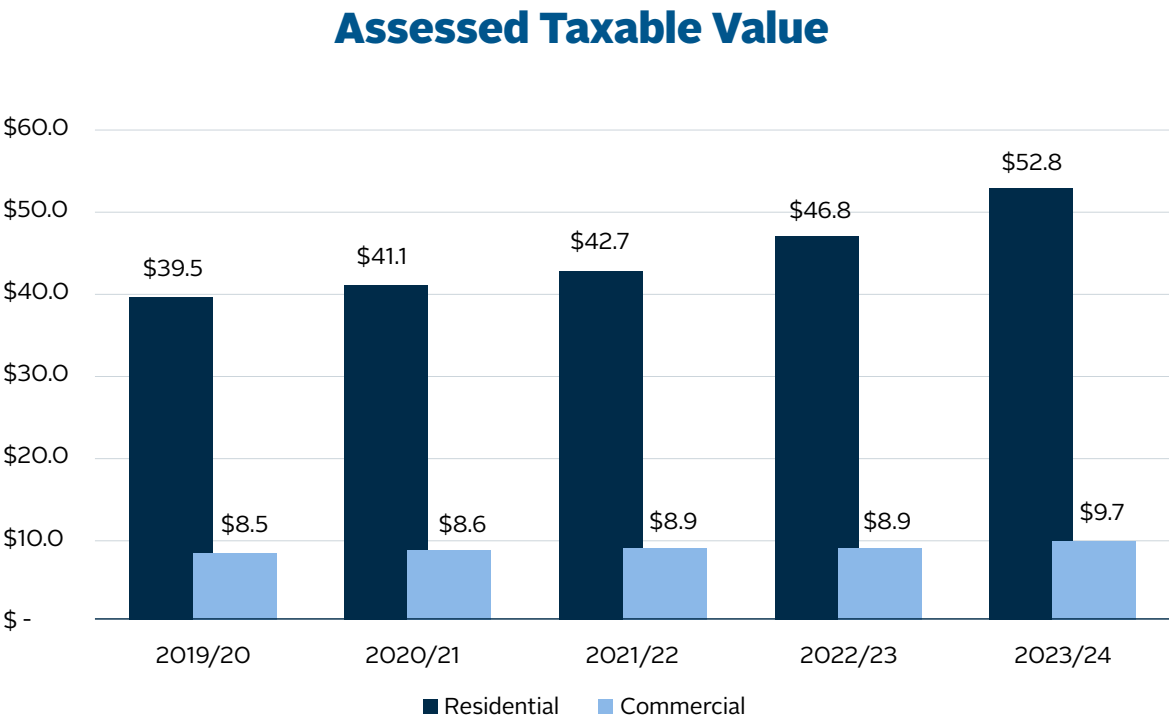
Source: Property Valuation Services Corporation

Commercial property values have begun to recover after a period of COVID-19 pandemic-related decline. Uncertainty around commercial assessment growth will remain into the future. The economics of commercial property space are changing and the economy itself is facing conflicting signs going forward in the wake of eight consecutive interest rate increases by the Bank of Canada to help control inflation<sup>6</sup>.

Figure 8 below details residential and commercial assessment taxable values from 2019/20 to 2023/24.



Figure 8 – Actual assessment growth, official assessment (residential and commercial)



<sup>6</sup> The Globe and Mail “Bank of Canada expected to hold rates steady in face of conflicting economic signals” March 5, 2023

Commercial property values experience substantial volatility in their price level compared to the residential 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 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 Budget Direction, formerly known as the Fiscal Framework. The Budget Committee then reviews the proposed budget for each business unit, as well as the impact on services. After this review, Regional Council then confirms or adjusts their decision on the average tax bill and calculates the final tax rates. Final tax rates, average household assessment and average tax bill data are summarized below in Figures 9 to 11.

Figure 9 – Average residential single-family household assessment, tax rate and bill

	2022/23	2023/24	% Change
Assessment	\$272,100	\$301,100	10.7%
Mun. Tax Rate	0.794	0.760	-4.3%
Average Tax Bill	\$2,160	\$2,288	
Increase \$		\$128	
Increase %		5.9%	





The municipality has various residential tax rates, including three residential general tax rates (that vary by urban, suburban and rural areas), a dedicated residential tax for Halifax Transit – the Local Transit tax (paid by those within one kilometre of a local route) and a Climate Action Tax to fund major climate change initiatives. Specific tax rates are detailed below in Figure 10.

Figure 10 – Residential municipal tax rates

Residential	2022/23 Approved	2023/24 Approved	% Change
Urban General Rate	0.626	0.649	3.5%
Suburban General Rate	0.593	0.616	3.7%
Rural General Rate	0.593	0.616	3.7%
Local Transit Rate	0.098	0.091	-7.1%
Regional Transportation Rate*	0.047	-	-100.0%
Climate Action Tax	0.023	0.020	-13.0%

\*Regional Council removed the Regional Transportation Rate for 2023/24

A new commercial taxation policy became effective on April 1, 2023, and will create changes to the way that commercial property taxes are calculated going forward. Geographical tax boundaries for commercial properties will change from the previous urban, suburban and rural areas to one of five new tax areas, which are listed below in Figure 11. As well, for each tax area, rates will vary by assessed value of the property, within three tiers of assessment.

Figure 11 – Commercial municipal tax rates

Commercial	2022/23 Approved	2023/24 - Proposed		
		\$0 - \$1M	\$1M - \$2M	\$2M+
Urban General Rate	3.016			
Suburban General Rate	3.016			
Rural General Rate	2.662			
Climate Action Tax	0.089	0.079	0.079	0.079
Business Park Tax Area		2.807	2.657	3.533
Industrial Park Tax Area		2.807	2.657	3.127
Downtown/Community Tax Area		2.807	2.657	2.957
Community Area (Outside CDD)		2.807	2.657	2.957
Rural Tax Area		2.611	2.611	2.611

The average residential property tax bill contains many rate types which are listed on the bill and includes rates levied by the municipality and rates levied on behalf of the Province of Nova Scotia. A description of each of these rates and some of the services they fund is provided later in the document.



# MUNICIPAL TAX RATES

## Urban General rate, Suburban General rate, Rural General rate

Services provided in this rate: policing, solid waste, recreation programs, planning, libraries, sports fields, playgrounds, administration, fire suppression, street lighting, recreational and community facilities (municipality's share of capital and operating costs), sidewalks (including plowing), and regional transit services such as Regional Express and other express Halifax Transit routes with park and ride facilities, as well as ferry services.

## Climate Action Tax

The Climate Action Tax funds projects and programs supporting HalifACT outcomes, including both climate mitigation efforts and adaptation – improving municipal resiliency – with major projects ranging from electrification of buses to retrofitting of existing municipal buildings. With this tax, the approved budget funds the three-year resource plan outlined in the *HalifACT – Acting on Climate Together: 2020-2021 Annual Report* provided to Regional Council December 15, 2021.

## Local Transit rate

A local Transit rate is levied if you live within one kilometre of a conventional or community transit stop, which funds the conventional transit operations of Halifax Transit.

## Provincial tax rates

The 2023/24 Budget dedicates \$192.2 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. Figure 13 further in the document shows the share of Mandatory Provincial Contributions that the municipality will collect from the tax rate in 2023/24.

## Supplementary Education rate

The municipality provides supplementary funding to the Halifax Regional Centre for Education (HRCE) and the Conseil Scolaire Acadien Provincial (CSAP), the province-wide Acadian school board, for programs within the Halifax region.

## Fire Protection rate

The Nova Scotia Utility and Review Board (NSUARB) requires the municipality to provide an annual contribution to fund the operations of Halifax Water. This contribution is used to fund the hydrant costs incurred by Halifax Water and is set by a formula approved by the NSUARB. The hydrant charges are recovered via a special fire protection area rate that the municipality levies on all properties within 1,200 feet of a hydrant.



**Stormwater right-of-way rate**

The municipality is responsible to pay an amount to Halifax Water for stormwater services based on the total area of impervious surface of municipal-owned roads. For the past five years, this stormwater charge has been collected on the Halifax Water bill directly. As of April 1, 2023, the responsibility for collection of this rate has been transferred to the municipality, meaning it will no longer appear on a property owners water bill, but will now appear on the property tax bill instead.

**Property valuation services tax**

The municipality shares some of the cost of the province's assessment system administered by PVSC.

**Correction services tax**

All municipalities are required to make a mandatory contribution to the province to fund the cost of correctional services.

**Nova Scotia Provincial Housing Agency tax**

The Nova Scotia Provincial Housing Agency is the provincial government agency responsible for the administration and delivery of affordable housing solutions for low-income Nova Scotians. They contribute to the prosperity of Nova Scotia by helping individuals and families find a home that's right for them, at a price they can afford, in a healthy and vibrant community that offers the services, supports and opportunities they need. They accomplish this by working closely with other levels of government as well as private and community partners.

**Mandatory Provincial Education tax**

This mandatory education contribution is set by the Province of Nova Scotia at the value of the Provincial Education Rate times the Uniform Assessment.

Figures 12 and 13 below illustrate the proportion that each rate type makes up on the total residential property tax bill.

*Figure 12 – Example of property tax bill breakdown*

**Municipal Urban Property Tax Bill Breakdown**

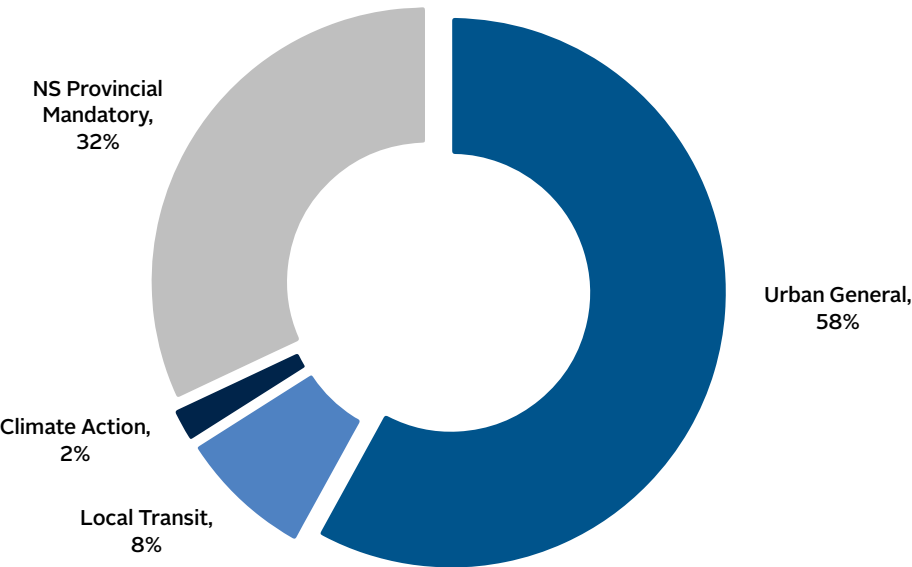
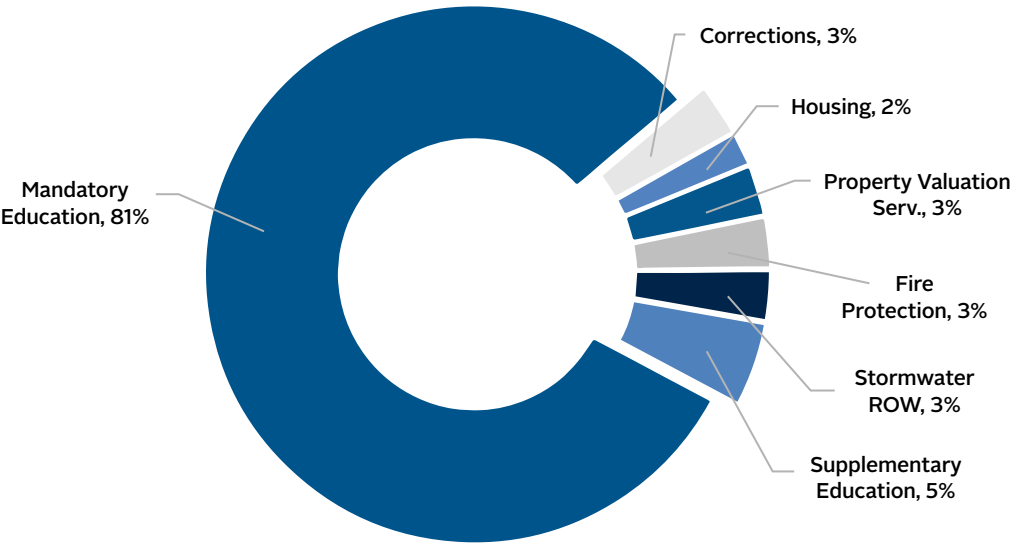


Figure 13 – Nova Scotia Provincial mandatory contributions breakdown

NS Provincial Mandatory Contributions Breakdown

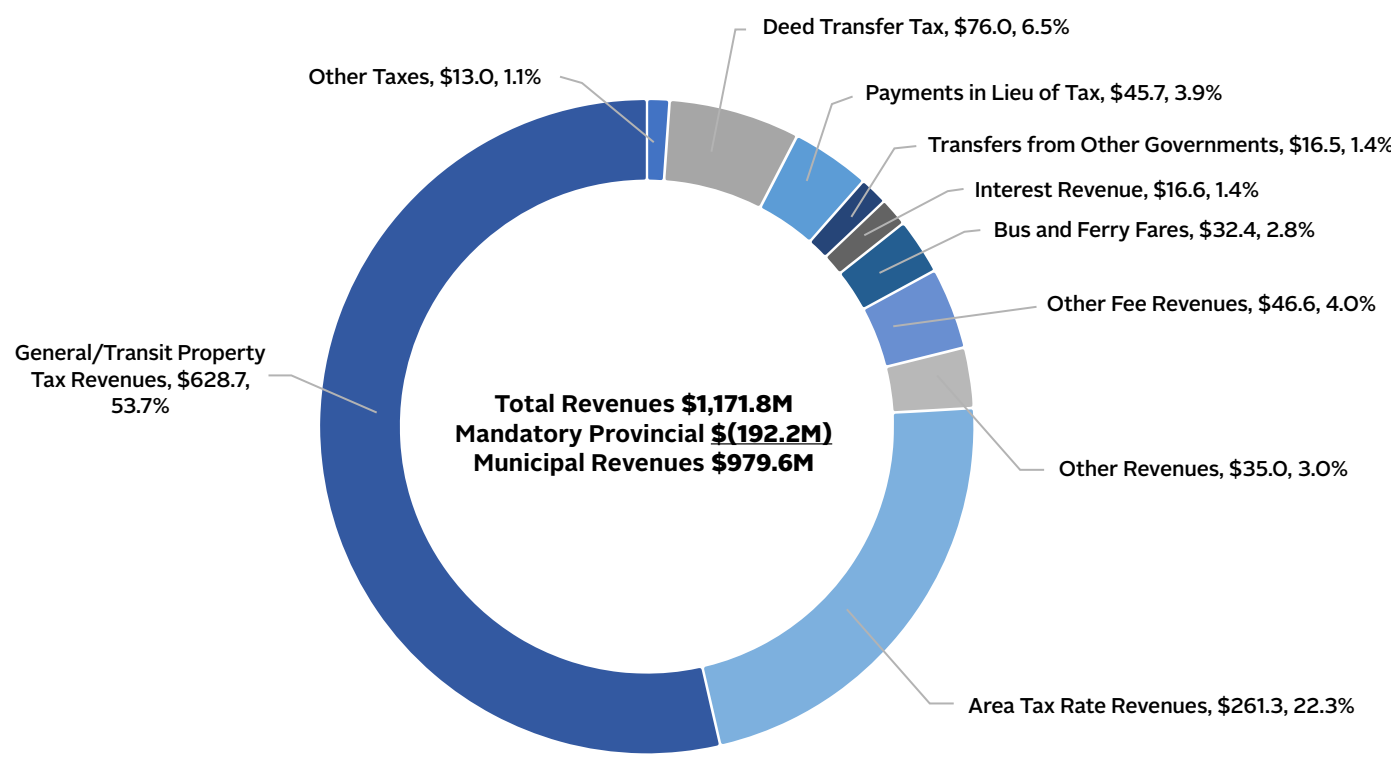


# OTHER REVENUES

Property taxes and payments in lieu of taxes form the most significant share of municipal revenues, as shown below in Figure 14. 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 was forecasted to raise to \$83 million due to above-trend growth in housing volumes and the substantial increase to housing sales prices. This forecasted growth was met with an unpredicted downturn in the housing market commencing about

mid-way through the fiscal year, due to a sharp increase in the Bank of Canada overnight lending rate from 0.25 per cent on March 1, 2022, to the current rate of 4.50 per cent on January 25, 2023<sup>7</sup>. This increase drove mortgage rates substantially higher, which had a dramatic cooling effect on housing sales both in terms of volume and pricing. As a result, the Deed Transfer Tax finished the 2022/23 fiscal year under budget at \$75.0 million and is projected to remain flat for the 2023/24 fiscal year.

Figure 14 – Municipal revenues by type: 2023/24 (in millions)



<sup>7</sup> Policy interest rate - Bank of Canada



# CAPITAL PLAN

The Capital Plan funds the purchase, construction, and rehabilitation of assets. The municipality has a considerable asset base exceeding \$4.1 billion, that includes over 300 buildings, 922 parks and playgrounds, 4,211 lane kilometres of roads, 1,600 vehicles and many other assets. The municipality's Capital Plan is classified according to projects that repair assets ("Asset Renewal") and projects that enhance current services and/ or serve new homes and communities ("Growth"). The municipality primarily uses funds from operating (current year taxes) and reserve funds to plan for recurring asset renewal within the Base Capital Plan. Debt financing is used to fund asset replacements and growth.

In addition to the Base Capital Plan, there are projects supporting specific strategic initiatives. Strategic initiatives projects refer to large capital investment actions defined in Regional Council-approved strategic plans to significantly alter municipal infrastructure for service delivery. These projects require specific funding

strategies in excess of the normal capital program capacity. In the medium term, the municipality expects to fund these through targeted reserve contributions and by making optimal use of debenture funding.

Most capital projects take more than a single year to plan, design and develop before implementation. The associated capital funding approved within each budget year matches planned cashflow spending. Regional Council continues to recognize the need to be diligent in balancing the municipality's long-term ability to fund existing assets to a good operating condition against the desire for additional capital investment.

The upcoming Capital Plan allocates \$333.3 million in resources for 2023/24. Given federal policy changes to cost-sharing programs and available reserve funding, new capital investment can fluctuate from year to year. 2023/24 capital expenditures are detailed below in Figure 15.

Figure 15 – Gross Capital Plan summary (in thousands)

Category / Strategic Initiative	2022/23 Budget	2023/24 Budget
Buildings/Facilities	\$53,361	\$59,226
Business Systems	\$16,324	\$6,745
District Capital Funds	\$1,504	\$1,504
Outdoor Recreation	\$11,030	\$9,480
Roads, Active Transportation & Bridges	\$78,795	\$66,230
Traffic & Streetlights	\$5,944	\$6,175
Vehicles, Vessels & Equipment	\$22,708	\$27,327
Other Assets	\$31,747	\$11,407
<b>Total Base Capital</b>	<b>\$221,413</b>	<b>\$ 188,094</b>
Cogswell District Project	\$16,030	\$35,600
Halifax Forum Redevelopment	\$ -	\$2,500
HalifACT Climate Action Plan Projects	\$73,373	\$61,362
Integrated Mobility Plan (IMP) Projects	\$8,165	\$45,780
<b>Total Strategic Initiatives</b>	<b>\$97,568</b>	<b>\$ 145,242</b>
<b>Total Capital Plan</b>	<b>\$318,981</b>	<b>\$333,336</b>

There are several major sources of capital funding. Capital from Operating is a transfer of annual tax funds from the Operating Budget to the Capital Plan. 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* in 2021, additional debt will eventually be used to accommodate growth associated with strategic initiatives projects. Reserves and the *Canada Community Building Fund* (formally the *Gas Tax Program*) are also major sources of regular annual funding. Figure 16 below shows Capital Plan funding, supporting the capital expenditures in figure 15.



Figure 16 – Capital Budget funding (in thousands)

Source of Funds	2022/23	2023/24
Capital from Operating	\$65,920	\$62,760
Debt	\$35,460	\$28,723
Canada Community-Building Fund (Gas Tax)	\$47,275	\$55,040
Reserves	\$52,054	\$31,100
Approved Cost Sharing Agreements	\$20,704	\$10,471
<b>Total Base Funding</b>	<b>\$221,413</b>	<b>\$188,094</b>
Strategic Initiative Debt (SI Reserve)	\$6,999	\$33,276
Strategic Initiative Debt (Climate Action Tax)	\$33,064	\$30,680
Strategic Initiative Debt (Cogswell Land Sales)	\$16,030	\$35,600
Confirmed Cost Sharing	\$41,475	\$45,685
<b>Total SI Funding</b>	<b>\$97,568</b>	<b>\$145,242</b>
<b>TOTAL CAPITAL FUNDING ('000'S)</b>	<b>\$318,981</b>	<b>\$333,336</b>

# DEBT

Debt is a financial tool used to help fund long-term capital expenditures. Debt provides the municipality with financial flexibility by spreading the cost of projects over a longer period and providing more consistent, predictable payments. In 1999, the municipality began setting specific targets for debt. Over time, 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.

Debt is taken on in the form of debentures, provided to the municipality by the Nova Scotia Department of Finance and Treasury Board. The municipality does not issue its own debt, and since it is provided by the Nova Scotia Department of Finance and Treasury Board, there is no associated bond rating. Debentures being paid by the municipality have a scheduled lifespan of between 10 and 20 years. In 2023/24, the total property tax-supported principal and interest payments on outstanding debt is \$36.6 million. This represents 3.7 per cent of total municipality expenditures. This ratio is well below the 15 per cent ceiling, as established by the Province of Nova Scotia for municipalities to ensure strong financial health. Figure 17 below shows the debt service costs and outstanding balance of tax-supported debt between 2020 to 2024. The appendix contains the full repayment schedule (principal and interest) of all outstanding municipal debt by debenture.



## Types of municipal debt

The municipality classifies its debt into five main types, each distinguished by the source of repayment. For the purposes of these guidelines, capital leases are treated as debt. The five types of debt include:

1. Tax Supported (General Rated) Debt: This is municipal debt, funded by the general tax rate and used to fund capital projects across the municipality. This funds capital projects that are eligible for debenture that are not Strategic Initiatives;
2. Strategic Initiative Debt: This is debt funded by the SI Reserve, not via general rate. Projects eligible for SI debt are those designated as Strategic Initiatives, for example, transformative projects that would require a substantial increase in general tax rates to fund using current revenues;
3. Local Improvement Charge Debt (LIC): Debt issued for capital projects that are funded by LIC charges. For example, a limited group of properties in a confined geographic area where earmarked revenue pays for local capital expenditures. The debt is serviced by LIC revenues;
4. HRWC Debt (Halifax Water): Funds borrowed on behalf of HRWC and repaid through the HRWC rate base; and
5. Repayable Debt: Debt borrowed on behalf of, and fully paid for by, outside organizations that either operate municipal assets or are community owned.

## Debt limits and ceiling

Provincial guidelines provide 15 per cent of gross revenues as a maximum for tax-supported debt-service charges. The municipality sets the following guidelines:

1. The tax-supported debt target per home (dwelling unit) is set to a maximum of \$1,500 in 2022 dollars in approved debt to be issued, growing at the rate of growth in new homes plus prior year NS CPI. This target is a ceiling (maximum) for outstanding tax-supported debt per home;

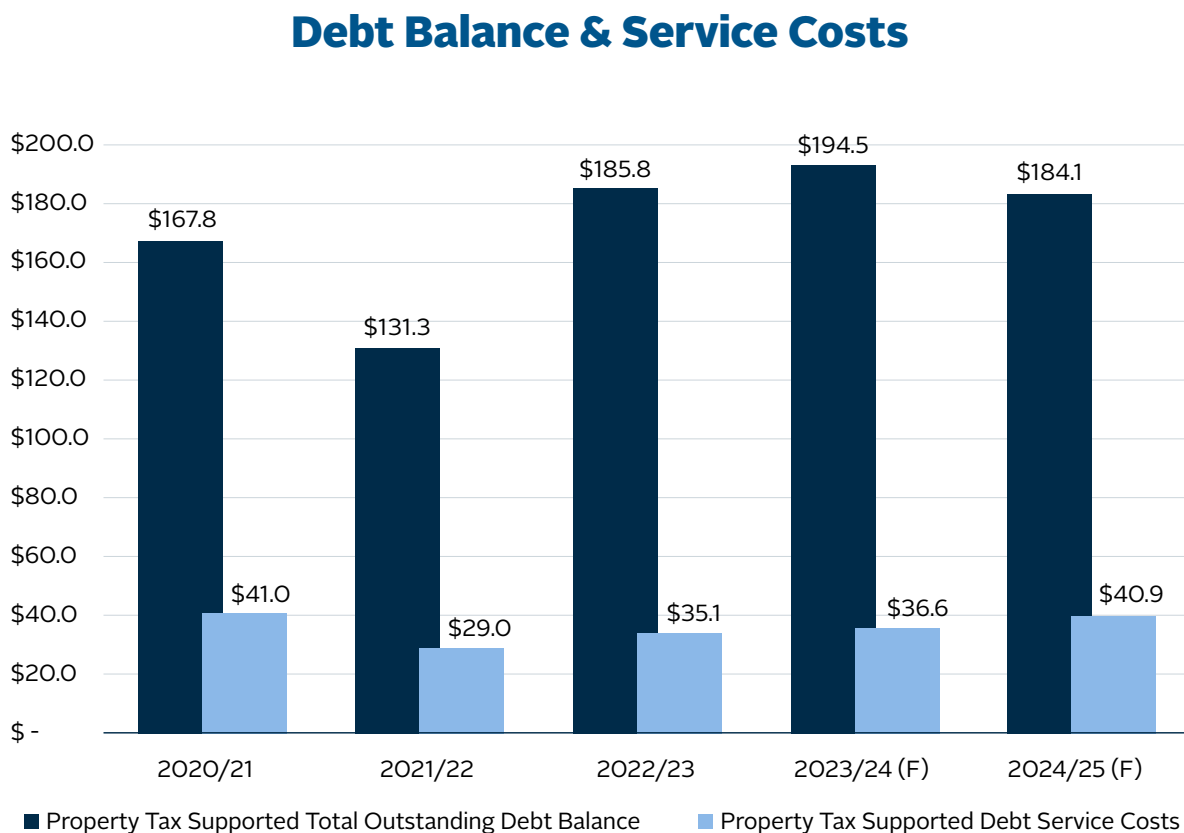
2. Strategic Initiative Debt Servicing costs will not rise above 10 per cent of gross revenues at any point during which these guidelines are in effect; and
3. Other Debt Servicing costs will not rise above two per cent of gross revenues at any point during which these guidelines are in effect.

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 Regional Council strategic initiatives, such as objectives under HalifACT, the electrification of Halifax Transit buses, and the Integrated Mobility Plan; 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 17 – Outstanding tax supported debt and service costs





# RESERVES

Reserves are funds set aside for future expenditures. Reserves are either capital or operating in nature – either part of the Capital Plan 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. Figure 18, below, shows a summary of reserves balances from 2023/24 to 2026/27.

Figure 18 – Summary of reserve balances, 2023/24 to 2026/27 (in millions)

Reserves	2023/24	2024/25	2025/26	2026/27
Risk reserves	\$10.3	\$10.5	\$10.6	\$10.8
Obligation reserves	\$58.5	\$30.8	\$18.6	\$25.7
Opportunity reserves	\$232.1	\$264.7	\$298.7	\$333.7
<b>Total</b>	<b>\$300.9</b>	<b>\$306.0</b>	<b>\$327.9</b>	<b>\$370.2</b>

Note: Figures may not add due to rounding





# Budget and Business Plans



# HALIFAX REGIONAL FIRE & EMERGENCY

2023/24 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**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

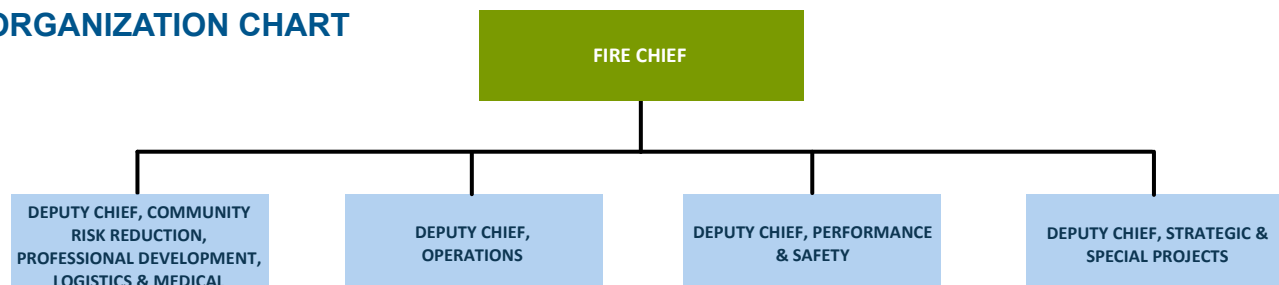
## OVERVIEW

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 480,582 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)

## ORGANIZATION CHART









## FULL TIME EQUIVALENT COUNTS

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

Position Change Details	
<b>Approved 2022/23 FTEs</b>	<b>575.6</b>
New Positions:	
Assistant Chief	1.0
District Chief X 2 – OT Reduction	2.0
Training Officer X 2 – Firefighter Recruitment	2.0
Assistant FDM Roster Coordinator X 2 (Part Time) – OT Reduction	2.0
Firefighter X 15 – OT Reduction Sheet Harbour	15.0
Firefighter X 15 – Convert Middle Musquodoboit (Station 38) to a 24/7 Career Composite Station	15.0
Total Changes	37.0
<b>Total Budgeted 2023/24 FTEs</b>	<b>612.6</b>

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Enhance Crisis Communication Capacity</b>	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 help prepare Regional Council and staff 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).	 Safe Communities
<b>Comfort Centres / Emergency Generators</b>	HRM is mandated under the Emergency Management Act to prepare and approve emergency management plans. Part of the preparedness strategy is to have emergency comfort centres available to citizens when needed. These will be strategically located throughout HRM to ensure adequate coverage and availability to all citizens. In addition to HRFE locations, we partner with other business units (libraries, parks and recreation) on selecting appropriate locations.	 Safe Communities

Initiative	Description	Priority & Outcome
<b>Hazard Risk Vulnerability Assessment</b>	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.	 <b>Climate Resilience</b> 

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Fire Chief's Office	\$ 464,258	\$ 500,000	\$ 509,600	\$ 512,100	\$ 12,100	2.4
Performance and Safety	5,244,459	5,434,000	5,223,300	5,451,900	17,900	0.3
Operations	62,392,955	61,133,900	62,327,200	67,938,100	6,804,200	11.1
Community Risk Reduction, Professional Development, Logistics & Medical	8,792,005	11,152,100	9,839,900	10,823,600	(328,500)	(2.9)
<b>Net Total</b>	<b>\$ 76,893,677</b>	<b>\$ 78,220,000</b>	<b>\$ 77,900,000</b>	<b>\$ 84,725,700</b>	<b>\$ 6,505,700</b>	<b>8.3</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 74,492,285	\$ 74,914,500	\$ 74,314,200	\$ 81,212,700	\$ 6,298,200	8.4
Office	259,292	243,700	244,100	227,700	(16,000)	(6.6)
External Services	437,053	343,900	427,800	534,400	190,500	55.4
Supplies	850,586	906,200	1,068,400	966,200	60,000	6.6
Materials	5,616	-	-	-	-	-
Building Costs	200,675	216,600	232,000	216,600	-	-
Equipment & Communications	456,529	578,600	827,100	824,600	246,000	42.5
Vehicle Expense	10,807	-	8,300	-	-	-
Other Goods & Services	932,209	1,112,900	1,893,400	1,355,900	243,000	21.8
Interdepartmental	20,337	-	18,100	-	-	-
Other Fiscal	151,729	156,300	156,300	156,300	-	-
<b>Total Expenditures</b>	<b>77,817,119</b>	<b>78,472,700</b>	<b>79,189,700</b>	<b>85,494,400</b>	<b>7,021,700</b>	<b>8.9</b>

Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Fee Revenues	(21,146)	(21,100)	(21,100)	(21,100)	-	-
Other Revenue	(902,296)	(231,600)	(1,268,600)	(747,600)	(516,000)	222.8
<b>Total Revenues</b>	<b>(923,442)</b>	<b>(252,700)</b>	<b>(1,289,700)</b>	<b>(768,700)</b>	<b>(516,000)</b>	<b>204.2</b>
<b>Net Total</b>	<b>\$ 76,893,677</b>	<b>\$ 78,220,000</b>	<b>\$ 77,900,000</b>	<b>\$ 84,725,700</b>	<b>\$ 6,505,700</b>	<b>8.3</b>


## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	\$ 78,220,000
Compensation Changes:	
Compensation – New FTEs & Contract Increases	7,768,200
Reduce Overtime (Offset by new Firefighter positions)	(630,000)
Volunteer WCB Rate increase	10,000
Increase in Vacancy Management	(750,000)
Other Budget Adjustments:	
Fire Boat Costs Transferred to PFE	(100,000)
Training	160,000
Snow Removal – 10 & 30 Science Park Drive	24,500
Various Immaterial Inflation & Contract Adjustments	23,000
<b>Total Changes</b>	\$ 6,505,700
<b>2023/24 Budget</b>	<b>\$ 84,725,700</b>

## SERVICE AREA PLANS

### 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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Agency Accreditation - GIS Model for risk assessments and standards of cover established	As part of HRFE's work to become an accredited Fire Service, this year HRFE staff will work to obtain a GIS model for community risk assessments and establishing Standards of Cover.	 Well-Managed	T - Q4 2023/24

### 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:

- 9 - 24hr Career Firefighter Stations
- 11 - 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 Performance Measures




Performance Measures <sup>1</sup>		2018/19	2019/20	2020/21	2021/22
Total Fire Cost Per Staffed Fire In-Service Vehicle Hour (entire municipality)	HRM	\$69.73	\$71.00	\$69.52	\$76.15
	MBNC MEDIAN	\$295.97	N/A	N/A	N/A
Number of Staffed Fire In-Service Vehicle Hours per Capita (entire municipality)	HRM	3.17	3.11	3.05	2.97
	MBNC MEDIAN	0.65	0.58 * (HRM excluded)	0.55 * (HRM excluded, 10 municipalities)	NA
Rate of Residential Structural Fires with Loses per 1,000 Population	HRM	0.70	0.52	0.58	0.50
	MBNC MEDIAN	0.40 * (HRM excluded)	0.37 * (HRM excluded)	0.44 * (HRM excluded, 10 municipalities)	0.44 * (HRM excluded, 7 municipalities)
Residential Fire Civilian Related Fatalities Per 100,000 Population	HRM	1.86	0.23	0.22 **	0.65
	MBNC MEDIAN	0.62 (HRM included) 0.53 * (HRM excluded)	0.58 * (HRM excluded)	0.47 * (HRM excluded, 10 municipalities)	0.39 * (HRM excluded, 7 municipalities)

Notes: 1) 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).

\* Municipal Benchmarking Network Canada (MBNC) Median values have been modified to exclude Halifax Regional Municipality in the calculations when the Halifax Regional Municipality discontinued its membership in 2019/2020.

\*\* In 2022/2023, we erroneously reported zero fire related fatalities occurred in 2020/21. This is corrected here to reflect that there was one fatality at a lightning related structural fire.



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Turnout and Travel Time Communication and Reporting	Operations will make improvements to Emergency Response Time Targets by instituting turnout and travel time reporting by station and platoon.	 Safe Communities	T - Q4 2023/24
Complete year 1 of new HUSAR Implementation Plan	Operations will complete year one deliverables of the HUSAR Implementation Plan, including development of governance structure and expansion of team.	 Safe Communities	T - Q4 2023/24
HRFE Project Sponsor of HRM Roster Project	Operations will participate as the HRFE Project Sponsor for the HRM Roster Project for the 2023 - 24 year, including providing Operational subject matter experts	 Well-Managed	T - Q4 2023/24

## COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT, LOGISTICS & MEDICAL

Community Risk Reduction, Professional Development, Logistics & Medical 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 Performance Measures

### Fire Safety Inspections

Inspection Type	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Deficiency Inspections	0	0	155	318	312	305	598	500	739	635
FSMI Inspections	0	0	0	93	757	521	500	323	243	326
Level 1 Inspections	632	892	705	936	1,039	786	425	899	1,325	1535

### Customer Service Requests

Request Type	2016	2017	2018	2019	2020	2021	2022
Public Education	70	58	150	337	71	36	109
Inspection	155	216	304	487	341	318	393
General	315	893	854	1,086	803	822	737

### Training

Recruit Type	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
Number of Career Recruits Trained	17	0	40	40	TBD <sup>1</sup>
Number of Volunteer Recruits Trained	60	33	57	68	TBD
Number of new Volunteers Recruited <sup>2</sup>	N/A	N/A	N/A	90	TBD

Notes:






- 1) To Be Determined based on budget deliberations.
- 2) Number of new Volunteers Recruited is a new Performance Measure added, as the graduation of volunteer recruit training does not always line up with fiscal years. There are also instances where recruits defer to a future class due to scheduling issues.

### Detailed Inspection Results - 2022




Occupancy Type	Number of Occupancies	Frequency	Inspections Required per year	Failed Inspections	Completed Cases	Per cent of Completed Case to target
Assembly	2456	3	819	339	265	32%
Daycare, Medical and Treatment	70	3	23	14	17	74%
Residential	3952	5	790	368	226	29%
Business and Personal Services	2758	5	552	137	131	24%
Mercantile	1843	5	367	150	127	34%
Industrial F1	57	2	29	2	2	7%
Industrial F2	1290	3	430	32	20	5%
Industrial F3	797	3	266	25	26	10%
<b>TOTAL</b>	<b>13,223</b>		<b>3,276</b>	<b>1,067</b>	<b>814</b>	<b>25%</b>






### Performance Measures Analysis

Mandated Inspections – Fire Prevention staff continue to focus on the work mandated by the Nova Scotia Fire Safety Act. Completed files related to this mandate are up 18% from last year.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
FSMI Improvements	<p>The Fire Safety Maintenance Inspection program will be improved. There are four areas of improvement:</p> <ol style="list-style-type: none"> <li>1. Create an online FSMI learning resource that is available to staff (on demand) through the ELC website</li> <li>2. Increase the daily FSMI inspections from 2 to 3</li> <li>3. Adjust the FSMI program scope to include Residential, Bars/Restaurant, Business Service, Personal Service, and Mercantile occupancies, and publish the supporting program documentation (new checklists, new guides)</li> <li>4. Establish and put into service a mentoring program to support operational staff with the new occupancies</li> </ol>	 Safe Communities	T - Q4 2023/24
Critical Infrastructure Protection	Review and create a reference document of previously identified critical infrastructure. Share findings with Emergency Management Committee.	 Climate Resilience 	T - Q4 2023/24
Auditor General Recommendations - IT related outcomes	<p>Develop and put into operation</p> <ol style="list-style-type: none"> <li>1. an inspection scheduling and monitoring system.</li> <li>2. an inspection filing guideline that supports digital records</li> <li>3. an inspection case file quality assurance program for supervisory staff including assignment and tracking</li> <li>4. a tool to allow staff to make corrections to GIS based building and occupancy records</li> </ol>	 Well-Managed	T - Q4 2023/24
Auditor General Recommendations - Policy and Performance related outcomes	<ol style="list-style-type: none"> <li>1. Develop standardized reports to track inspection related work against legislated targets</li> <li>2. Propose revisions for all Fire Prevention related policies and guidelines to ensure consistency with current operational practices</li> </ol>	 Well-Managed	T - Q4 2023/24



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Fire Prevention Restructure - Implementation	Develop a change management plan in anticipation of the Fire Prevention restructure being implemented	 Engaged & Skilled People	T - Q4 2023/24
Fire Officer Program - Phase II	Implementation of the Fire Officer 2 workshops for fire officers without certification for Fire Officer 1.	 Engaged & Skilled People	T - Q4 2023/24
Medical: EHS system alignment	<ul style="list-style-type: none"> <li>Submit names of all HRFE Medical First Responder (MFR) trained Staff members to EHS to be registered and issued MFR Credentialing ID tags (Deliverable: Tags issued)</li> <li>Define new HRFE clinical record keeping standards and propose options for improved electronic documentation meeting privacy requirements (Deliverable: PCR Recommendation Report)</li> <li>Establish terms of service for sharing with EHS to supply HRFE with consumable medical supplies in alignment with provincial MFR agencies (Deliverable: Defined list of consumables and written commitment from EHS)</li> <li>Partner with EHS to determine next generation of MFR monitor/defibrillator requirements (Deliverable: Stakeholder in EHS procurement process)</li> </ul>	 Safe Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Wildland Urban Interface Strategy	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.	 Climate Resilience	T - Q4 2023/24
Improve emergency management communications and coordination internally and with emergency management stakeholders	Develop inclusive and diverse policies and procedures for emergency management incorporating neighbouring jurisdictions, emergency management stakeholders and first nations community. This includes public facing literature in multiple languages.	 Protected & Sustainable Environment 	T - Q4 2023/24
Integrate climate change initiatives into emergency management planning	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.	 Safe Communities 	T - Q4 2023/24

## 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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
HRFE Dashboard Tools	HRFE Technology and Innovation will create live dashboards to provide real-time data administrative information such as attendance, age related medical examinations, etc. We will refine and expand our current dashboards.	 Exceptional Customer Service	T - Q4 2023/24
Technology and Innovation	HRFE will, in collaboration with Information Technology, lead and deliver a new Station Alerting system which will remove delays in notifying responders to emergencies and provide critical incident information to firefighters. HRFE will work with HRP to create and implement tools to measure and report the performance of our dispatch system in comparison to our response time targets approved by Regional Council.	 Exceptional Customer Service	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Workplace Culture D&I	<p>HRFE will continue to ensure diversity, equity &amp; inclusion values direct our goals and initiatives in all areas of our business:</p> <ul style="list-style-type: none"> <li>• Our Diversity and Inclusion strategic action plan will be reviewed and revised</li> <li>• Our Building a Better Fire Service educational program will provide learning that increases awareness and reduces barriers for diverse people. Education will be delivered at all levels.</li> <li>• Our Strategic Plan and Accreditation documents will be reviewed to ensure all DEI initiatives are included and language is inclusive.</li> <li>• We will engage in meaningful action that connects diversity, equity and inclusion principals into fair treatment and full participation of all members and all communities. The Outreach Cultural Inclusion Committee will continue to build networks within communities with particular focus on underrepresented groups, to build and institute framework for systemic change and improving services. HRFE will remain as active contributors on the Diversity Champions and Accessibility Committees.</li> <li>• Our hiring practices and policies which have been developed to create and enhance a diverse workforce will be refined for our next recruitment. HRFE continues to network nationally to share and evaluate equity and fair hiring practices of career members. Our focus is to make recommendations and promote best practices that will benefit perspectives, innovation, and engagement.</li> </ul>	 <p>Talent Attraction, Retention &amp; Development</p>	T - Q4 2023/24
Recruitment of Volunteer Firefighters	<p>We will recruit volunteer firefighter applicants to meet community's needs. Emphasis will be placed on recruiting volunteers in rural communities, especially those with low or declining membership, as well as outreach to underrepresented and equity seeking communities. Alternative approaches to volunteer recruitment including targeted marketing campaigns, prior learning assessments and support roles will be implemented.</p>	 <p>Talent Attraction, Retention &amp; Development</p>	T - Q4 2023/24



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Occupational Health & Safety	Following a senior management review of the gap analysis completed in 2022-23, we will develop and implement an action plan to align HRFE's safety program more closely with NFPA 1500 "Standard on Fire Department Occupational Safety, Health, and Wellness Program", 2021 Edition.	 Healthy & Safe Workplace	T - Q4 2023/24

Summary of Net Expenditures - HRFE						
Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
F121 Succession Planning	9,443	65,000	62,900	65,000	-	-
F122 Fire Chief's Office	454,593	435,000	438,700	447,100	12,100	2.8
F123 Strat & Safety Init.	222	-	8,000	-	-	-
<b>** Fire Chief's Office</b>	<b>464,258</b>	<b>500,000</b>	<b>509,600</b>	<b>512,100</b>	<b>12,100</b>	<b>2.4</b>
F140 Performance & Safety	1,006,653	882,700	736,500	873,900	(8,800)	(1.0)
F141 Comm. Rel. & Events	29,064	-	7,600	-	-	-
F165 Firefighter & FAP	255,444	233,200	248,700	233,500	300	0.1
F180 Sfty, comp, Hlth Wel	247,862	315,200	313,200	344,500	29,300	9.3
F190 Technology and Innovation	598,945	657,800	657,800	678,200	20,400	3.1
F724 Enfield Fire Dept.	31,250	25,000	25,000	25,000	-	-
F727 Milford Fire Department	2,400	2,400	2,400	2,400	-	-
F793 Volunteer Coordination	3,072,841	3,317,700	3,232,100	3,294,400	(23,300)	(0.7)
<b>** Performance and Safety</b>	<b>5,244,459</b>	<b>5,434,000</b>	<b>5,223,300</b>	<b>5,451,900</b>	<b>17,900</b>	<b>0.3</b>
F110 Operations	62,379,614	61,133,900	62,327,200	67,938,100	6,804,200	11.1
F115 HU Search & Rescue	13,340	-	-	-	-	-
<b>** Operations</b>	<b>62,392,955</b>	<b>61,133,900</b>	<b>62,327,200</b>	<b>67,938,100</b>	<b>6,804,200</b>	<b>11.1</b>
C801 Emergency Measures	432,705	573,300	648,600	502,100	(71,200)	(12.4)
F120 Prof. Dev. & Train.	3,257,312	3,147,800	3,907,600	3,508,000	360,200	11.4
F125 CRR, PROF, DEV, LOG	474,601	617,000	479,400	472,500	(144,500)	(23.4)
F130 Fire Prevention	2,021,237	4,230,900	2,138,600	3,614,600	(616,300)	(14.6)
F135 Fire Buildings	197,709	155,100	161,500	158,200	3,100	2.0
F160 Logistics & Equipment	2,408,441	2,428,000	2,504,200	2,568,200	140,200	5.8
<b>** Comm. Risk Reduction Prof. Dev.</b>	<b>8,792,005</b>	<b>11,152,100</b>	<b>9,839,900</b>	<b>10,823,600</b>	<b>(328,500)</b>	<b>(2.9)</b>
<b>Net Total</b>	<b>76,893,677</b>	<b>78,220,000</b>	<b>77,900,000</b>	<b>84,725,700</b>	<b>6,505,700</b>	<b>8.3</b>

Summary Details - HRFE						
Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
6001 Salaries - Regular	53,988,873	57,371,200	54,132,000	63,657,000	6,285,800	11.0
6002 Salaries - Overtime	7,282,206	4,016,500	7,924,700	3,286,500	(730,000)	(18.2)
6005 PDP & Union Con Incr	(2,236,697)	-	(1,528,500)	-	-	-
6054 Vacation payout	220,225	-	173,800	-	-	-
6100 Benefits - Salaries	11,185,459	10,819,400	9,806,400	11,943,500	1,124,100	10.4
6110 Vacancy Management	-	(1,877,700)	-	(2,627,700)	(750,000)	39.9
6150 Honorariums	2,590,657	2,839,300	2,548,000	2,839,300	-	-
6151 Vehicle Allowance	10,675	-	-	-	-	-
6152 Retirement Incentives	449,313	526,800	476,800	574,100	47,300	9.0
6154 Workers' Compensation	890,778	838,000	765,000	1,234,000	396,000	47.3
6155 Overtime Meals	(1)	-	-	-	-	-
6156 Clothing Allowance	92,200	96,000	97,000	96,000	-	-
6157 stipends	48,654	-	285,000	-	-	-
6158 WCB Recov Earnings	(9,337)	-	-	-	-	-
6199 Comp & Ben InterDept	(28,404)	285,000	(111,000)	210,000	(75,000)	(26.3)
9200 HR CATS Wage/Ben	7,683	-	15,000	-	-	-
9210 HR CATS OT Wage/Ben	-	-	(270,000)	-	-	-
<b>* Compensation and Benefits</b>	<b>74,492,285</b>	<b>74,914,500</b>	<b>74,314,200</b>	<b>81,212,700</b>	<b>6,298,200</b>	<b>8.4</b>
6201 Telephone/Cable	110,680	96,100	98,300	96,100	-	-
6202 Courier/Postage	21,222	16,000	27,600	-	(16,000)	(100.0)
6203 Office Furn/Equip	80,699	71,600	71,800	71,600	-	-
6204 Computer S/W & Lic	15,038	15,000	20,300	15,000	-	-
6205 Printing & Reprod	7,741	10,000	5,000	10,000	-	-
6207 Office Supplies	23,911	35,000	21,100	35,000	-	-
<b>* Office</b>	<b>259,292</b>	<b>243,700</b>	<b>244,100</b>	<b>227,700</b>	<b>(16,000)</b>	<b>(6.6)</b>

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6301 Professional Fees	141,033	180,000	160,000	180,000	-	-
6302 Legal Fees	13,652	-	-	-	-	-
6303 Consulting Fees	34,765	-	60,000	160,000	160,000	-
6304 Janitorial Services	8,030	-	8,000	-	-	-
6308 Snow Removal	206,626	131,400	164,900	155,900	24,500	18.6
6311 Security	12,875	25,000	5,000	25,000	-	-
6312 Refuse Collection	5,652	-	5,500	6,000	6,000	-
6399 Contract Services	14,419	7,500	24,400	7,500	-	-
<b>* External Services</b>	<b>437,053</b>	<b>343,900</b>	<b>427,800</b>	<b>534,400</b>	<b>190,500</b>	<b>55.4</b>
6401 Uniforms & Clothing	363,773	602,000	700,600	662,000	60,000	10.0
6402 Med & First Aid Supp	74,220	60,000	81,000	60,000	-	-
6404 Rec Prog Supplies	110,921	100,000	103,000	100,000	-	-
6405 Photo Supp & Equip	1,341	2,500	2,500	2,500	-	-
6407 Clean/Sani Supplies	143,713	102,000	120,000	102,000	-	-
6409 Personal Protect Equ	94,764	30,000	30,300	30,000	-	-
6499 Other Supplies	61,854	9,700	31,000	9,700	-	-
<b>* Supplies</b>	<b>850,586</b>	<b>906,200</b>	<b>1,068,400</b>	<b>966,200</b>	<b>60,000</b>	<b>6.6</b>
6504 Hardware	54	-	-	-	-	-
6505 Lubricants	70	-	-	-	-	-
6511 Salt	5,430	-	-	-	-	-
6512 Sand	62	-	-	-	-	-
<b>* Materials</b>	<b>5,616</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6607 Electricity	23,670	10,000	22,000	10,000	-	-
6608 Water	38,598	26,500	35,500	26,500	-	-
6611 Building - Interior	-	-	2,500	-	-	-
6612 Safety Systems	-	-	3,000	-	-	-
6616 Natural Gas-Buildings	11,426	8,000	8,000	8,000	-	-
6699 Other Building Cost	126,980	172,100	161,000	172,100	-	-
<b>* Building Costs</b>	<b>200,675</b>	<b>216,600</b>	<b>232,000</b>	<b>216,600</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	171,065	201,500	298,000	297,500	96,000	47.6
6702 Small Tools	58,646	35,000	57,000	35,000	-	-
6703 Computer Equip/Rent	10,379	25,000	27,000	25,000	-	-
6704 Equipment Rental	555	-	-	-	-	-
6705 Equip - R&M	154,407	236,800	364,800	386,800	150,000	63.3
6706 Computer R&M	7,829	4,000	4,000	4,000	-	-
6708 Mechanical Equipment	815	-	-	-	-	-
6711 Communication System	52,834	76,300	76,300	76,300	-	-
<b>* Equipment &amp; Communications</b>	<b>456,529</b>	<b>578,600</b>	<b>827,100</b>	<b>824,600</b>	<b>246,000</b>	<b>42.5</b>
6802 Vehicle R&M	6,812	-	200	-	-	-
6803 Vehicle Fuel - Diesel	3,739	-	5,600	-	-	-
6804 Vehicle Fuel - Gas	-	-	1,000	-	-	-
6811 Shop Supplies	245	-	1,500	-	-	-
6899 Other Vehicle Expense	12	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>10,807</b>	<b>-</b>	<b>8,300</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	25,760	12,500	17,000	12,500	-	-
6902 Conferences/Workshop	29	-	-	-	-	-
6903 Travel - Local	11,222	20,000	26,500	20,000	-	-
6904 Travel - Out of Town	59,211	5,000	71,200	5,000	-	-
6905 Training & Education	287,061	335,000	477,000	485,000	150,000	44.8
6906 Licenses & Agreements	36,632	27,400	27,400	27,400	-	-
6908 Medical Examinations	48,714	60,000	13,000	60,000	-	-
6911 Facilities Rental	96,876	175,000	185,000	178,000	3,000	1.7
6912 Advertising/Promotio	23,785	30,000	52,000	30,000	-	-
6913 Awards	60,994	50,000	32,000	50,000	-	-
6914 Recruiting	70,801	95,000	95,000	95,000	-	-
6916 Public Education	5,202	65,000	68,500	65,000	-	-
6917 Books and Periodicals	23,011	25,000	34,000	25,000	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6918 Meals	43,085	55,000	93,000	55,000	-	-
6919 Special Projects	2,215	55,000	55,000	55,000	-	-
6929 Procurement Card Clg	4,665	-	30,700	-	-	-
6933 Community Events	14,865	5,000	7,100	20,000	15,000	300.0
6938 Rewarding Excellence	18,190	20,000	10,500	5,000	(15,000)	(75.0)
6943 Health and Wellness	60,767	55,000	95,000	105,000	50,000	90.9
6999 Other Goods/Services	39,122	23,000	503,500	63,000	40,000	173.9
<b>* Other Goods &amp; Services</b>	<b>932,209</b>	<b>1,112,900</b>	<b>1,893,400</b>	<b>1,355,900</b>	<b>243,000</b>	<b>21.8</b>
7008 ItnTrsf IT & Commun	4,136	-	600	-	-	-
7009 Internal Trfr Other	6,499	-	5,000	-	-	-
7011 Int Trf Record Check	7,619	-	2,300	-	-	-
7012 Int Trf Print/Reprod	2,083	-	10,200	-	-	-
<b>* Interdepartmental</b>	<b>20,337</b>	<b>-</b>	<b>18,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
8003 Insurance Pol/Prem	10,429	15,000	15,000	15,000	-	-
8004 Grants	141,300	141,300	141,300	141,300	-	-
<b>* Other Fiscal</b>	<b>151,729</b>	<b>156,300</b>	<b>156,300</b>	<b>156,300</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>77,817,119</b>	<b>78,472,700</b>	<b>79,189,700</b>	<b>85,494,400</b>	<b>7,021,700</b>	<b>8.9</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5102 Facilities Rentals	(21,146)	(21,100)	(21,100)	(21,100)	-	-
<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	(897,635)	(223,900)	(1,260,900)	(739,900)	(516,000)	230.5
5600 Miscellaneous Revenue	(4,661)	(7,700)	(7,700)	(7,700)	-	-
<b>* Other Revenue</b>	<b>(902,296)</b>	<b>(231,600)</b>	<b>(1,268,600)</b>	<b>(747,600)</b>	<b>(516,000)</b>	<b>222.8</b>
<b>** Total</b>	<b>(923,442)</b>	<b>(252,700)</b>	<b>(1,289,700)</b>	<b>(768,700)</b>	<b>(516,000)</b>	<b>204.2</b>
<b>Net Total</b>	<b>76,893,677</b>	<b>78,220,000</b>	<b>77,900,000</b>	<b>84,725,700</b>	<b>6,505,700</b>	<b>8.3</b>



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





**2023/24 BUDGET AND BUSINESS PLAN**




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

**HALIFAX**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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. Halifax District RCMP actively participate with the Board of Police Commissioners toward ensuring fulsome understanding of police service delivery in all of Halifax Regional Municipality.

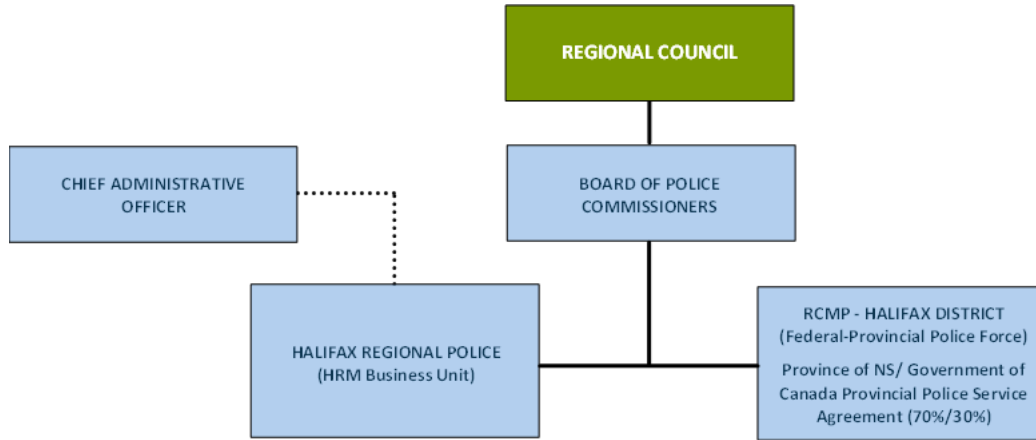
Halifax District RCMP services are delivered under the Provincial Police Service Agreement through an agreement between Halifax Regional Municipality and Nova Scotia Department of Justice. Halifax Regional Municipality maintains a 70/30 cost share agreement, where the province bills the municipality quarterly 70% of 'all in' costs per officer. The remaining 30% is covered by Public Safety Canada. Policing in HRM is delivered under an integrated service model with responsibilities for specific geographic service delivery areas, 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.

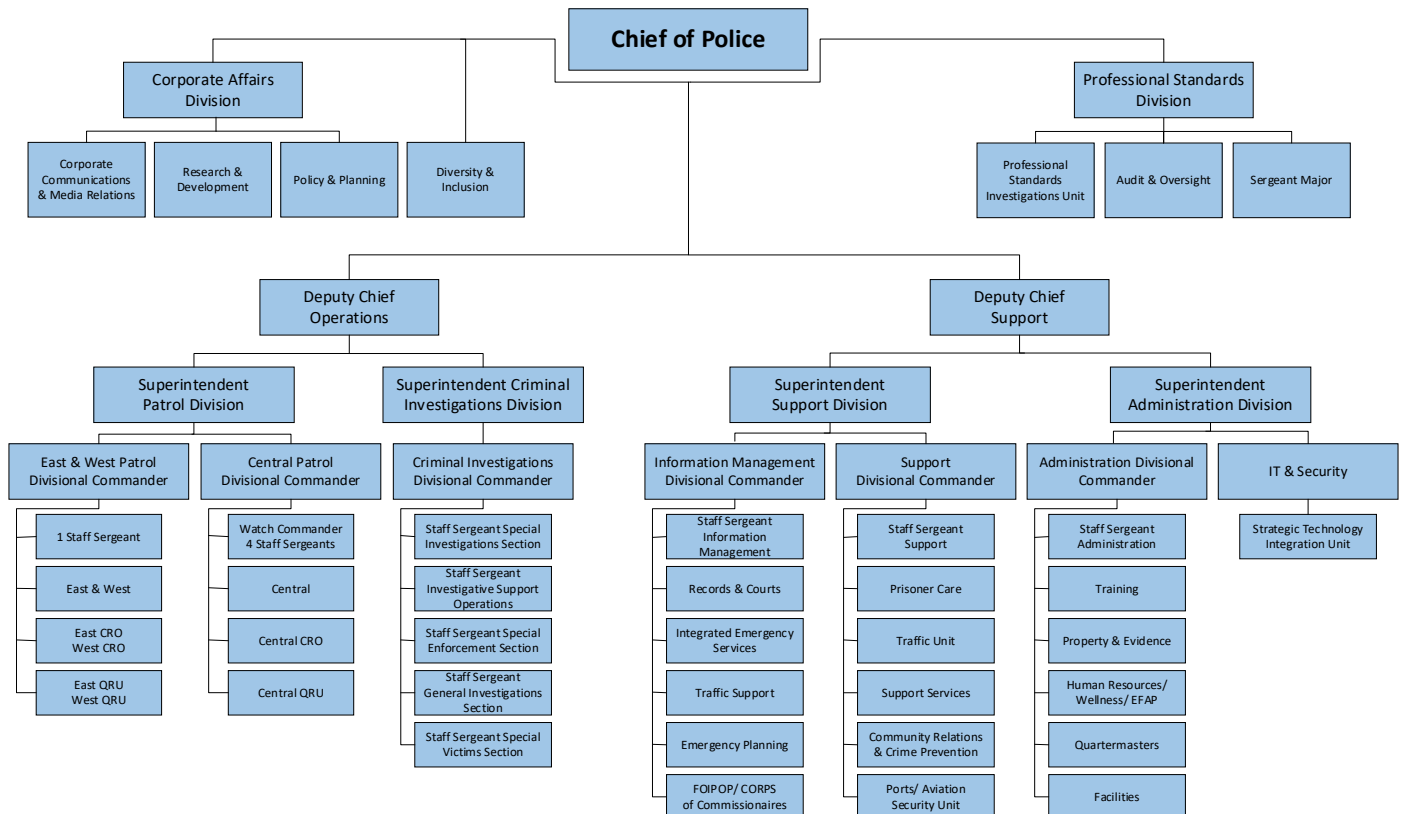
HRP & RCMP are Partners in Policing with a model that facilitates mutual assistance and a coordinated response providing for a professional police service for all HRM.

## ORGANIZATION CHARTS

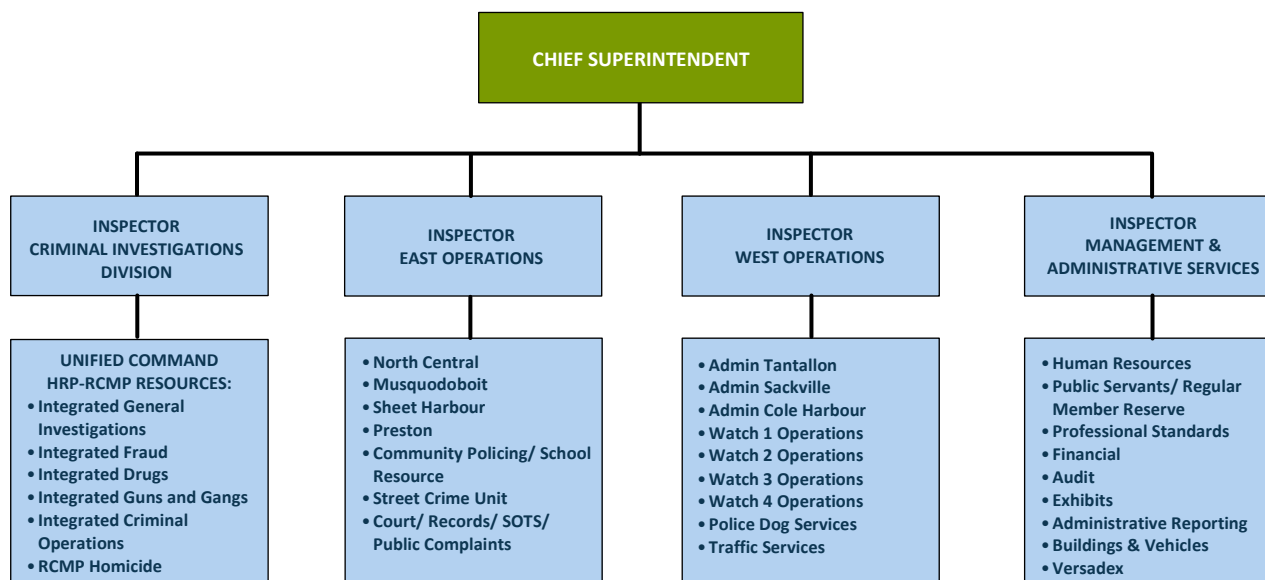
### Police Services Organization Chart



### Halifax Regional Police Organization Chart



## Royal Canadian Mounted Police Organization Chart



## FULL TIME EQUIVALENT COUNTS

### Halifax Regional Police

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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	821.1
Transferred Positions:	
Financial Business Partner (NU)	(1.0)
Accountant Administrator (NSUPE 13)	(1.0)
Accounting Clerk (NSUPE 13)	(1.0)
Payroll Costing Coordinator (NSUPE 13)	(4.0)
New Positions:	
Staff Sergeant (HRPA Sworn)	1.0
Business Coordinator (NU)	1.0
Integrated Emergency Services (IES) Manager (NU)	(1.0)
IES Duty to Accommodate Position (HRPA Civilian)	(1.0)
Project Coordinator (Intern)	1.0
Capital Changes:	
Web Developer	1.0
Total Changes	(5.0)
<b>Total Budgeted 2023/24 FTEs</b>	<b>816.1</b>

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



## Royal Canadian Mounted Police

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	184.0
Transferred Positions:	
New Positions:	
Regular Member	4.0
Capital Changes:	
Total Changes	4.0
<b>Total Budgeted 2023/24 FTEs</b>	<b>188.0</b>

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

## BUDGET – HALIFAX REGIONAL POLICE

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24	
					Δ 22/23 Budget	Δ %
Chief's Office	\$ 2,893,336	\$ 2,996,700	\$ 3,926,900	\$ 3,763,000	\$ 766,300	25.6
Support Division	27,367,345	26,543,000	26,054,200	27,692,100	1,149,100	4.3
Operations Division	57,311,214	59,655,300	58,736,700	63,181,200	3,525,900	5.9
<b>Net Total</b>	<b>\$ 87,571,894</b>	<b>\$ 89,195,000</b>	<b>\$ 88,717,800</b>	<b>\$ 94,636,300</b>	<b>\$ 5,441,300</b>	<b>6.1</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24	Δ 22/23 Budget	Δ %
	Actual	Budget	Projections	Budget		
Compensation and Benefits	\$ 92,848,187	\$ 93,982,300	\$ 93,177,200	\$ 101,709,800	\$ 7,727,500	8.2
Office	585,745	446,400	555,600	446,400	-	-
External Services	2,349,670	2,253,500	2,695,900	2,328,500	75,000	3.3
Supplies	759,711	698,900	969,600	698,900	-	-
Building Costs	111,321	53,700	138,700	53,700	-	-
Equipment & Communications	1,479,402	1,668,100	1,385,600	1,614,200	(53,900)	(3.2)
Vehicle Expense	9,034	4,000	4,000	4,000	-	-
Other Goods & Services	1,717,993	1,912,600	2,196,400	1,966,500	53,900	2.8
Interdepartmental	16,956	(128,000)	(285,600)	(592,100)	(464,100)	362.6
Other Fiscal	(185,616)	54,100	54,100	54,100	-	-
<b>Total Expenditures</b>	<b>99,692,403</b>	<b>100,945,600</b>	<b>100,891,500</b>	<b>108,284,000</b>	<b>7,338,400</b>	<b>7.3</b>

Revenues	2021/22	2022/23	2022/23	2023/24	Δ 22/23 Budget	Δ %
	Actual	Budget	Projections	Budget		
Transfers from other Gov'ts	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ -	-
Fee Revenues	(428,559)	(608,000)	(446,000)	(608,000)	-	-
Other Revenue	(7,891,949)	(7,342,600)	(7,927,700)	(9,239,700)	(1,897,100)	25.8
<b>Total Revenues</b>	<b>(12,120,508)</b>	<b>(11,750,600)</b>	<b>(12,173,700)</b>	<b>(13,647,700)</b>	<b>(1,897,100)</b>	<b>16.1</b>
<b>Net Total</b>	<b>\$ 87,571,894</b>	<b>\$ 89,195,000</b>	<b>\$ 88,717,800</b>	<b>\$ 94,636,300</b>	<b>\$ 5,441,300</b>	<b>6.1</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	\$ 89,195,000
<b>Compensation Changes:</b>	
Compensation - Pressures as a result of net increases in HRP compensation collective agreement hourly rate increases (1.25% every 6 months from April 1, 2020 to October 1, 2023 (8 cumulative increases of 1.25% over 4 years)) and Canadian Union of Public Employees (CUPE 4814) (14.29% in 20/21, 2.5% in 21/22 and 3% in 23/24), HRP salary level step increases, service pay, 2022/23 approved non-union adjustments/ISA's, offset slightly by 7 transfers to another business unit.	6,191,300
<b>Contractually Obligated.</b>	
<b>Overtime</b> - Pressures as a result of HRP annual rate increases. <b>No impact on service delivery.</b>	128,100
<b>Court Time</b> - Pressures as a result of HRP annual rate increases. <b>No impact on service delivery.</b>	32,100
<b>Extra Duty Expenses</b> - Increased Extra Duty expenses as a result of HRP compensation rate increases and an increase in the number of Extra Duty jobs experienced in 2022/23. <b>No impact on service delivery.</b>	1,376,000
<b>Revenue Adjustments:</b>	
<b>Extra Duty Jobs</b> - Increase in the number of Extra Duty Jobs along with increased billing rates as a result of increased compensation rates as per the new HRP collective agreement. <b>No impact on service delivery.</b>	(1,547,000)
<b>911 Call Transfers to other Provincial and Municipal Agencies</b> - Increase to reflect an increase in call fee and call volumes identified in 2022/23. <b>No impact to service delivery.</b>	(486,500)
<b>Criminal Record Checks (CRC's)</b> - Increase in the number of CRC's being completed through online portal system. <b>No impact service delivery.</b>	(150,000)
<b>Secondment Beginning in 2022/23</b> - 1 additional Officer secondment to Criminal Intelligence Service Nova Scotia (CISNS). <b>No impact to service delivery.</b>	(141,300)
<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>	(174,400)
<b>Workers Compensation Board (WCB) Recovery</b> - Decrease in recoveries received as a result of a slight decrease in HRP SWORN members who are on workers compensation. HRP pays SWORN members on workers compensation directly and gets reimbursed by WCB. <b>No impact on service delivery.</b>	138,000
<b>Other Budget Adjustments:</b>	
<b>Biological Casework Analysis Agreement</b> - Increase for 2023/24, confirmed through Provincial Department of Justice. <b>No impact for service delivery.</b>	30,000
<b>Commissionaires of Nova Scotia Contract</b> - Increase as a result of annual rate increases. <b>Contractually obligated.</b>	45,000
<b>Total Changes</b>	\$ 5,441,300
<b>2023/24 Budget</b>	<b>\$ 94,636,300</b>

## BUDGET – ROYAL CANADIAN MOUNTED POLICE

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 agreement to deliver police service by the RCMP in Halifax Regional Municipality, is between HRM and the Province of Nova Scotia. 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 municipality 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 of Nova Scotia is responsible for the cost of some central services thus reducing the cost of policing to municipalities. For example, Emergency Response Team, Forensic Identification, Underwater Recovery, Collision Reconstruction, Critical Incident Program, Division Emergency Operation Centre, Air Services, Police Dog Service, Critical Incident Program, Major Crime and more. These services 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. The Department of Justice analyzes and reviews the MYFP and has 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 calculate 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 STATISTICS (HRP & RCMP)

### SERVICE DELIVERY PERFORMANCE MEASURES

Performance Measures	2020 Actual (HRM)	2021 Actual (HRM)	2021 (Canada) <sup>1</sup>
<i>Population size in determining measures</i>	448,544	460,274	38,246,108
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 Population	4,730	4,884	5,375
Reported Number of Violent Criminal Code Incidents per 100,000 Population	1,310	1,245	1,323
Number of Criminal Code incidents (Non-Traffic) per Police Officer	N/A	N/A	N/A
Total Crime Severity Index <sup>2</sup>	62.02	65.72	73.68
Violent Crime Severity Index <sup>2</sup>	84.69	91.72	92.50
Notes:      1. Data for all measures provided in the above table come from Statistics Canada. 2. The CSI and VCSI for 2020 have been updated by Statistics Canada			

### PERFORMANCE MEASURES ANALYSIS

#### Crime Severity Index

The overall CSI for Halifax CMA has gradually reduced from a high of 97.7 in 2010 (above both the national and provincial averages), to a low of 60.87 in 2019 (below both the national and provincial averages) and is currently 65.72 in 2021. There were increases in 2017 and 2018 that for the most part is attributed to 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, followed by a decrease in 2019 attributed to the reasons explained above. It decreased to 84.69 in 2020, which brought it below both the national and provincial averages for the first time in 10 years. It saw an increase to 91.72 in 2021 but remains below national and provincial averages.



## SERVICE AREA PLANS – HALIFAX REGIONAL POLICE

### CHIEF'S OFFICE & HRP DIVISIONS

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.

#### 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, 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, this division is 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, and information technology.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Crime Prevention Through Public Education	Through a variety of public education campaigns (e.g., Police Science Recruitment Campaign), and social media content, HRP continues to promote public safety, crime prevention, and awareness of our organization's initiatives, such as road safety themes including impaired driving, and recognizing, rejecting, and preventing fraud.	 Safe Communities	T - Q4 2023/24
Promote Workplace Respect and Eliminate Harassment	Development and implementation of a new workplace respect and harassment prevention training plan with a focus on eliminating gender-based and sexual harassment. This will be offered HRP-wide and will engage senior leaders, supervisors, and frontline staff to support the overall goal and efforts to promote a cultural shift in this area.	 Healthy & Safe Workplace	T - Q4 2023/24
Wortley Report Implementation	In collaboration with the Board of Police Commissioners, Department of Justice, and local communities, HRP took several steps that are responsive to Halifax, Nova Scotia Street Checks Report. Implementation consists of short- and long-term action plans, including 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. HRP will continue to work with DOJ and others on the implementation of the race-based data collection framework proposed by the working group of the Wortley report implementation team.	 Well-Managed	T - Q4 2023/24
Advance HRP's Youth Engagement PAL Program	As part of a developing framework and a program focused on youth engagement, HRP teams set up a new Police Activity League (PAL) youth engagement program which organizes athletic activities in schools and with youth in the community. The next step is the implementation of an outreach program, focused on youth, families, and newcomers, which consists of preparing outreach materials, engaging with stakeholders, and outreach in the community.	 Safe Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Community Engagement for HRP's Hate Crime Response	HRP has established a specialized unit dedicated to investigating hate crimes and hate incidents. With approval for one dedicated position and collaboration with other functions, the unit is fully functional, and training has been provided to the majority of patrol and other specialized functions. There is continued focus on growth and development of the unit, as well as increasing community outreach and public education.	 Safe Communities	T - Q4 2023/24
HRP Technology Roadmap: 2023/24	HRP will continue to deliver on its technology road map that includes MDT/ MRE software upgrades, a CAD upgrade, and new maps for CAD and MDTs that will include new enhancements and layers.	 Innovative Performance Excellence	T - Q4 2023/24
Proactive Training and Recruitment Strategies: 2023/24	Following the launch of HRP's Police Science Program is the newest cadet class in October 2022 and a marketing campaign will be developed to recruit for the next class. HRP will also conduct lateral officer hiring through the Experienced Police Officer Program.	 Talent Attraction & Retention	T - Q4 2023/24
Public Release of HRP Policies	As part of HRP's ongoing Policy Refresh Project, presentations have been provided to the Board of Police Commissioners with the status of the refresh initiative. Planning for the public release of the first set of refreshed HRP policies will be completed in early 2023.	 Well-Managed	T - Q4 2023/24
Bolster HRP Training to Better Serve Diverse Citizens	HRP will bolster its diversity and training offerings to better reflect the unique needs and cultural competencies related to the municipality's diverse audiences with direct input from, and consultation with, community stakeholders and experts. The object is to build a well-informed, multi-faceted diversity training program to help improve the overall diversity focus and to equip members with additional tools and knowledge to better serve diverse citizens.	 Inclusive Communities	T - Q4 2023/24

# SERVICE AREA PLANS – 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 include 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.



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Community Survey	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 community partners and stake holders with a goal of gathering key information on public safety matters, knowledge critical to operating an effective and innovative police force.	 Safe Communities	Q4 2023/2024
Technology	RCMP will continue to work with the Halifax Regional Municipality and HRP to <ul style="list-style-type: none"> <li>Review and modernize operating procedures and optimize the records management system to reduce organizational and operational risks.</li> <li>Update MOU between agencies relative to Versadex records management system.</li> </ul>	 Well-Managed	Q4 2023/2024
Employee Wellness	RCMP will continue building a resilient workforce through the implementation of its wellness strategy offering employees wraparound service, supported by a strong management and Employee Management Relations Teams.	 Healthy & Safe Workplace	Q4 2023/2024
Employee Recognition	Ongoing coordination with RCMP Divisional Awards and Recognition and continued support for District Commander Recognition Strategy. This includes formal and informal recognition of employees within the District through quarterly Honours and Recognition ceremonies.	 Engaged & Skilled People	Q4 2023/2024
Succession Planning and Professional Development	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. Continue to utilize innovative methods to deliver mandatory and developmental training for our employees to ensure our high level of service to the municipality is maintained.	 Engaged & Skilled People	Q4 2023/2024

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Communication Strategy	RCMP will continue to enhance its Halifax District Communication Strategy and practices and leverage partnerships to support open and transparent information sharing.	 Exceptional Customer Service	Q4 2023/2024
Staffing in Critical Areas	RCMP will continue to review staffing model to assess risk to front line staff, investigative support services and professional standards.	 Exceptional Customer Service	Q4 2023/2024

## Summary of Net Expenditures - Halifax Regional Police

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
P120 Corporate Affairs	894,552	971,100	1,141,700	1,159,800	188,700	19.4
** Corporate Affairs Division	894,552	971,100	1,141,700	1,159,800	188,700	19.4
P110 Professional Stds	160,051	145,000	300,400	320,600	175,600	121.1
P125 Audit & Policy	41,506	13,200	128,600	151,600	138,400	1,048.5
** Professional Standards Divisi	201,557	158,200	429,000	472,200	314,000	198.5
P105 Chief's Office	1,780,815	1,853,500	2,311,800	2,117,100	263,600	14.2
P135 Board Of Police C	16,411	13,900	44,400	13,900	-	-
*** Chief's Office	2,893,336	2,996,700	3,926,900	3,763,000	766,300	25.6
P130 Facilities & Prop.	103,529	104,500	148,500	104,500	-	-
P210 EAP	65,885	156,700	178,700	165,700	9,000	5.7
P220 Human Resources	(334,848)	(352,400)	(59,800)	(167,300)	185,100	(52.5)
P225 Training	1,695,717	1,377,800	1,776,400	1,430,500	52,700	3.8
P255 Exhibits & Property	1,132,616	1,054,100	1,265,600	1,070,300	16,200	1.5
* Administration	2,662,898	2,340,700	3,309,400	2,603,700	263,000	11.2
P230 Finance	504,250	524,400	103,600	36,300	(488,100)	(93.1)
P250 Fleet Maintenance	100,979	50,900	50,900	50,900	-	-
* Fleet/Finance	605,229	575,300	154,500	87,200	(488,100)	(84.8)
P311 STIU	986,926	1,195,300	964,000	1,262,600	67,300	5.6
* IT & Security	986,926	1,195,300	964,000	1,262,600	67,300	5.6
** Administration Support	4,255,053	4,111,300	4,427,900	3,953,500	(157,800)	(3.8)
P235 Extra Duty	8,644	23,200	13,200	(135,100)	(158,300)	(682.3)
P317 CATS Clearing Account	1,456,948	-	-	-	-	-
P365 Collision Reconst	293,541	265,500	265,500	290,700	25,200	9.5
P370 Prisoner Care	1,044,655	825,300	998,500	901,400	76,100	9.2
P410 Shared Support	744,448	787,900	724,300	839,300	51,400	6.5
P430 Victim Service	238,881	269,800	269,800	268,300	(1,500)	(0.6)
P435 Canine	1,090,241	943,000	1,001,200	1,029,900	86,900	9.2
P440 ERT	45,414	123,200	167,200	123,200	-	-
P445 Marine	81,345	83,600	83,600	83,600	-	-
P450 Public Safety Unit	16,512	36,700	36,700	36,700	-	-
P455 Bike Patrol	11,833	16,000	16,000	16,000	-	-
P460 Sch. Crossing Guard	1,764,160	1,686,300	1,712,900	2,193,800	507,500	30.1
P465 Mounted	151,769	150,200	150,200	162,900	12,700	8.5
P470 Port's Policing	158,978	110,700	174,800	140,800	30,100	27.2
P480 CR/CP	963,168	1,181,100	997,300	1,189,100	8,000	0.7
P481 Youth Advocate Program	828,533	865,900	865,900	865,900	-	-
P485 Traffic	1,309,806	1,333,600	1,224,300	1,395,800	62,200	4.7
P486 Mental Health Crisis	275,853	253,800	284,500	270,300	16,500	6.5
P488 Aviation Security	92,832	(265,900)	(419,200)	(265,300)	600	(0.2)
* Support	10,577,562	8,689,900	8,566,700	9,407,300	717,400	8.3
A450 Integrated Emerg Srv	7,241,057	7,914,100	7,400,600	8,403,700	489,600	6.2
A551 Emergency Planning	69,830	112,900	74,700	113,000	100	0.1
N711 Dispatch Centre	87,410	105,700	105,700	105,700	-	-
N721 HRP	304,139	281,800	281,800	281,800	-	-
N731 Core Fire & EMO	413	3,000	3,000	3,000	-	-
N732 Rural Fire	618,736	676,300	676,300	676,300	-	-
P240 Traffic Support	502,356	537,800	579,800	568,300	30,500	5.7
P245 Court Officers	1,532,825	1,586,600	1,561,700	1,726,000	139,400	8.8
P265 Records	330,884	297,700	327,000	316,400	18,700	6.3
S120 FOIPOP Coordinator	70,019	79,400	79,400	81,600	2,200	2.8
* Information Management	10,757,669	11,595,300	11,090,000	12,275,800	680,500	5.9
** Support Division	21,335,231	20,285,200	19,656,700	21,683,100	1,397,900	6.9
P205 Support Division	1,776,561	2,146,500	1,969,600	2,055,500	(91,000)	(4.2)

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
<b>*** Support Division</b>	<b>27,366,844</b>	<b>26,543,000</b>	<b>26,054,200</b>	<b>27,692,100</b>	<b>1,149,100</b>	<b>4.3</b>
P312 Technical Unit	1,008,382	1,178,900	968,600	1,216,500	37,600	3.2
P313 VICLAS	4,526	-	-	-	-	-
P314 Digital Forensics	458,888	516,200	343,400	538,100	21,900	4.2
P315 Inves. Call BackUnit	26	77,300	39,400	81,600	4,300	5.6
P316 CID	(3,044,707)	(2,591,000)	(2,564,900)	(2,469,800)	121,200	(4.7)
P320 Polygraph	377,746	265,800	180,200	152,800	(113,000)	(42.5)
P321 Cyber Crime	-	133,800	59,800	95,400	(38,400)	(28.7)
P325 Forensic Ident.	2,226,626	2,363,400	2,666,700	2,510,400	147,000	6.2
P330 Financial Crime	819,310	1,086,400	1,166,700	1,308,700	222,300	20.5
P335 Drugs	1,638,537	1,596,100	1,764,500	1,690,300	94,200	5.9
P340 Criminal Intel Unit	1,211,352	1,431,200	1,218,600	1,600,300	169,100	11.8
P345 Human Trafficking/MP	1,330,282	953,400	1,238,400	1,041,900	88,500	9.3
P346 ICE	639,868	520,300	380,800	382,100	(138,200)	(26.6)
P347 SAIT	1,605,459	1,587,100	1,325,200	1,502,900	(84,200)	(5.3)
P360 GIS	2,356,899	2,383,400	2,443,000	2,618,800	235,400	9.9
P375 Homicide	1,614,511	1,936,600	2,005,900	2,082,300	145,700	7.5
P376 Cold Case	202,077	262,600	161,300	238,900	(23,700)	(9.0)
P377 HEAT	161,009	264,500	303,800	289,700	25,200	9.5
P380 Crime Analysis	988,629	1,002,200	993,700	1,103,200	101,000	10.1
P381 Human Source Unit	138,053	156,600	169,600	171,700	15,100	9.6
P382 Intercept Monitors	171	10,000	10,000	10,000	-	-
<b>** Criminal Investigations Divis</b>	<b>13,737,644</b>	<b>15,134,800</b>	<b>14,874,700</b>	<b>16,165,800</b>	<b>1,031,000</b>	<b>6.8</b>
P415 Central	14,342,717	15,066,000	14,614,700	15,683,700	617,700	4.1
P475 QRU - Central Patrol	871,945	960,000	960,000	1,000,000	40,000	4.2
<b>* Operations Central</b>	<b>15,214,662</b>	<b>16,026,000</b>	<b>15,574,700</b>	<b>16,683,700</b>	<b>657,700</b>	<b>4.1</b>
P420 West	12,387,147	12,569,900	12,236,700	13,472,500	902,600	7.2
P495 QRU - West Patrol	878,118	939,800	939,800	816,800	(123,000)	(13.1)
<b>* Operations West</b>	<b>13,265,265</b>	<b>13,509,700</b>	<b>13,176,500</b>	<b>14,289,300</b>	<b>779,600</b>	<b>5.8</b>
P425 East	13,749,503	13,333,200	13,459,200	14,513,800	1,180,600	8.9
P490 QRU - East Patrol	700,980	941,700	941,700	786,000	(155,700)	(16.5)
<b>* Operations East</b>	<b>14,450,483</b>	<b>14,274,900</b>	<b>14,400,900</b>	<b>15,299,800</b>	<b>1,024,900</b>	<b>7.2</b>
<b>** Patrol Operations</b>	<b>42,930,410</b>	<b>43,810,600</b>	<b>43,152,100</b>	<b>46,272,800</b>	<b>2,462,200</b>	<b>5.6</b>
P405 Deputy Operations	643,160	709,900	709,900	742,600	32,700	4.6
<b>*** Operations Division</b>	<b>57,311,214</b>	<b>59,655,300</b>	<b>58,736,700</b>	<b>63,181,200</b>	<b>3,525,900</b>	<b>5.9</b>
P355 LOCKED Crime Stoppers	501	-	-	-	-	-
<b>*** Locked Police Services</b>	<b>501</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>87,571,894</b>	<b>89,195,000</b>	<b>88,717,800</b>	<b>94,636,300</b>	<b>5,441,300</b>	<b>6.1</b>

### Summary Details - Halifax Regional Police

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	71,913,578	72,668,200	71,552,300	77,495,600	4,827,400	6.6
6002 Salaries - Overtime	5,706,747	2,529,300	6,031,600	2,657,400	128,100	5.1
6003 Wages - Regular	-	132,400	600	132,400	-	-
6005 PDP & Union Con Incr	(5,256,794)	-	(5,537,100)	-	-	-
6050 Court Time	786,575	1,285,700	1,146,500	1,317,800	32,100	2.5
6051 Shift Agreements	86,888	-	-	-	-	-
6052 Shift Differentials	244,112	403,700	327,600	403,700	-	-
6053 Extra Duty	606,376	612,400	1,441,400	1,988,400	1,376,000	224.7
6054 Vacation payout	85,076	-	-	-	-	-
6099 Other Allowances	-	17,000	17,000	17,000	-	-
6100 Benefits - Salaries	15,208,839	14,508,400	14,331,500	15,422,700	914,300	6.3
6110 Vacancy Management	-	(2,147,300)	-	(2,147,300)	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6150 Honorariums	1,000	-	-	-	-	-
6152 Retirement Incentives	694,197	813,000	805,000	868,300	55,300	6.8
6153 Severance	1,500	-	-	-	-	-
6154 Workers' Compensation	1,399,239	1,690,000	1,810,500	2,084,300	394,300	23.3
6156 Clothing Allowance	402,617	452,400	452,400	452,400	-	-
6157 stipends	2,000	-	-	-	-	-
6158 WCB Recov Earnings	-	-	(74,800)	-	-	-
6164 On the Job injuries	270,806	244,400	100,000	244,400	-	-
6198 Non TCA Compensation	218	-	-	-	-	-
6199 Comp & Ben InterDept	697,857	772,700	772,700	772,700	-	-
9200 HR CATS Wage/Ben	(2,643)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>92,848,187</b>	<b>93,982,300</b>	<b>93,177,200</b>	<b>101,709,800</b>	<b>7,727,500</b>	<b>8.2</b>
6201 Telephone/Cable	119,729	172,900	169,300	172,900	-	-
6202 Courier/Postage	39,750	29,000	49,000	29,000	-	-
6203 Office Furn/Equip	70,013	50,800	85,800	50,800	-	-
6204 Computer S/W & Lic	232,515	99,500	94,500	99,500	-	-
6205 Printing & Reprod	-	2,500	2,500	2,500	-	-
6207 Office Supplies	123,712	91,700	154,500	91,700	-	-
6299 Other Office Expenses	26	-	-	-	-	-
<b>* Office</b>	<b>585,745</b>	<b>446,400</b>	<b>555,600</b>	<b>446,400</b>	-	-
6302 Legal Fees	135,126	60,400	430,000	60,400	-	-
6304 Janitorial Services	148,225	139,700	139,700	139,700	-	-
6311 Security	55,235	27,900	27,900	27,900	-	-
6312 Refuse Collection	11,788	15,000	15,000	15,000	-	-
6315 Outside Policing	228,883	253,400	167,000	253,400	-	-
6399 Contract Services	1,770,413	1,757,100	1,916,300	1,832,100	75,000	4.3
<b>* External Services</b>	<b>2,349,670</b>	<b>2,253,500</b>	<b>2,695,900</b>	<b>2,328,500</b>	<b>75,000</b>	<b>3.3</b>
6401 Uniforms & Clothing	159,463	235,400	215,400	235,400	-	-
6402 Med & First Aid Supp	1,967	-	-	-	-	-
6403 Patrol Equip Supplies	526,271	432,900	656,900	432,900	-	-
6405 Photo Supp & Equip	20,742	20,000	57,000	20,000	-	-
6407 Clean/Sani Supplies	14,285	5,700	23,700	5,700	-	-
6409 Personal Protect Equ	35,664	-	11,700	-	-	-
6499 Other Supplies	1,320	4,900	4,900	4,900	-	-
<b>* Supplies</b>	<b>759,711</b>	<b>698,900</b>	<b>969,600</b>	<b>698,900</b>	-	-
6607 Electricity	-	6,400	6,400	6,400	-	-
6613 Overhead Doors	320	-	-	-	-	-
6699 Other Building Cost	111,001	47,300	132,300	47,300	-	-
<b>* Building Costs</b>	<b>111,321</b>	<b>53,700</b>	<b>138,700</b>	<b>53,700</b>	-	-
6701 Equipment Purchase	282,590	352,300	242,300	352,300	-	-
6702 Small Tools	2,397	-	-	-	-	-
6703 Computer Equip/Rent	63,627	10,000	10,000	10,000	-	-
6704 Equipment Rental	2,430	1,800	1,800	1,800	-	-
6705 Equip - R&M	48,479	93,500	92,000	93,500	-	-
6706 Computer R&M	207	8,700	-	8,700	-	-
6708 Mechanical Equipment	4,860	4,100	4,100	4,100	-	-
6711 Communication System	821,799	939,000	782,400	885,100	(53,900)	(5.7)
6731 Airtime	253,014	258,700	253,000	258,700	-	-
<b>* Equipment &amp; Communications</b>	<b>1,479,402</b>	<b>1,668,100</b>	<b>1,385,600</b>	<b>1,614,200</b>	<b>(53,900)</b>	<b>(3.2)</b>
6802 Vehicle R&M	3,488	-	-	-	-	-
6803 Vehicle Fuel - Diesel	1,044	3,000	3,000	3,000	-	-
6804 Vehicle Fuel - Gas	391	1,000	1,000	1,000	-	-
6806 Vehicle Rentals	4,026	-	-	-	-	-
6811 Shop Supplies	85	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>9,034</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	-	-
6901 Membership Dues	16,668	12,000	19,300	12,000	-	-
6902 Conferences/Workshop	13,448	-	32,000	-	-	-



Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6903 Travel - Local	321	13,400	7,400	13,400	-	-
6904 Travel - Out of Town	138,102	238,700	357,800	238,700	-	-
6905 Training & Education	300,858	254,700	414,700	254,700	-	-
6906 Licenses & Agreements	65,199	84,800	84,800	84,800	-	-
6911 Facilities Rental	1,128,444	1,259,800	1,221,700	1,313,700	53,900	4.3
6912 Advertising/Promotio	16,197	6,100	6,100	6,100	-	-
6917 Books and Periodicals	11,551	9,900	9,900	9,900	-	-
6918 Meals	19,800	28,500	26,500	28,500	-	-
6919 Special Projects	-	2,000	2,000	2,000	-	-
6938 Rewarding Excellence	7,402	2,700	14,200	2,700	-	-
6954 Cash over/under	3	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>1,717,993</b>	<b>1,912,600</b>	<b>2,196,400</b>	<b>1,966,500</b>	<b>53,900</b>	<b>2.8</b>
7008 ltnTrsf IT & Commun	9,235	-	-	-	-	-
7009 Internal Trfr Other	108,407	92,700	92,700	92,700	-	-
7011 Int Trf Record Check	10	(3,300)	(3,300)	(3,300)	-	-
7012 Int Trf Print/Reprod	4,657	-	-	-	-	-
7013 Int Trf Extra Duty	(105,353)	(217,400)	(375,000)	(681,500)	(464,100)	213.5
<b>* Interdepartmental</b>	<b>16,956</b>	<b>(128,000)</b>	<b>(285,600)</b>	<b>(592,100)</b>	<b>(464,100)</b>	<b>362.6</b>
8003 Insurance Pol/Prem	47,784	54,100	54,100	54,100	-	-
8030 Tfr Fr Resvs to Oper	(258,400)	-	-	-	-	-
8031 Tfr To Resvs Fr Oper	25,000	-	-	-	-	-
<b>* Other Fiscal</b>	<b>(185,616)</b>	<b>54,100</b>	<b>54,100</b>	<b>54,100</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>99,692,403</b>	<b>100,945,600</b>	<b>100,891,500</b>	<b>108,284,000</b>	<b>7,338,400</b>	<b>7.3</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 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	(428,559)	(608,000)	(446,000)	(608,000)	-	-
5256 SOT Revenue	-	-	-	-	-	-
<b>* Fee Revenues</b>	<b>(428,559)</b>	<b>(608,000)</b>	<b>(446,000)</b>	<b>(608,000)</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	(7,064,062)	(6,522,100)	(6,779,800)	(7,326,800)	(804,700)	12.3
5600 Miscellaneous Revenue	(827,887)	(820,500)	(1,147,900)	(1,912,900)	(1,092,400)	133.1
<b>* Other Revenue</b>	<b>(7,891,949)</b>	<b>(7,342,600)</b>	<b>(7,927,700)</b>	<b>(9,239,700)</b>	<b>(1,897,100)</b>	<b>25.8</b>
<b>** Total</b>	<b>(12,120,508)</b>	<b>(11,750,600)</b>	<b>(12,173,700)</b>	<b>(13,647,700)</b>	<b>(1,897,100)</b>	<b>16.1</b>
<b>Net Total</b>	<b>87,571,894</b>	<b>89,195,000</b>	<b>88,717,800</b>	<b>94,636,300</b>	<b>5,441,300</b>	<b>6.1</b>

Summary of Net Expenditures - RCMP						
Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
P710 RCMP	36,090,439	32,303,000	32,945,500	33,019,200	716,200	2.2
<b>* RCMP</b>	<b>36,090,439</b>	<b>32,303,000</b>	<b>32,945,500</b>	<b>33,019,200</b>	<b>716,200</b>	<b>2.2</b>
<b>** Total</b>	<b>36,090,439</b>	<b>32,303,000</b>	<b>32,945,500</b>	<b>33,019,200</b>	<b>716,200</b>	<b>2.2</b>

# HALIFAX TRANSIT

## 2023/24 BUDGET AND BUSINESS PLAN





### MISSION




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

# HALIFAX

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

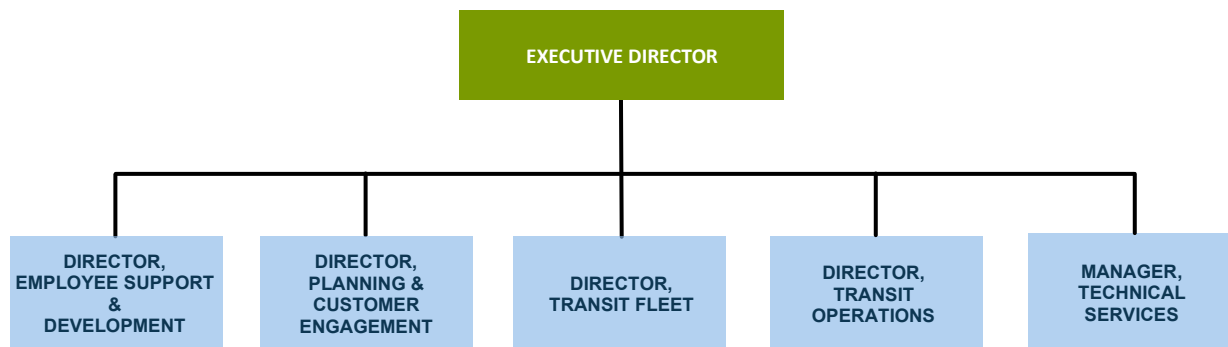
HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS

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







Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	<b>1,057.5</b>
Transferred Positions:	
New Positions:	
Hostlers (Term)	(4.5)
Transit Load Counter	(0.8)
Financial Analyst	(1.0)
BN058 – Transit Safety - Service Supervisors	4.0
Business Analyst Intern	1.0
Customer Support & Engagement Intern	1.0
Junior Transit Trainer	1.0
Transit Infrastructure Field Technician	1.0
Outreach Intern	0.2
Capital Changes:	
Outreach & Engagement Specialist	1.0
Project Manager	1.0
Total Changes	3.9
<b>Total Budgeted 2023/24 FTEs</b>	<b>1,061.4</b>

*Includes full, part-time, and permanent positions - calculated value based on the normal working hours of each position. FTE count does not include potential hiring for the final network changes of the Moving Forward Together Plan (MFTP).*

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Transit Asset &amp; Infrastructure Renewal</b>	To create an enhanced experience for its customers, Halifax Transit will continue to invest in the renewal of on-street infrastructure, buildings, terminals, vehicles, fleet, and ferries, with an emphasis on energy-efficiency and safety.	 Connected & Healthy Long Range Mobility Planning



Initiative	Description	Priority & Outcome
<b>Transit Service Plan</b>	Halifax Transit is continuously evolving to offer residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking strategic planning activities to ensure transit routes and services are aligned with the growth of the region, demand for services, and emerging technologies and service models.	 Connected & Healthy Long Range Mobility Planning
<b>Transit Technology</b>	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.	 Innovative Performance Excellence
<b>Transit Accessibility</b>	Halifax Transit is committed to improving the accessibility and equity of transit services in HRM. 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.	 Safe & Accessible Mobility Network
<b>Decarbonize Public Transit</b>	In keeping with the Municipality's HalifACT goals to reduce greenhouse gas emissions and criteria air contaminants, Halifax Transit is in the process of converting to a zero-emission fleet. Decarbonization initiatives include the procurement of zero emission buses and charging infrastructure, transit facility improvements and retrofits, and staff training.	 Net-Zero Emissions 
<b>Safety &amp; Security</b>	Safety is of critical importance to Halifax Transit. To ensure the protection of passengers, employees, and property, staff are taking proactive measures across the transit system. Efforts include the installation of operator safety barriers across the conventional fleet, a comprehensive review of current public safety challenges and recommended options for mitigation, and a Transit Code campaign focused on Operator safety and anti-aggression.	 Safe & Accessible Mobility Network

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Access-A-Bus Service	\$ 6,932,917	\$ 6,926,300	\$ 7,816,248	\$ 7,427,300	\$ 501,000	7.2
Conventional Service	78,766,889	74,665,200	71,985,443	79,860,300	5,195,100	7.0
Ferry Service	6,343,793	5,089,800	6,219,625	5,410,500	320,700	6.3
Transit Facilities	4,609,113	4,403,700	4,995,900	4,558,900	155,200	3.5
Fiscal Transit	(52,370,821)	(56,638,700)	(56,738,700)	(36,994,800)	19,643,900	(34.7)
<b>Net Total</b>	<b>\$ 44,281,890</b>	<b>\$ 34,446,300</b>	<b>\$ 34,278,517</b>	<b>\$ 60,262,200</b>	<b>\$ 25,815,900</b>	<b>74.9</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 87,068,633	\$ 88,097,600	\$ 87,461,793	\$ 88,131,900	\$ 34,300	-
Office	1,040,824	1,105,800	1,114,800	1,113,516	7,716	0.7
External Services	2,966,584	3,451,500	3,739,900	3,771,300	319,800	9.3
Supplies	1,384,795	1,537,800	1,485,500	1,481,284	(56,516)	(3.7)
Materials	198,350	177,200	267,500	177,200	-	-
Building Costs	2,213,810	2,178,200	2,531,800	2,085,600	(92,600)	(4.3)
Equipment & Communications	960,197	1,073,500	1,140,800	1,073,500	-	-
Vehicle Expense	23,521,036	24,223,100	32,713,500	31,823,100	7,600,000	31.4
Other Goods & Services	1,137,196	1,399,500	1,408,600	1,521,500	122,000	8.7
Interdepartmental	38,482	(95,500)	(4,400)	(95,500)	-	-
Other Fiscal	276,851	470,000	370,000	370,000	(100,000)	(21.3)
<b>Total Expenditures</b>	<b>120,806,758</b>	<b>123,618,700</b>	<b>132,229,793</b>	<b>131,453,400</b>	<b>7,834,700</b>	<b>6.3</b>

Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Area Rate Revenue	(52,647,672)	(57,108,700)	(57,108,700)	(37,364,800)	19,743,900	(34.6)
Transfers from other Gov'ts	-	-	(8,655,876)	-	-	-
Fee Revenues	(22,835,481)	(30,887,200)	(30,844,500)	(32,447,200)	(1,560,000)	5.1
Other Revenue	(1,041,716)	(1,176,500)	(1,342,200)	(1,379,200)	(202,700)	17.2
<b>Total Revenues</b>	<b>(76,524,868)</b>	<b>(89,172,400)</b>	<b>(97,951,276)</b>	<b>(71,191,200)</b>	<b>17,981,200</b>	<b>(20.2)</b>
<b>Net Total</b>	<b>\$ 44,281,890</b>	<b>\$ 34,446,300</b>	<b>\$ 34,278,517</b>	<b>\$ 60,262,200</b>	<b>\$ 25,815,900</b>	<b>74.9</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 34,446,300</b>
Compensation Changes:	
Additional staff/salary increases partially offset by attrition	185,300
Additional Vacancy Management	(120,000)
Removal of Hostler positions	(375,000)
BN058 – Transit Safety - Service Supervisor Options - Comp	344,000
Revenue Adjustments:	
Increase to fare revenue (82.5% pre-COVID)	(735,000)
2022/23 BAL reversal - Transit Recovery	(825,000)
Adjustment to Transit tax revenue	19,743,900
Other revenue adjustments	(202,700)
Other Budget Adjustments:	
Fuel price and usage increase (\$1.56/litre includes new carbon tax)	7,600,000
Increase in Janitorial and Security services	319,800
Reduction in Building Costs	(92,600)
BN058 – Transit Safety - Service Supervisor Options - Non Comp	35,200
Reduction in Supplies	(78,100)
Other Expenses	16,100
Total Changes	\$ 25,815,900
<b>2023/24 Budget</b>	<b>\$ 60,262,200</b>

## SERVICE AREA PLANS

### 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 nearly 2,000,000 kilometers annually.

### Services Delivered

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


### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Ridership	70,084	120,373	152,806	169,724

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Total Cost (Expenses) per Revenue Vehicle Hour	\$91.57	\$87.27	\$85.73	\$81.97
Operating Expense per Passenger	\$92.11	\$61.19	\$54.70	\$47.09
Average Fare per Passenger	\$1.31	\$1.25	\$1.48	\$1.48
Revenue/Cost Ratio	1.4%	2.0%	2.7%	3.1%
Customer Service (requests addressed within standard)	91%	85%	84%	90%

### Performance Measures Analysis

Access-A-Bus ridership is expected to increase slightly in 2023/24 as a result of performance efficiencies, related in part to the introduction of Mobile Data Terminal (MDT) project completed in 2022/23, although it will remain just shy of pre-pandemic ridership levels (approximately 170,000 in 2019/20). Overall service levels will remain the same, but a small decrease in operating expenses compared 2022/23 are expected due to an anomaly in benefits payments in 2022/23 putting them higher than standard.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
<b>Access-A-Bus (AAB) Continuous Improvement Service Plan</b>	The AAB Continuous Improvement Service Plan was developed to ensure ongoing improvements in accessibility, and to improve the operational performance of Access-A-Bus service. In keeping with the implementation timeline, the next phase of initiatives includes the Interactive Voice Response (IVR) system to provide automated client communications, and updates to the registration and eligibility criteria to best match services to client abilities.	 Safe & Accessible Mobility Network	T - Q4 2024/25

### 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 14 million passenger trips annually and travels nearly 19,000,000 kilometres.

## Services Delivered

**Operating Conventional Transit Routes.** Consisting of 69 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 Performance Measures






Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Ridership	7,968,184	12,580,418	15,566,573	16,353,245
Number of Regular Service Passenger Trips per Capita in Service Area	23.1	37.8	44.8	45.0
Passengers per Service Hour	8.9	13.1	16.2	17.1
Revenue Vehicle Hour per Capita in Service Area	2.6	2.9	2.8	2.6
Total Cost (Expenses) per Revenue Vehicle Hour	\$106.70	\$109.35	\$119.20	\$119.72











Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Operating Expense per Passenger	\$12.04	\$8.38	\$7.37	\$7.01
Average Fare per Passenger	\$2.03	\$1.80	\$1.91	\$1.91
Revenue/Cost Ratio	17%	21%	26%	27%
Requests Addressed within Standard	93%	91%	69%	90%

### Performance Measures Analysis

In 2023/24, it is expected that service reductions accounting for about 5% of service will be in place for the first portion of the year, reducing costs but also limiting ridership increases. However, the final phase of the Moving Forward Together Plan (MFTP) is planned for November 2023, at which time ridership should slowly begin to increase, bringing 2023/24 ridership up when compared to 2022/23.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
<b>Fare Management Project - Phase 2</b>	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.	 Innovative Performance Excellence	EST – Q3 2022/23
<b>Fixed Route Planning, Scheduling and Operations - Complete Implementation</b>	To improve operational efficiency, Halifax Transit will begin to enhance functionality in the new planning, scheduling, and operations software solution. This will require system testing, user training and solution configuration.	 Innovative Performance Excellence	EST – Q2 2024/25
<b>Operator Safety Barriers</b>	To improve Operator safety, the entire conventional fleet will be retrofitted with driver barriers. The physical barriers allow the Operator to connect and interact with passengers while also protecting them from situations that may result in inappropriate physical contact.	 Safe & Accessible Mobility Network	T - Q4 2024/25
<b>Fleet Composition Metric</b>	Building off the feasibility study for electric vehicles, a plan will be developed to assess the fleet mix and create a composition metric for the entire fleet.	 Net-Zero Emissions	T - Q4 2024/25
<b>Burnside Transit Centre Eco-Rebuild – Design</b>	A rebuild of the Burnside Transit Centre is required due to the physical deterioration of the building and to allow for the growth associated with the Zero	 Affordable	T - Q4 2024/25

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
	Emission Bus Project. In 2023/24, the detailed planning and design will be complete.	Sustainable Mobility Network	
<b>Zero Emission Bus Project – Phase 1 – Design, Construction &amp; Commissioning (RLTC)</b>	This project will reduce greenhouse gas emissions as well as operating costs for Halifax Transit by converting buses to a zero-emission fleet. Phase 1 will include the design and tender, all construction requirements, and the commissioning of the new buses.	 Net-Zero Emissions 	T - Q4 2024/25
<b>Zero Emission Bus Project – Phase 2 – Funding &amp; Design (BTC)</b>	This project will reduce greenhouse gas emissions as well as operating costs for Halifax Transit by converting buses to a zero-emission fleet. Phase 2 will include planning for the replacement of the Burnside Transit Centre with a newly designed energy efficient facility to house the zero-emission fleet.	 Net-Zero Emissions 	T - Q4 2024/25
<b>Rapid Transit Strategy - Prepare Conceptual Designs for Bus Rapid Transit</b>	The Rapid Transit Strategy includes a network of four Bus Rapid Transit (BRT) lines and three new ferry routes, which will promote the creation of more compact and walkable communities and increase mobility options and alternatives to private vehicles. In 2023/24, staff will prepare detailed designs for the BRT stations.	 Affordable Sustainable Mobility Network	T - Q4 2024/25
<b>Passenger Conduct Campaign</b>	The Transit Code will transition to an ongoing program this year, with new campaigns launching quarterly that address topics related to safety, courtesy, and respect on public transit. The first 2023 campaign will focus on preventing aggressive behaviors and Operator safety.	 Safe & Accessible Mobility Network	T - Q4 2023/24
<b>Bus Stop Accessibility Improvements</b>	A multi-year work plan will be created to guide upgrades to the remaining non-accessible bus stops in the network.	 Safe & Accessible Mobility Network	T - Q4 2024/25
<b>Public Safety Review</b>	In an effort to adapt to current public safety challenges, there is an opportunity to examine current data on safety and security events at facilities and throughout the Halifax Transit system to build a more safe, secure, and supportive service for all. A comprehensive review will involve investigating industry standards, conducting jurisdictional research, and developing options to mitigate these new challenges.	 Safe & Accessible Mobility Network	T - Q4 2024/25

## 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 Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Ridership	313,856	704,510	1,082,529	1,148,855
Passengers per Capita within Service Area	0.9	2.1	3.1	3.2
Passengers per Service Hour	22.1	49.9	74.6	77.0
Cost to Operate a Ferry for Each In-service Hour	\$416.13	\$550.35	\$609.39	\$545.72
Operating Expense per Passenger	\$18.83	\$11.03	\$8.17	\$7.09
Average Fare per Passenger	\$2.08	\$1.61	\$2.11	\$2.11
Revenue/Cost Ratio	11%	15%	26%	30%
Requests Addressed within Standard	66%	90%	68%	90%

## Performance Measures Analysis

In 2023/24, no changes are proposed to ferry service levels. However, operating expenses are shown as slightly lower than 2022/23 due to projections related to diesel fuel prices. Ridership is expected to have a modest increase.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
<b>Rapid Transit Strategy - Mill Cove Ferry Service</b>	In 2023/24, it is anticipated that this multi-year implementation project will begin, which will include proceeding with procuring a vendor to design and build the vessels, detailed design of both the Halifax and Mill Cove terminals and commencing site work.	 Affordable Sustainable Mobility Network	T - Q4 2024/25

## Summary of Net Expenditures - Halifax Transit

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
R680 Facilities - Ragged Lake	1,250,238	1,162,500	1,234,000	1,189,500	27,000	2.3
R681 Facilities - Burnside	1,351,954	1,323,000	1,522,800	1,312,900	(10,100)	(0.8)
R682 Facil-Ferry Terminal	661,016	608,600	753,100	667,600	59,000	9.7
R683 Facil-Other Property	1,345,905	1,309,600	1,486,000	1,388,900	79,300	6.1
<b>*** Transit Facilities</b>	<b>4,609,113</b>	<b>4,403,700</b>	<b>4,995,900</b>	<b>4,558,900</b>	<b>155,200</b>	<b>3.5</b>
R652 Access-A -Bus Operations	6,932,917	6,926,300	7,816,248	7,427,300	501,000	7.2
<b>*** Access-A-Bus Service</b>	<b>6,932,917</b>	<b>6,926,300</b>	<b>7,816,248</b>	<b>7,427,300</b>	<b>501,000</b>	<b>7.2</b>
R624 HT Director's Office	1,645,120	1,667,900	1,582,817	1,665,700	(2,200)	(0.1)
R631 Revenue	(21,857,666)	(29,053,400)	(37,711,576)	(30,618,400)	(1,565,000)	5.4
R637 Planning & Custm Eng	1,727,191	2,746,400	2,539,062	3,059,900	313,500	11.4
<b>** Halifax Transit Administratio</b>	<b>(18,485,355)</b>	<b>(24,639,100)</b>	<b>(33,589,697)</b>	<b>(25,892,800)</b>	<b>(1,253,700)</b>	<b>5.1</b>
R640 Technical Services	1,797,074	2,182,600	2,097,992	2,279,600	97,000	4.4
<b>** Halifax Transit - Technical Se</b>	<b>1,797,074</b>	<b>2,182,600</b>	<b>2,097,992</b>	<b>2,279,600</b>	<b>97,000</b>	<b>4.4</b>
R932 BTC Facility Maintenance	484,358	393,800	619,500	600,000	206,200	52.4
R938 BTC Bus Maintenance	13,896,900	14,919,000	14,137,534	14,558,400	(360,600)	(2.4)
R962 RLTC Facility Maint	188,941	225,500	225,500	223,400	(2,100)	(0.9)
R963 RLTC Bus Maint	11,449,751	11,863,900	11,821,948	11,700,900	(163,000)	(1.4)
<b>** Halifax Transit - Transit Flee</b>	<b>26,019,950</b>	<b>27,402,200</b>	<b>26,804,483</b>	<b>27,082,700</b>	<b>(319,500)</b>	<b>(1.2)</b>
R656 Safety and Training	812,611	668,200	887,460	1,013,500	345,300	51.7
R658 Resource Sup & Dev	1,158,483	954,100	1,257,643	1,468,700	514,600	53.9
<b>** Halifax Transit - Employee Sup</b>	<b>1,971,093</b>	<b>1,622,300</b>	<b>2,145,103</b>	<b>2,482,200</b>	<b>859,900</b>	<b>53.0</b>
R635 BTC Operators	27,029,312	26,908,050	26,678,127	26,602,800	(305,250)	(1.1)
R636 Service Supervisors	3,678,055	4,178,100	4,029,583	4,223,300	45,200	1.1
R638 BTC & RLTC Bus Ops	11,759,596	11,519,100	18,570,785	18,202,600	6,683,500	58.0
R657 Security	317,853	398,000	548,000	470,000	72,000	18.1
R670 RLTC Operators	24,679,310	25,093,950	24,701,067	24,409,900	(684,050)	(2.7)
<b>** Halifax Transit - Bus Operatio</b>	<b>67,464,126</b>	<b>68,097,200</b>	<b>74,527,563</b>	<b>73,908,600</b>	<b>5,811,400</b>	<b>8.5</b>
<b>*** Conventional Service</b>	<b>78,766,889</b>	<b>74,665,200</b>	<b>71,985,443</b>	<b>79,860,300</b>	<b>5,195,100</b>	<b>7.0</b>
R661 Ferry Operations	6,343,793	5,089,800	6,219,625	5,410,500	320,700	6.3
<b>*** Ferry Service</b>	<b>6,343,793</b>	<b>5,089,800</b>	<b>6,219,625</b>	<b>5,410,500</b>	<b>320,700</b>	<b>6.3</b>
M701 Fiscal Transit	(52,370,821)	(56,638,700)	(56,738,700)	(36,994,800)	19,643,900	(34.7)
<b>*** Fiscal Transit</b>	<b>(52,370,821)</b>	<b>(56,638,700)</b>	<b>(56,738,700)</b>	<b>(36,994,800)</b>	<b>19,643,900</b>	<b>(34.7)</b>
<b>Net Total</b>	<b>44,281,890</b>	<b>34,446,300</b>	<b>34,278,517</b>	<b>60,262,200</b>	<b>25,815,900</b>	<b>74.9</b>

## Summary Details - Halifax Transit

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	58,648,389	64,224,900	56,872,968	63,886,100	(338,800)	(0.5)
6002 Salaries - Overtime	8,648,489	6,838,300	10,169,406	6,838,300	-	-
6005 PDP & Union Con Incr	(177,791)	-	(92,800)	-	-	-
6051 Shift Agreements	146,060	140,000	150,500	140,000	-	-
6052 Shift Differentials	18,201	15,900	18,400	15,900	-	-
6054 Vacation payout	357,162	-	389,700	-	-	-
6099 Other Allowances	6,681	2,500	7,700	2,500	-	-
6100 Benefits - Salaries	14,462,408	13,871,540	14,647,118	13,851,800	(19,740)	(0.1)
6110 Vacancy Management	-	(4,151,340)	-	(4,271,300)	(119,960)	2.9
6120 Comp OCC Budget Yr 1	-	1,084,600	-	1,084,600	-	-
6152 Retirement Incentives	492,561	623,000	623,300	615,100	(7,900)	(1.3)
6153 Severance	10,000	-	-	-	-	-
6154 Workers' Compensation	4,163,482	4,550,800	4,530,400	5,260,000	709,200	15.6
6155 Overtime Meals	8,544	13,800	12,300	13,800	-	-



Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6156 Clothing Allowance	144,200	144,400	144,600	144,400	-	-
6158 WCB Recov Earnings	(36,860)	(18,300)	(35,400)	(18,300)	-	-
6199 Comp & Ben InterDept	6,792	757,500	(142,000)	569,000	(188,500)	(24.9)
9200 HR CATS Wage/Ben	139,856	-	134,000	-	-	-
9210 HR CATS OT Wage/Ben	30,459	-	31,600	-	-	-
<b>* Compensation and Benefits</b>	<b>87,068,633</b>	<b>88,097,600</b>	<b>87,461,793</b>	<b>88,131,900</b>	<b>34,300</b>	<b>0.0</b>
6201 Telephone/Cable	168,271	163,000	163,000	163,000	-	-
6202 Courier/Postage	36,153	36,800	45,800	38,300	1,500	4.1
6203 Office Furn/Equip	40,916	45,000	39,200	40,000	(5,000)	(11.1)
6204 Computer S/W & Lic	535,401	625,000	625,000	625,000	-	-
6205 Printing & Reprod	219,944	200,000	200,000	200,000	-	-
6207 Office Supplies	40,139	30,000	41,800	41,216	11,216	37.4
6290 Office OCC Transfer	-	6,000	-	6,000	-	-
<b>* Office</b>	<b>1,040,824</b>	<b>1,105,800</b>	<b>1,114,800</b>	<b>1,113,516</b>	<b>7,716</b>	<b>0.7</b>
6301 Professional Fees	1,132	2,500	2,500	2,500	-	-
6302 Legal Fees	25,838	10,000	12,600	10,000	-	-
6304 Janitorial Services	1,383,189	1,127,000	1,342,700	1,276,400	149,400	13.3
6308 Snow Removal	615,781	597,500	597,500	673,000	75,500	12.6
6310 Outside Personnel	479,241	480,000	530,000	480,000	-	-
6311 Security	388,214	465,000	674,000	537,000	72,000	15.5
6312 Refuse Collection	49,980	53,500	67,500	83,400	29,900	55.9
6390 Extnl Svcs OCC Trsf	-	7,000	-	-	(7,000)	(100.0)
6399 Contract Services	23,209	709,000	513,100	709,000	-	-
<b>* External Services</b>	<b>2,966,584</b>	<b>3,451,500</b>	<b>3,739,900</b>	<b>3,771,300</b>	<b>319,800</b>	<b>9.3</b>
6401 Uniforms & Clothing	615,236	719,500	726,400	719,500	-	-
6402 Med & First Aid Supp	17,617	18,000	20,500	18,000	-	-
6403 Patrol Equip Supplies	1,652	3,800	3,800	3,800	-	-
6406 Bridge Tolls	451,741	460,800	489,800	460,800	-	-
6407 Clean/Sani Supplies	113,604	143,000	120,500	115,000	(28,000)	(19.6)
6409 Personal Protect Equ	184,914	173,000	124,500	122,900	(50,100)	(29.0)
6490 Supplies OCC Transfer	-	19,700	-	19,700	-	-
6499 Other Supplies	30	-	-	21,584	21,584	-
<b>* Supplies</b>	<b>1,384,795</b>	<b>1,537,800</b>	<b>1,485,500</b>	<b>1,481,284</b>	<b>(56,516)</b>	<b>(3.7)</b>
6504 Hardware	6	-	-	-	-	-
6505 Lubricants	197,642	176,500	266,500	176,500	-	-
6519 Welding Supplies	701	700	1,000	700	-	-
<b>* Materials</b>	<b>198,350</b>	<b>177,200</b>	<b>267,500</b>	<b>177,200</b>	-	-
6602 Electrical	667	-	-	-	-	-
6603 Grnds & Landscaping	8,242	40,200	31,200	40,200	-	-
6604 Bus Gates/Shlfr-R&M	5,102	35,000	2,600	35,000	-	-
6606 Heating Fuel	-	37,500	-	-	(37,500)	(100.0)
6607 Electricity	805,529	865,800	731,600	804,000	(61,800)	(7.1)
6608 Water	89,189	102,900	96,600	89,200	(13,700)	(13.3)
6609 Elevator & Escalator	20,649	26,800	23,200	18,100	(8,700)	(32.5)
6610 Building - Exterior	220,394	152,000	315,300	152,000	-	-
6611 Building - Interior	257,088	230,000	509,300	230,000	-	-
6612 Safety Systems	128,880	85,500	113,700	85,500	-	-
6613 Overhead Doors	114,063	80,800	97,800	80,800	-	-
6614 Envir Assess/Cleanup	1,239	-	2,300	-	-	-
6616 Natural Gas-Buildings	558,518	517,300	593,100	539,800	22,500	4.3
6617 Pest Management	4,250	4,400	10,300	6,000	1,600	36.4
6699 Other Building Cost	-	-	4,800	5,000	5,000	-
<b>* Building Costs</b>	<b>2,213,810</b>	<b>2,178,200</b>	<b>2,531,800</b>	<b>2,085,600</b>	<b>(92,600)</b>	<b>(4.3)</b>
6702 Small Tools	75,549	96,000	80,600	96,000	-	-
6703 Computer Equip/Rent	35,993	44,000	44,000	44,000	-	-
6704 Equipment Rental	20,201	-	26,700	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6705 Equip - R&M	456,675	516,500	577,500	516,500	-	-
6707 Plumbing & Heating	3,502	-	-	-	-	-
6708 Mechanical Equipment	210,472	255,000	250,000	255,000	-	-
6711 Communication System	65,804	70,000	70,000	70,000	-	-
6732 Mobile Data	92,002	92,000	92,000	92,000	-	-
<b>* Equipment &amp; Communications</b>	<b>960,197</b>	<b>1,073,500</b>	<b>1,140,800</b>	<b>1,073,500</b>	-	-
6802 Vehicle R&M	8,262,678	8,716,500	9,203,900	8,716,500	-	-
6803 Vehicle Fuel - Diesel	11,197,979	11,115,400	19,413,900	18,215,700	7,100,300	63.9
6804 Vehicle Fuel - Gas	278,602	283,700	732,100	783,400	499,700	176.1
6805 Tires and Tubes	1,225,758	1,350,000	1,154,000	1,350,000	-	-
6806 Vehicle Rentals	489	800	3,700	800	-	-
6810 Comm Vehicle R&M	1,774,327	1,756,000	1,700,900	1,756,000	-	-
6811 Shop Supplies	34,008	55,000	55,000	55,000	-	-
6890 Vehicle OCC Transfer	-	495,700	-	495,700	-	-
6899 Other Vehicle Expense	747,194	450,000	450,000	450,000	-	-
<b>* Vehicle Expense</b>	<b>23,521,036</b>	<b>24,223,100</b>	<b>32,713,500</b>	<b>31,823,100</b>	<b>7,600,000</b>	<b>31.4</b>
6901 Membership Dues	32,429	26,500	38,200	35,500	9,000	34.0
6902 Conferences/Workshop	4,515	13,000	13,800	13,000	-	-
6903 Travel - Local	10,976	14,300	20,100	14,300	-	-
6904 Travel - Out of Town	10,676	19,000	21,000	19,000	-	-
6905 Training & Education	123,937	182,000	158,700	195,000	13,000	7.1
6906 Licenses & Agreements	102,140	98,100	108,600	148,100	50,000	51.0
6907 Commission Fees	240,755	300,000	300,000	300,000	-	-
6908 Medical Examinations	54,469	61,500	64,000	91,500	30,000	48.8
6910 Signage	-	2,500	2,500	2,500	-	-
6911 Facilities Rental	241,054	228,800	247,300	242,800	14,000	6.1
6912 Advertising/Promotio	256,924	350,000	275,000	350,000	-	-
6913 Awards	5,957	15,000	15,000	15,000	-	-
6914 Recruiting	18,750	50,100	98,600	50,100	-	-
6918 Meals	147	700	4,600	1,100	400	57.1
6919 Special Projects	20,964	18,000	10,600	18,000	-	-
6936 Staff Relations	13,522	20,000	20,000	20,000	-	-
6938 Rewarding Excellence	10	-	-	-	-	-
6954 Cash over/under	(35)	-	-	-	-	-
6999 Other Goods/Services	5	-	10,600	5,600	5,600	-
<b>* Other Goods &amp; Services</b>	<b>1,137,196</b>	<b>1,399,500</b>	<b>1,408,600</b>	<b>1,521,500</b>	<b>122,000</b>	<b>8.7</b>
7008 ItnTrsf IT & Commun	5,120	-	1,400	-	-	-
7009 Internal Trfr Other	45,998	-	56,400	-	-	-
7010 IntTrfr Insur Funds	(66,577)	(100,000)	(100,000)	(100,000)	-	-
7011 Int Trf Record Check	2,880	4,500	4,700	4,500	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
7012 Int Trf Print/Reprod	40,262	-	33,100	-	-	-
7099 Interdept Chargeback	10,800	-	-	-	-	-
<b>* Interdepartmental</b>	<b>38,482</b>	<b>(95,500)</b>	<b>(4,400)</b>	<b>(95,500)</b>	-	-
8004 Grants	276,851	470,000	370,000	370,000	(100,000)	(21.3)
<b>* Other Fiscal</b>	<b>276,851</b>	<b>470,000</b>	<b>370,000</b>	<b>370,000</b>	<b>(100,000)</b>	<b>(21.3)</b>
<b>** Total</b>	<b>120,806,758</b>	<b>123,618,700</b>	<b>132,229,793</b>	<b>131,453,400</b>	<b>7,834,700</b>	<b>6.3</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4204 Area Rate Loc Transi	(32,797,555)	(35,371,100)	(35,371,100)	(37,364,800)	(1,993,700)	5.6
4205 Area Rate Reg Transp	(19,850,117)	(21,737,600)	(21,737,600)	-	21,737,600	(100.0)
<b>* Area Rate Revenue</b>	<b>(52,647,672)</b>	<b>(57,108,700)</b>	<b>(57,108,700)</b>	<b>(37,364,800)</b>	<b>19,743,900</b>	<b>(34.6)</b>
4704 Conditnl Grnts Other	-	-	(8,655,876)	-	-	-
<b>* Transfers from other Gov'ts</b>	<b>-</b>	<b>-</b>	<b>(8,655,876)</b>	<b>-</b>	<b>-</b>	<b>-</b>
5102 Facilities Rentals	(37,359)	(54,400)	(54,400)	(54,400)	-	-
5201 Fare Revenue	(22,800,286)	(30,832,800)	(30,790,100)	(32,392,800)	(1,560,000)	5.1
5450 Other Sales Revenue	2,165	-	-	-	-	-
<b>* Fee Revenues</b>	<b>(22,835,481)</b>	<b>(30,887,200)</b>	<b>(30,844,500)</b>	<b>(32,447,200)</b>	<b>(1,560,000)</b>	<b>5.1</b>
5503 Advertising Revenue	(281,107)	(665,000)	(710,000)	(665,000)	-	-
5508 Recov External Parti	(750,933)	(511,500)	(596,100)	(514,200)	(2,700)	0.5
5600 Miscellaneous Revenue	(9,676)	-	(36,100)	(200,000)	(200,000)	-
<b>* Other Revenue</b>	<b>(1,041,716)</b>	<b>(1,176,500)</b>	<b>(1,342,200)</b>	<b>(1,379,200)</b>	<b>(202,700)</b>	<b>17.2</b>
<b>** Total</b>	<b>(76,524,868)</b>	<b>(89,172,400)</b>	<b>(97,951,276)</b>	<b>(71,191,200)</b>	<b>17,981,200</b>	<b>(20.2)</b>
<b>Net Total</b>	<b>44,281,890</b>	<b>34,446,300</b>	<b>34,278,517</b>	<b>60,262,200</b>	<b>25,815,900</b>	<b>74.9</b>

# HALIFAX PUBLIC LIBRARIES

## 2023/24 BUDGET AND BUSINESS PLAN





### MISSION




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

**HALIFAX**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

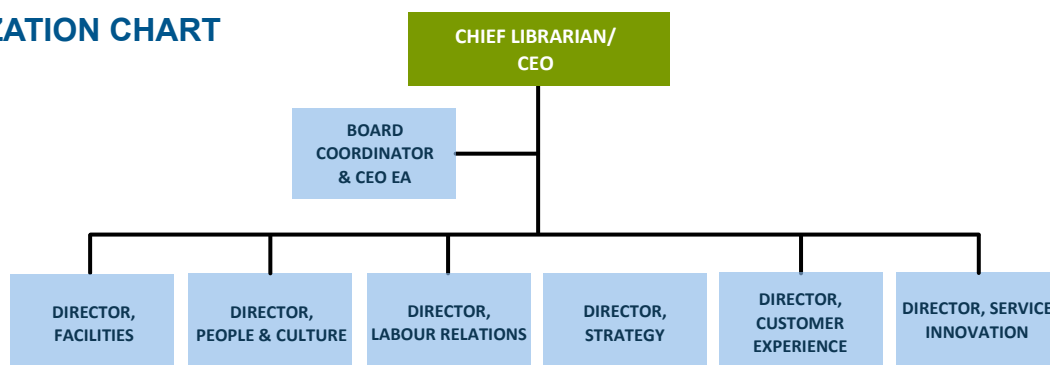
Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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, two 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 the municipality's Strategic Priorities Plan.

## ORGANIZATION CHART







## FULL TIME EQUIVALENT COUNTS

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







Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	329.0
Transferred Positions:	
	-
New Positions:	
	-
Capital Changes:	
	-
Total Changes	-
<b>Total Budgeted 2023/24 FTEs</b>	<b>329.0</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Social and Economic Impact</b>	The Library will continue to implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.	 Inclusive Communities
<b>Building Literacy</b>	The Library will undertake initiatives to improve language literacy with a focus on youth and newcomers.	 Involved Communities
<b>Community Leadership</b>	The Library will model excellence in community engagement, leveraging community partnership for public good.	 Involved Communities
<b>Civic Engagement</b>	The Library will encourage and provide opportunities for people to contribute to their communities and engage with issues that are important to them.	 Involved Communities



Initiative	Description	Priority & Outcome
<b>Sustainable &amp; Resilient Communities</b>	The Library will work to help build sustainable and resilient communities.	 Climate Resilience 
<b>Digital Inclusion</b>	The Library will work to build digital inclusion and ensure that the public has access to the tools, resources, and information they need.	 Inclusive Communities
<b>Public Safety</b>	The Library will demonstrate and champion approaches to public safety that prioritize accessible public spaces and social inclusion, that build community, and respond to emergencies.	 Safe Communities
<b>Social Isolation</b>	Understanding the negative health impacts of social isolation, the Library will build services and programs that engage community members with one another and reduce social isolation.	 Inclusive Communities
<b>Library Infrastructure</b>	With major population growth and new neighborhood development within the municipality, the Library will identify locations for expansion of service.	 Involved Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	2023/24 Budget	Δ 22/23 Budget	Δ %
Administrative Services	\$ (2,771,503)	\$ (2,536,050)	\$ (2,536,050)	\$ (2,642,800)	\$ (106,750)	4.2
Information Tech/Collection Management	7,754,359	7,125,000	7,125,000	7,089,200	(35,800)	(0.5)
Branches/Public Services	18,466,684	19,311,050	19,311,050	18,766,600	(544,450)	(2.8)
English Language Learning/Literacy	-	-	-	324,000	324,000	-
Restricted Funds	(153,863)	-	-	-	-	-
Capital Transactions	(40,950)	-	-	-	-	-
<b>Net Total</b>	<b>\$ 23,254,728</b>	<b>\$ 23,900,000</b>	<b>\$ 23,900,000</b>	<b>\$ 23,537,000</b>	<b>\$ (363,000)</b>	<b>(1.5)</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24 Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 19,149,970	\$ 21,117,000	\$ 21,117,000	\$ 21,019,000	\$ (98,000)	(0.5)
Office	650,771	712,000	712,000	702,000	(10,000)	(1.4)
External Services	1,236,439	1,235,300	1,235,300	1,325,700	90,400	7.3
Supplies	143,997	208,600	208,600	118,600	(90,000)	(43.1)
Materials	297	-	-	-	-	-
Building Costs	1,941,512	1,502,300	1,502,300	1,423,800	(78,500)	(5.2)
Equipment & Communications	307,279	481,500	481,500	346,500	(135,000)	(28.0)
Vehicle Expense	57	-	-	-	-	-
Other Goods & Services	5,469,094	4,496,800	4,496,800	4,528,900	32,100	0.7
Interdepartmental	17,761	33,200	33,200	33,200	-	-
Other Fiscal	692,678	(400)	(400)	(400)	-	-
<b>Total Expenditures</b>	<b>29,609,856</b>	<b>29,786,300</b>	<b>29,786,300</b>	<b>29,497,300</b>	<b>(289,000)</b>	<b>(1.0)</b>

Revenues	2021/22	2022/23	2022/23	2023/24 Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Transfers from other Govts	\$ (5,284,800)	\$ (5,274,300)	\$ (5,274,300)	\$ (5,274,300)	\$ -	-
Fee Revenues	(179,929)	(307,500)	(307,500)	(381,500)	(74,000)	24.1
Other Revenue	(890,400)	(304,500)	(304,500)	(304,500)	-	-
<b>Total Revenues</b>	<b>(6,355,128)</b>	<b>(5,886,300)</b>	<b>(5,886,300)</b>	<b>(5,960,300)</b>	<b>(74,000)</b>	<b>1.3</b>
<b>Net Total</b>	<b>\$ 23,254,728</b>	<b>\$ 23,900,000</b>	<b>\$ 23,900,000</b>	<b>\$ 23,537,000</b>	<b>\$ (363,000)</b>	<b>(1.5)</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 23,900,000</b>
Compensation Changes:	
Reduction in compensation and benefits	(98,000)
Revenue Adjustments:	
Parking Revenue	(30,000)
Facility Rental Revenue	(40,000)
Other Fee Revenue	(4,000)
Other Budget Adjustments:	
Reduction in office supplies	(10,000)
Increase in janitorial and snow removal contracts	90,400
Reduction in PPE and collection material supplies	(90,000)
Increase in natural gas expense	25,000
Reduction in other building maintenance	(103,500)
Increase Library Collections	300,000
Other Budget Adjustments:	
Increase in annual facility lease agreement	33,700
Reduction in training and out of town travel	(51,600)
One time council approved programming for Covid recovery in 22/'23 budget	(250,000)
One time council approved rural community kiosk equipment in 22/'23 budget	(130,000)
Reduction of furniture and computer equipment	(5,000)
Total Changes	\$ (363,000)
<b>2023/24 Budget</b>	<b>\$ 23,537,000</b>

## SERVICE AREA PLANS

### 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 Performance Measures

Performance Measures	2020/21 Actual <sup>1</sup>	2021/22 Actual <sup>2</sup>	2022/23 Projected <sup>3</sup>	2023/24 Projected
Total annual wireless connections	2,259,860	4,912,687	6,466,130	7,112,743
Total annual wireless connections per capita	5.03	10.67	13.45	14.80
Public use computer bookings	166,207	223,124	316,126	347,738
Annual non-electronic circulation <sup>4</sup>	1,763,622	2,504,088	2,726,950	2,726,950
Annual non-electronic circulation per capita	3.93	5.44	5.67	5.67
Annual electronic circulation <sup>5</sup>	1,491,648	1,524,883	1,409,805	1,409,805
Annual electronic circulation per capita	3.33	3.31	2.93	2.93
Size of collection per capita	1.85	1.81	1.77	1.70


Performance Measures	2020/21 Actual <sup>1</sup>	2021/22 Actual <sup>2</sup>	2022/23 Projected <sup>3</sup>	2023/24 Projected
Annual dollar amount spent on electronic library materials per capita	\$2.97 <sup>6</sup>	\$2.56	\$2.40	\$2.16
Materials expenditures per capita	\$5.59 <sup>6</sup>	\$6.08	\$5.19	\$4.68
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) 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.</li> <li>2) 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.</li> <li>3) Assuming no further in person closures for 2022/23.</li> <li>4) Non-electronic circulation includes all print books, magazines, CDs, and DVDs.</li> <li>5) Electronic Circulation includes e-books and e-magazines. It does not include streaming services.</li> <li>6) Increase in materials spending with a focus on electronic materials to provide additional electronic resources during COVID-19.</li> </ol>				





## Performance Measures Analysis

Over the last three years, the Library has experienced a 186% increase in the number of Wi-Fi connections. The Library invested in increasing the reach of the Library's Wi-Fi signals further into communities to provide improved access to the public to services and information they need. The exponential increase in the Library's Wi-Fi demonstrates the community need and the valuable service the Library provides.

Demand for the Library collection (both physical and digital) remains consistent; however, the Library is not able to meet the community's demand. The cost of physical materials has increased dramatically due to inflation at the rate of 5% and 8%. The cost of electronic materials has increased even further – up to three times higher than the physical resources. Small increases to the Collections budget have not bridged the gap between demand and service.

It is anticipated with the rate of inflation on Library materials and the increase in overall population, the Library collection will not meet the needs of the community.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Technology to Support Service	The Library will identify and implement new technology that improves customer experience in and outside of library locations.	 Involved Communities	T - Q4 2025/26

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Expansion of Home Services	The Library will work to expand home service to those who cannot access Library locations.	 Inclusive Communities	T - Q4 2025/26
Digital Literacy	The Library will build capacity in staff to offer public programming and individual support to community members to build confidence in using technology.	 Involved Communities	T - Q4 2025/26
Tool Kits	Partnering with community organizations, the Library will build its collection of lendable kits that allow the public to test tools that support wellness, health, and accessibly.	 Inclusive Communities	T - Q4 2024/25
Accessible Collections	The Library will invest in building accessible format collections.	 Inclusive Communities	T - Q4 2025/26

## ADMINISTRATIVE SERVICES

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

### Services Delivered

**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.

**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.

**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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Accessible Website	The Library will enhance the user experience, focusing on accessibility of the Library website.	 Inclusive Communities	T - Q4 2024/25
Community Growth	The Library will undertake an assessment of the impact of new neighbourhood development and population distribution on Library services and locations.	 Involved Communities	T - Q4 2025/26
Indigenous Spaces	Through partnerships with Indigenous community members, the Library will work to find ways to welcome and represent Indigenous communities into our physical spaces.	 Inclusive Communities	T - Q4 2025/26
Community Safety	Working with the Library Community Navigators, the Library security team, and community, the Library will share and train all staff on the Library's approach to community safety in our branches.	 Safe Communities	T - Q4 2024/25
Improving Accessibility	Working with the Library Accessibility Committee and community, the Library will continue to make improvements to physical spaces and services to improve accessibility to individuals who experience disabilities.	 Inclusive Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Halifax North Memorial Public Library	Working with community, the Library will identify requirements and develop building plans for the redevelopment of Halifax North Memorial Public Library.	 Inclusive Communities	EST - Q4 2023/24
Keshen Goodman Renovations	The Library will renovate the interior and add additional space to improve library service to this growing community.	 Inclusive Communities	EST - Q3 2023/24
Halifax North Memorial Library Public Consultation	The Library will undertake an extensive public consultation on the redevelopment of the Halifax North Memorial Library, taking into account the history, connection, and future of North End Halifax.	 Inclusive Communities	EST - Q3 2023/24

## 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 14 branches, two community offices, 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 Performance Measures

Performance Measures	2020/21 Actual <sup>1</sup>	2021/22 Actual <sup>2</sup>	2022/23 Projected <sup>3</sup>	2023/24 Projected
Annual Library uses <sup>4</sup>	11,337,594	15,922,511	18,650,660	19,583,193
Annual Library uses per capita	25.3	34.6	38.8	40.7
Annual Library visits	1,012,677	1,521,302	2,294,472	2,523,919
Annual Library visits per capita	2.25	3.31	4.77	5.25
Home delivery / borrow by mail circulation <sup>5</sup>	40,877 <sup>6</sup>	65,441	69,818	73,308
Meeting room bookings	3,992	5,887	9,263	9,726
Volunteer hours	20,269	25,497	24,061	24,061
Hours of in person Library service <sup>7</sup>	20,683	30,584	42,749	42,749
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) Includes in person public access closure from April – June 30 and November 25 – December 21. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.</li> <li>2) 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.</li> <li>3) Assuming no further in person closures for 2022/23.</li> <li>4) 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.</li> <li>5) Home Delivery/Borrow by Mail Circulation are a subset of the physical collection circulation that are delivered or mailed to community members.</li> <li>6) Suspension of delivery service to long term care facilities during COVID-19.</li> <li>7) Total hours of open hours to the public does not include curbside service.</li> </ol>				

### Performance Measures Analysis






Over the last year, the Library has dedicated energy to support the recovery from COVID-19. The Library continues to partner with Public Health to provide community-based services including the distribution of COVID-19 test kits, hosting vaccination clinics, and providing access to important health information.





In addition, the Library focused on providing opportunities for community to connect and rebuild social connections. Programs with a focus on early childhood literacy and bridging the educational gap that developed due to at home learning were offered across library branches.

Community demand for Library services continues to grow with a 17% increase in overall library uses and an increase of 50% in library visits. Inequalities in our communities have become more pronounced and the Library is working to provide access and services that help to bridge these growing divides. Free access to library spaces, programs, technology, and services continues to be an essential service to many in our communities.

The Library was able to increase open hours as restrictions due to COVID-19 were removed and with additional Council funding additional hours of service were added to three rural branches (JD Shatford Memorial Library, Musquodoboit Harbour Library, and Sheet Harbour Library).

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

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Building Connections	To support mental health and wellness, the Library will provide opportunities for community to gather and build connections.	 Involved Communities	T - Q4 2024/25
Affordability	The Library will work to build programming and supports that help community members navigate increasing costs.	 Inclusive Communities	T - Q4 2025/26
Library Access	The Library will work to provide options for residents to access library services outside of normal branch hours.	 Involved Communities	T - Q4 2025/26
Emergency Preparedness	The Library will build capacity to support the public in times of emergency, climate change preparedness, and post-disaster recovery.	 Climate Resilience 	T - Q4 2025/26

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Residential Retrofit Information	The Library will partner to provide information and resources to residents about options for energy efficiency and residential retrofits to reduce energy consumption.	 Climate Resilience 	T - Q4 2024/25
Food Security	Working with community partners, the Library will provide information and resources to the public on how to access food in communities experiencing significant food insecurity.	 Inclusive Communities	T - Q4 2025/26
Food Literacy	The Library will identify specific communities and groups to work with to build food literacy skills.	 Inclusive Communities	T - Q4 2025/26
Newcomer Services	Working with community partners, the Library will work to build programs, services and staff capacity to address the specific needs of newcomers	 Inclusive Communities	T - Q4 2025/26
Local & Family History Collections	Working with community members, the Library will make available new digital collections that focus on the African Nova Scotian community.	 Inclusive Communities	T - Q4 2025/26
Community Health	Working with health care partners, the Library will continue to work to support public health initiatives to keep our community safe.	 Safe Communities	T - Q4 2023/24
Supporting Businesses	The Library offers programs and services that provide significant economic value to the local business community. The Library will continue to work with local business organizations to provide information on the available services and their value.	 Involved Communities	T - Q4 2023/24

## Summary of Net Expenditures - Halifax Public Library

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
B011 Administrative Services	(2,771,503)	(2,536,050)	(2,536,050)	(2,642,800)	(106,750)	4.2
* Administrative Services	(2,771,503)	(2,536,050)	(2,536,050)	(2,642,800)	(106,750)	4.2
B012 Collection Management	7,754,359	5,301,575	5,301,575	5,274,900	(26,675)	(0.5)
B015 IT Department	-	1,823,425	1,823,425	1,814,300	(9,125)	(0.5)
* Information Technology/Collecti	7,754,359	7,125,000	7,125,000	7,089,200	(35,800)	(0.5)
B013 Communications & Mkt	1,014,822	1,051,900	1,051,900	1,019,300	(32,600)	(3.1)
B021 Alderney Gate Library	1,279,223	1,560,625	1,560,625	1,643,600	82,975	5.3
B034 Central Library	4,903,459	5,490,500	5,490,500	5,136,300	(354,200)	(6.5)
B041 Branch Library Services	1,206,265	962,525	962,525	838,700	(123,825)	(12.9)
B042 Cole Harbour Library	882,697	904,775	904,775	828,400	(76,375)	(8.4)
B043 Dartmouth North Library	443,447	422,875	422,875	437,000	14,125	3.3
B044 Sackville Library	722,236	702,300	702,300	711,900	9,600	1.4
B045 Woodlawn Library	1,834,676	1,972,425	1,972,425	1,990,200	17,775	0.9
B046 Bedford Library	671,646	706,225	706,225	729,500	23,275	3.3
B047 Cpt Wil. Spry Library	643,727	554,725	554,725	519,500	(35,225)	(6.4)
B048 Halifax North Library	874,412	1,126,875	1,126,875	974,600	(152,275)	(13.5)
B049 Keshen Goodman Library	1,950,357	2,089,775	2,089,775	2,089,700	(75)	(0.0)
B050 Locked Outreach Services	-	-	-	-	-	-
B051 Musq. Harb. Library	429,446	336,125	336,125	397,500	61,375	18.3
B052 Shatford Memorial Library	306,228	263,000	263,000	294,800	31,800	12.1
B053 Sheet Harbour Library	339,392	266,100	266,100	292,800	26,700	10.0
B054 Tantallon Library	937,054	871,700	871,700	838,500	(33,200)	(3.8)
B055 Merchandise Sales	(252)	2,500	2,500	(1,500)	(4,000)	(160.0)
B056 East Preston Service	27,850	26,100	26,100	25,800	(300)	(1.1)
* Branches/Public Services	18,466,684	19,311,050	19,311,050	18,766,600	(544,450)	(2.8)
B064 English Language Learning	-	-	-	250,000	250,000	-
B065 Literacy	-	-	-	74,000	74,000	-
B075 Literacy Operations	-	-	-	-	-	-
* Eng. Lang. Learning/Literacy	-	-	-	324,000	324,000	-
<b>** Library General Rate</b>	<b>23,449,540</b>	<b>23,900,000</b>	<b>23,900,000</b>	<b>23,537,000</b>	<b>(363,000)</b>	<b>(1.5)</b>
B061 Restricted Grants	(125,449)	-	-	-	-	-
B063 Restricted Donations	(83,236)	-	-	-	-	-
B066 Restricted - Lou Duggan	51,432	-	-	-	-	-
B067 Restricted Sun Life	3,391	-	-	-	-	-
* Restricted Funds	(153,863)	-	-	-	-	-
<b>** Library Restricted Funds</b>	<b>(153,863)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
B071 Capital Transactions	(40,950)	-	-	-	-	-
<b>** Capital Transactions</b>	<b>(40,950)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>23,254,728</b>	<b>23,900,000</b>	<b>23,900,000</b>	<b>23,537,000</b>	<b>(363,000)</b>	<b>(1.5)</b>

## Summary Details - Halifax Public Library

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
6001 Salaries - Regular	15,674,841	17,201,400	17,201,400	17,051,000	(150,400)	(0.9)
6002 Salaries - Overtime	82,485	-	-	-	-	-
6054 Vacation payout	25,084	-	-	-	-	-
6100 Benefits - Salaries	3,106,618	3,597,000	3,597,000	3,666,000	69,000	1.9
6150 Honorariums	150	-	-	-	-	-
6152 Retirement Incentives	142,423	180,500	180,500	169,000	(11,500)	(6.4)
6154 Workers' Compensation	138,253	138,100	138,100	133,000	(5,100)	(3.7)
6155 Overtime Meals	872	-	-	-	-	-
6156 Clothing Allowance	600	-	-	-	-	-
6158 WCB Recov Earnings	(1,484)	-	-	-	-	-



Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6194 Sick Bank allowance	(35,200)	-	-	-	-	-
6199 Comp & Ben InterDept	(57,331)	-	-	-	-	-
9200 HR CATS Wage/Ben	57,830	-	-	-	-	-
9210 HR CATS OT Wage/Ben	14,827	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>19,149,970</b>	<b>21,117,000</b>	<b>21,117,000</b>	<b>21,019,000</b>	<b>(98,000)</b>	<b>(0.5)</b>
6201 Telephone/Cable	84,921	122,000	122,000	122,000	-	-
6202 Courier/Postage	33,423	24,000	24,000	27,000	3,000	12.5
6203 Office Furn/Equip	114,170	83,000	83,000	116,000	33,000	39.8
6204 Computer S/W & Lic	210,828	303,000	303,000	280,000	(23,000)	(7.6)
6205 Printing & Reprod	48,863	30,000	30,000	37,000	7,000	23.3
6207 Office Supplies	77,172	65,000	65,000	50,000	(15,000)	(23.1)
6208 Binding	12,877	10,000	10,000	5,000	(5,000)	(50.0)
6299 Other Office Expenses	68,517	75,000	75,000	65,000	(10,000)	(13.3)
<b>* Office</b>	<b>650,771</b>	<b>712,000</b>	<b>712,000</b>	<b>702,000</b>	<b>(10,000)</b>	<b>(1.4)</b>
6301 Professional Fees	17,898	25,000	25,000	25,000	-	-
6302 Legal Fees	23,294	20,000	20,000	30,000	10,000	50.0
6303 Consulting Fees	76,332	-	-	-	-	-
6304 Janitorial Services	587,566	606,800	606,800	655,200	48,400	8.0
6308 Snow Removal	48,530	43,500	43,500	66,500	23,000	52.9
6311 Security	25,388	31,000	31,000	31,000	-	-
6312 Refuse Collection	22,914	27,000	27,000	27,000	-	-
6399 Contract Services	434,518	482,000	482,000	491,000	9,000	1.9
<b>* External Services</b>	<b>1,236,439</b>	<b>1,235,300</b>	<b>1,235,300</b>	<b>1,325,700</b>	<b>90,400</b>	<b>7.3</b>
6401 Uniforms & Clothing	3,303	1,200	1,200	1,200	-	-
6402 Med & First Aid Supp	8,071	-	-	-	-	-
6404 Rec Prog Supplies	100	-	-	-	-	-
6406 Bridge Tolls	1,399	2,400	2,400	2,400	-	-
6407 Clean/Sani Supplies	57,665	80,000	80,000	40,000	(40,000)	(50.0)
6499 Other Supplies	73,459	125,000	125,000	75,000	(50,000)	(40.0)
<b>* Supplies</b>	<b>143,997</b>	<b>208,600</b>	<b>208,600</b>	<b>118,600</b>	<b>(90,000)</b>	<b>(43.1)</b>
6504 Hardware	297	-	-	-	-	-
<b>* Materials</b>	<b>297</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	1,117	-	-	-	-	-
6603 Grnds & Landscaping	13,608	30,000	30,000	47,500	17,500	58.3
6605 Municipal Taxes	233,363	254,000	254,000	254,000	-	-
6607 Electricity	425,804	512,000	512,000	492,000	(20,000)	(3.9)
6608 Water	30,093	42,000	42,000	42,000	-	-
6609 Elevator & Escalator	20,043	25,000	25,000	25,000	-	-
6610 Building - Exterior	975	-	-	-	-	-
6611 Building - Interior	35	-	-	-	-	-
6612 Safety Systems	5,998	6,000	6,000	6,000	-	-
6616 Natural Gas-Buildings	143,276	140,000	140,000	165,000	25,000	17.9
6617 Pest Management	2,060	-	-	-	-	-
6699 Other Building Cost	1,065,141	493,300	493,300	392,300	(101,000)	(20.5)
<b>* Building Costs</b>	<b>1,941,512</b>	<b>1,502,300</b>	<b>1,502,300</b>	<b>1,423,800</b>	<b>(78,500)</b>	<b>(5.2)</b>
6701 Equipment Purchase	208,216	435,000	435,000	305,000	(130,000)	(29.9)
6702 Small Tools	240	-	-	-	-	-
6703 Computer Equip/Rent	1,404	-	-	-	-	-
6706 Computer R&M	64,950	15,000	15,000	10,000	(5,000)	(33.3)
6707 Plumbing & Heating	2,720	-	-	-	-	-
6708 Mechanical Equipment	29,750	31,500	31,500	31,500	-	-
<b>* Equipment &amp; Communications</b>	<b>307,279</b>	<b>481,500</b>	<b>481,500</b>	<b>346,500</b>	<b>(135,000)</b>	<b>(28.0)</b>
6803 Vehicle Fuel - Diesel	57	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>57</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	33,503	18,000	18,000	25,000	7,000	38.9
6903 Travel - Local	35,976	60,000	60,000	50,000	(10,000)	(16.7)
6904 Travel - Out of Town	(839)	40,000	40,000	30,000	(10,000)	(25.0)

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6905 Training & Education	90,665	131,000	131,000	90,000	(41,000)	(31.3)
6911 Facilities Rental	1,206,950	1,222,300	1,222,300	1,256,000	33,700	2.8
6912 Advertising/Promotio	100,980	58,000	58,000	58,000	-	-
6917 Books and Periodicals	3,332,708	2,496,500	2,496,500	2,796,500	300,000	12.0
6928 Committee Expenses	4,857	13,000	13,000	10,000	(3,000)	(23.1)
6938 Rewarding Excellence	143,205	20,000	20,000	23,900	3,900	19.5
6946 Branch Programming	46,318	37,000	37,000	-	(37,000)	(100.0)
6947 Literacy/Heritage Pr	52,348	-	-	-	-	-
6950 Region.Serv.Program	414,191	394,000	394,000	181,000	(213,000)	(54.1)
6952 Team Serv. Program.	(58)	-	-	-	-	-
6954 Cash over/under	(246)	-	-	-	-	-
6999 Other Goods/Services	8,536	7,000	7,000	8,500	1,500	21.4
<b>* Other Goods &amp; Services</b>	<b>5,469,094</b>	<b>4,496,800</b>	<b>4,496,800</b>	<b>4,528,900</b>	<b>32,100</b>	<b>0.7</b>
7008 ltnTrsf IT & Commun	67	-	-	-	-	-
7009 Internal Trfr Other	(10,284)	9,200	9,200	9,200	-	-
7012 Int Trf Print/Reprod	27,978	24,000	24,000	24,000	-	-
<b>* Interdepartmental</b>	<b>17,761</b>	<b>33,200</b>	<b>33,200</b>	<b>33,200</b>	-	-
8022 Transf to/fr Trust	(386)	(400)	(400)	(400)	-	-
8045 Amortization Expense	693,064	-	-	-	-	-
<b>* Other Fiscal</b>	<b>692,678</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	-	-
<b>** Total</b>	<b>29,609,856</b>	<b>29,786,300</b>	<b>29,786,300</b>	<b>29,497,300</b>	<b>(289,000)</b>	<b>(1.0)</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4703 Cond.Grant NS(Other)	(5,284,800)	(5,274,300)	(5,274,300)	(5,274,300)	-	-
<b>* Transfers from other Gov'ts</b>	<b>(5,284,800)</b>	<b>(5,274,300)</b>	<b>(5,274,300)</b>	<b>(5,274,300)</b>	-	-
4902 Fines Fees	(5,620)	(4,500)	(4,500)	(4,500)	-	-
5101 Parking Rentals	(121,478)	(206,000)	(206,000)	(236,000)	(30,000)	14.6
5102 Facilities Rentals	(13,069)	(40,000)	(40,000)	(80,000)	(40,000)	100.0
5204 Administration Fees	-	(1,000)	(1,000)	-	1,000	(100.0)
5227 Photocopier Revenue	(39,762)	(56,000)	(56,000)	(61,000)	(5,000)	8.9
<b>* Fee Revenues</b>	<b>(179,929)</b>	<b>(307,500)</b>	<b>(307,500)</b>	<b>(381,500)</b>	<b>(74,000)</b>	<b>24.1</b>
5520 Donations	(129,142)	(20,000)	(20,000)	(20,000)	-	-
5600 Miscellaneous Revenue	(761,258)	(284,500)	(284,500)	(284,500)	-	-
<b>* Other Revenue</b>	<b>(890,400)</b>	<b>(304,500)</b>	<b>(304,500)</b>	<b>(304,500)</b>	-	-
<b>** Total</b>	<b>(6,355,128)</b>	<b>(5,886,300)</b>	<b>(5,886,300)</b>	<b>(5,960,300)</b>	<b>(74,000)</b>	<b>1.3</b>
<b>Net Total</b>	<b>23,254,728</b>	<b>23,900,000</b>	<b>23,900,000</b>	<b>23,537,000</b>	<b>(363,000)</b>	<b>(1.5)</b>

# PROPERTY, FLEET & ENVIRONMENT





2023/24 BUDGET AND BUSINESS PLAN




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

**HALIFAX**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

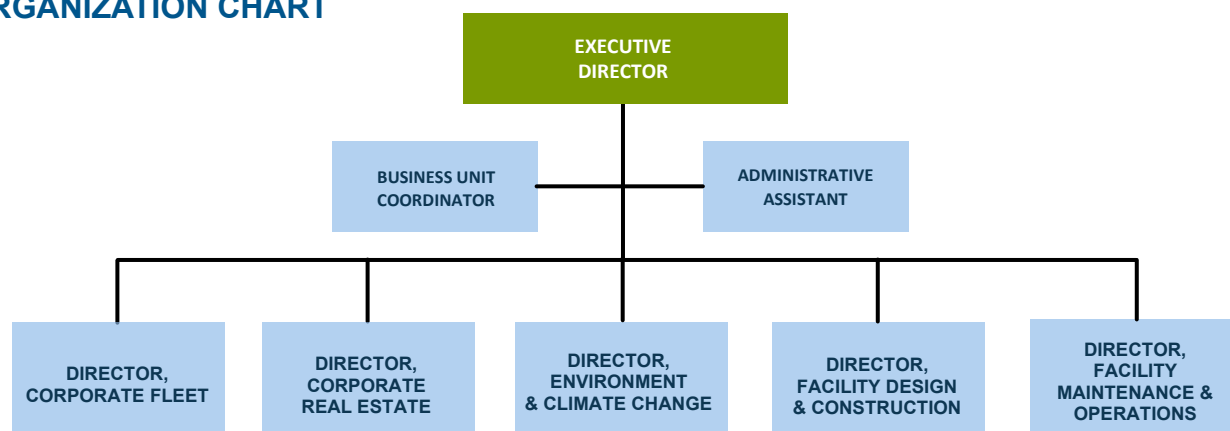
Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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

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

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS






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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	<b>204.8</b>
Transferred Positions:	
ECC to Corp Comms - Marketing Advisor	(1.0)
ECC to Finance - Senior Financial Consultant	(1.0)
ECC to PW - Environmental Professional (term)	(1.0)
New Positions:	
Fleet Trades Person – OCC	1.0
Senior Real Estate Officer	1.0
Accessibility Auditor Intern	1.0
Security Advisor (less 2 Facility Tech's)	(1.0)
Junior Environmental Professional – LakeWatchers	1.0
ECC - Environmental Professional (term)	1.0
Manager of Resilience/Adaptation	1.0
Environmental Professional – Climate Change Measurement & Report	1.0
Environmental Professional – Retrofit Program	1.0
Junior Environmental Professional – Adaptation	1.0
Junior Environmental Professional – Engagement	1.0
Junior Environmental Professional – Policy	1.0
Junior Environmental Professional – Energy	1.0
Capital Changes:	
Real Estate Program Specialist	1.0
Total Changes	9.0
<b>Total Budgeted 2023/24 FTEs</b>	<b>213.8</b>











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











## STRATEGIC INITIATIVES





Initiative	Description	Priority & Outcome
<b>Climate Risk Management</b>	The municipality will help protect people and infrastructure from climate risks by modelling and mapping these risks under current and future climate conditions. These findings will enable risk and vulnerability mapping of critical infrastructure and communities and will inform policies and standards moving forward.	 Climate Resilience 

Initiative	Description	Priority & Outcome
<b>Deep Energy Retrofits of Municipal Buildings</b>	The municipality has completed a net-zero roadmap and has begun implementation of deep energy retrofits and fuel oil conversions for corporate buildings. Retrofits must achieve a 50 percent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts.	 <b>Net-Zero Emissions</b> 
<b>PFE Performance Excellence Strategy</b>	PFE is committed to fostering a performance excellence culture, and this is linked to initiatives such as: maintaining a Performance Excellence Champion Committee, incorporating performance excellence goals into non-union professional development plans, and regularly tracking and communicating the benefits associated with continuous improvement activities.	 <b>Innovative Performance Excellence</b>
<b>Sufficient Supply of Industrial Lands Inventory</b>	With a goal of ensuring a sufficient supply of industrial land, the municipality undertakes strategic planning and maintains industrial park inventory to be sold to the private sector for industrial and commercial development. CRE will work with Planning & Development to initiate the secondary planning process for the proposed expansion of industrial parks. Informed by background studies, this work will include establishing a public engagement program, developing detailed concept plans, and evaluating public infrastructure costs.	 <b>Holistic Planning</b>
<b>Corporate Accommodations</b>	<p>This multi-year program encompasses the renovation and revitalization of office accommodations for employees across all municipal business units. Success of the program is determined not only through the completion of the projects, but also by the long-term efficiency of each space to foster improved business unit operations and employee satisfaction. Corporate Accommodations will continue to evaluate and adjust to accommodate the shift to "FlexWork" in the workplace and incorporate changes to standards and space and program as required.</p> <p>The Corporate Accommodations Program is based on the following core objectives:</p> <ul style="list-style-type: none"> <li>• Optimizing leased space and thereby achieving long-term cost savings</li> <li>• Providing inviting, open, and modern workplaces</li> <li>• Focusing on improving accessibility and inclusivity in the office environment</li> <li>• Improving ergonomics, operational efficiency, and functionality</li> <li>• Improving collaboration opportunities to ensure consistency and fairness in the allocation of workspace for staff</li> </ul>	 <b>Healthy &amp; Safe Workplace</b>



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

Initiative	Description	Priority & Outcome
<b>Succession Planning</b>	PFE will continue with the implementation of the Human Resources Succession Planning Strategy. This is inclusive of supporting non-union employees interested in succession planning with their development plans, and identifying critical positions.	 Engaged & Skilled People
<b>Diversity &amp; Inclusion</b>	PFE will focus on collaboration with the PFE Diversity & Inclusion Advisor on connections for opportunities to apply a diversity and inclusion lens to our work. Increase participation of all divisions by bringing our Diversity & Inclusion Advisor to management meetings for communications, knowledge sharing, and increasing awareness in PFE.	 Diverse, Inclusive & Equitable Environment
<b>Municipal Electric Vehicle Strategy</b>	PFE will install public charging infrastructure and work with partners to secure funding, encourage private investment, and conduct public engagement campaigns.	 Net-Zero Emissions 
<b>Climate Hazard Mapping and Integration</b>	ECC will complete pluvial, fluvial, and coastal flood hazard mapping for the municipality. Continue developing additional climate hazard maps and collaborating with other business units on integrating identified climate hazards into municipal planning, policies, and projects.	 Climate Resilience 
<b>Municipal Natural Assets Inventory</b>	ECC will continue to work with the Municipal Natural Assets Initiative on the natural asset valuation pilot project in the Nine Mile River watershed to explore opportunities to integrate the natural asset valuation approach into municipal procedures such as asset management, regional planning, and land suitability studies.	 Protected & Sustainable Environment 
<b>Community Retrofit, Renewables and Resilience Program</b>	ECC will complete pilot projects to support the development of the full program. The results of each along with the Solar City evaluation study and third-party financing study will be reviewed to inform next step recommendations for Council consideration.	 Net-Zero Emissions 

Initiative	Description	Priority & Outcome
<b>Increase Resiliency of Critical Infrastructure to Climate Impacts</b>	ECC will identify municipally owned and operated critical infrastructure most at risk to climate impacts and prioritize assets for climate resilient upgrades. Initiate climate resilient upgrades for select prioritized assets.	 <b>Climate Resilience</b> 
<b>Technology Roadmap</b>	PFE will work with the IT Business Relationship Manager to develop a technology roadmap for PFE which will map out technology initiatives that support PFE business strategy.	 <b>Well-Managed</b>
<b>Health, Safety &amp; Wellness</b>	To ensure adherence to new first aid regulations, PFE will upgrade first aid kits at PFE work locations and employees will complete first aid training per the guidelines.	 <b>Healthy &amp; Safe Workplace</b>

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Executive Directors Office - PFE	760,493	424,940	371,900	428,200	3,260	0.8
Corporate Real Estate	3,712,386	5,176,884	4,929,800	5,692,500	515,616	10.0
Corporate Fleet	13,021,814	13,101,731	14,682,400	15,193,200	2,091,469	16.0
Environment & Climate Change	1,175,623	3,924,200	2,766,600	3,905,200	(19,000)	(0.5)
Facility Design & Construction	1,210,898	1,216,040	1,259,100	1,426,500	210,460	17.3
Facility Maintenance & Operations	20,620,394	20,367,705	22,857,500	21,861,800	1,494,095	7.3
<b>Net Total</b>	<b>\$ 40,501,609</b>	<b>\$ 44,211,500</b>	<b>\$ 46,867,300</b>	<b>\$ 48,507,400</b>	<b>\$ 4,295,900</b>	<b>9.7</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 16,541,925	\$ 17,282,626	\$ 16,827,600	\$ 18,229,500	\$ 946,874	5.5
Office	206,110	161,950	180,000	194,400	32,450	20.0
External Services	5,490,892	8,229,500	7,076,300	7,919,800	(309,700)	(3.8)
Supplies	240,007	274,300	271,800	304,100	29,800	10.9
Materials	378,201	400,200	382,300	460,400	60,200	15.0
Building Costs	8,207,736	7,678,150	9,459,000	8,309,700	631,550	8.2
Equipment & Communications	1,882,052	1,630,500	2,415,700	2,237,600	607,100	37.2
Vehicle Expense	6,669,377	6,602,500	8,333,500	8,504,000	1,901,500	28.8
Other Goods & Services	3,651,039	4,817,374	4,847,400	5,175,600	358,226	7.4
Interdepartmental	(50,457)	(35,800)	(88,900)	(30,100)	5,700	(15.9)
Other Fiscal	(234,189)	(615,500)	(441,200)	(446,000)	169,500	(27.5)
<b>Total Expenditures</b>	<b>42,982,692</b>	<b>46,425,800</b>	<b>49,263,500</b>	<b>50,859,000</b>	<b>4,433,200</b>	<b>9.5</b>

Revenues	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Fee Revenues	(2,373,571)	(2,069,500)	(2,224,400)	(2,290,200)	(220,700)	10.7
Other Revenue	(107,512)	(144,800)	(171,800)	(61,400)	83,400	(57.6)
<b>Total Revenues</b>	<b>(2,481,083)</b>	<b>(2,214,300)</b>	<b>(2,396,200)</b>	<b>(2,351,600)</b>	<b>(137,300)</b>	<b>6.2</b>
<b>Net Total</b>	<b>\$ 40,501,609</b>	<b>\$ 44,211,500</b>	<b>\$ 46,867,300</b>	<b>\$ 48,507,400</b>	<b>\$ 4,295,900</b>	<b>9.7</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 44,211,500</b>
Compensation Changes:	
Full year funding for HalifACT Positions	172,100
New Positions – Real Estate Officer, Fleet Mechanic (OCC), and HalifACT (LakeWatchers)	263,300
Project Manager transferred from Capital funding	102,800
Vacancy Management increase	(217,000)
Collective Agreement, Salary, and Overtime increases	213,700
7 HalifACT positions	412,000
Revenue Adjustments:	
Increased Lease and Parking rental revenues offset by a decrease in misc. recoveries	(137,300)
Other Budget Adjustments:	
Fuel price increase \$2M (\$0.73 to \$1.56), less savings for proposed anti-idling initiatives.	1,800,000
Vehicle parts & petroleum-based lubricants costs have increased. Plus \$60.3k (OCC) for Vehicle Expansion	101,500
Security Guard Services – increase costs due to living wage inclusion for new contracts, Commissionaire services increase and expanded coverage for Alderney Gate.	470,000
Replacement of Security equipment (CCTV and access control) which has increased 25-35% due to inflation plus the Security App project development.	260,000
Reduction in HalifACT Resource Plan – Year 2 Plan reduction \$200k, and delay in R3 – Deep Energy Retrofit Program – awaiting results of Pilot Program.	(600,000)
Building costs increased due to a) inflation of replacement equipment, b) new insurance requirement to complete infrared scans (\$50k), c) new responsibility for AED Maintenance costs (\$50k), d) new operating agreement for maintenance costs at Centennial Arena (\$40k) and e) the maintenance for new Splashpads (\$30K OCC).	345,000
Mackintosh Depot (OCC) – increased maintenance, utilities, snow and janitorial costs	500,000
Cost increases for Corporate Accomodation Leases, plus new leases (OCC) for Scotia Square, Parking Services, PW equipment storage during Mackintosh Depot Replacement \$273k	331,300
Gray Arena – interim maintenance budget	100,000
Miscellaneous reductions throughout the business unit	(21,500)
Other Budget Adjustments: Transfers	
Fire Boat maintenance/fuel costs transferred from HRFE	100,000
Homeless Shelter maintenance budget transferred from Fiscal	100,000
Total Changes	\$ 4,295,900
<b>2023/24 Budget</b>	<b>\$ 48,507,400</b>

## SERVICE AREA PLANS

### CORPORATE FLEET

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

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

## Services Delivered

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

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

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

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

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

## Service Delivery Performance Measures

Performance Measures <sup>1</sup>	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Number of planned maintenance work order hours	23,076	19,779	18,179	18,979



Performance Measures <sup>1</sup>	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Number of demand maintenance work order hours	13,316	13,342	14,303	13,823
Average fleet age (years)	7 years	9 years	8 years	8 years
Fleet assets availability rate	92%	90%	90%	90%
Service request rate: per cent of demand work order hours	37%	40%	44%	42%
Operating cost per vehicle km	\$0.87	\$0.95	\$1.04	\$1.19
Notes: 1) Measures are for Municipal Fleet (excludes Emergency Fleet)				


### Performance Measures Analysis




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

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

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

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

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

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

## CORPORATE REAL ESTATE

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

### Services Delivered

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

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

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

## Service Delivery Performance Measures

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

## Performance Measures Analysis

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

### Property Transactions

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

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

### Industrial Lands

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

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

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

## Corporate Accommodations





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






In flight and future projects:

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

Sustaining the Corporate Footprint – Key Indicators:

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

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

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

## ENVIRONMENT & CLIMATE CHANGE

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

### Services Delivered

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

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

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

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

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

### Service Delivery Performance Measures

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



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

## Performance Measures Analysis

### Enabling Climate Action

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

### Net-Zero Emissions

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



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











#### Climate Resilience

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

#### Protected & Sustainable Environment

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

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

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

## FACILITY MAINTENANCE & OPERATIONS

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

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

## Services Delivered

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

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

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

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

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

## Service Delivery Performance Measures

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


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


### Performance Measures Analysis

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

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

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

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

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

## FACILITY DESIGN & CONSTRUCTION

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

### Services Delivered

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

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

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

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

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

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



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

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

### Service Delivery Performance Measures

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

### Performance Measures Analysis

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

### Growth Projects (Capital Delivery)

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

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

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

#### Asset Renewal Projects (Capital Delivery)

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

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


#### Energy Efficiency

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

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

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

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

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

## Summary of Net Expenditures - Property Fleet & Equipment

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
W100 Real Est & Mgt Admin	697,728	792,655	792,600	816,500	23,845	3.0
W202 Commercial Leasing	2,839,241	4,048,914	4,028,400	4,682,500	633,586	15.6
W400 Acquisitions & Disposals	185,095	318,065	184,200	343,300	25,235	7.9
W500 Business Parks	(27,420)	(32,750)	(125,400)	(199,800)	(167,050)	510.1
W955 Corporate Accommodations	17,742	50,000	50,000	50,000	-	-
<b>** Corporate Real Estate</b>	<b>3,712,386</b>	<b>5,176,884</b>	<b>4,929,800</b>	<b>5,692,500</b>	<b>515,616</b>	<b>10.0</b>
I101 Prop,Fleet&Env Admin	760,493	424,940	371,900	428,200	3,260	0.8
<b>** Director's Office Corp Cust Ser</b>	<b>760,493</b>	<b>424,940</b>	<b>371,900</b>	<b>428,200</b>	<b>3,260</b>	<b>0.8</b>
W953 Facility Development	1,210,898	1,216,040	1,259,100	1,426,500	210,460	17.3
<b>** Facility Design &amp; Construction</b>	<b>1,210,898</b>	<b>1,216,040</b>	<b>1,259,100</b>	<b>1,426,500</b>	<b>210,460</b>	<b>17.3</b>
R102 Integrated Sec Manag	1,521,083	1,391,085	1,589,400	2,227,800	836,715	60.1
W160 Facilities Admin	1,973,409	2,078,355	1,977,400	2,084,900	6,545	0.3
W169 Transitional Properties	208,500	236,100	116,800	233,600	(2,500)	(1.1)
W200 Facility Operations	8,090,840	8,100,900	8,803,800	8,213,600	112,700	1.4
W213 Mechanical & PM Serv	7,250,199	6,958,615	8,538,200	7,488,700	530,085	7.6
Z112 Stadium Operations	1,576,363	1,602,650	1,831,900	1,613,200	10,550	0.7
* Operations	20,620,394	20,367,705	22,857,500	21,861,800	1,494,095	7.3
<b>** Municipal Facilities Mtce &amp; Ope</b>	<b>20,620,394</b>	<b>20,367,705</b>	<b>22,857,500</b>	<b>21,861,800</b>	<b>1,494,095</b>	<b>7.3</b>
R912 Fleet: Administration	761,230	891,441	880,000	919,700	28,259	3.2
* Fleet: Administration	761,230	891,441	880,000	919,700	28,259	3.2
R970 Fleet R&M:Municipal	6,543,905	6,590,290	7,184,300	7,691,400	1,101,110	16.7
R971 Fleet Rentals (Vehicle)	21,886	20,000	16,000	-	(20,000)	(100.0)
* Fleet: Municipal Site	6,565,790	6,610,290	7,200,300	7,691,400	1,081,110	16.4
R981 Fleet R&M:Fire	3,806,094	3,809,130	4,394,900	4,277,700	468,570	12.3
R985 Fleet R&M:Police	1,888,699	1,790,870	2,207,200	2,304,400	513,530	28.7
* Fleet: Emergency	5,694,793	5,600,000	6,602,100	6,582,100	982,100	17.5
<b>** Corporate Fleet</b>	<b>13,021,814</b>	<b>13,101,731</b>	<b>14,682,400</b>	<b>15,193,200</b>	<b>2,091,469</b>	<b>16.0</b>
D935 Enviro & Climate Chg	1,175,623	3,924,200	2,766,600	3,905,200	(19,000)	(0.5)
<b>Net Total</b>	<b>40,501,609</b>	<b>44,211,500</b>	<b>46,867,300</b>	<b>48,507,400</b>	<b>4,295,900</b>	<b>9.7</b>

## Summary Details - Property Fleet & Equipment

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
6001 Salaries - Regular	13,185,182	14,697,500	13,334,900	15,196,400	498,900	3.4
6002 Salaries - Overtime	640,619	341,800	731,300	442,500	100,700	29.5
6005 PDP & Union Con Incr	(172,201)	-	(165,200)	-	-	-
6051 Shift Agreements	35,462	40,500	40,500	40,400	(100)	(0.2)
6054 Vacation payout	28,928	-	22,900	-	-	-
6100 Benefits - Salaries	2,896,222	2,953,700	2,895,100	3,086,600	132,900	4.5
6110 Vacancy Management	-	(935,274)	-	(1,152,300)	(217,026)	23.2
6152 Retirement Incentives	93,329	69,100	98,500	117,500	48,400	70.0
6153 Severance	-	-	12,500	-	-	-
6154 Workers' Compensation	275,661	371,300	296,200	395,000	23,700	6.4
6155 Overtime Meals	2,636	3,000	3,000	3,000	-	-
6156 Clothing Allowance	11,926	11,500	11,700	12,400	900	7.8
6158 WCB Recov Earnings	-	-	(3,000)	-	-	-
6199 Comp & Ben InterDept	(99,228)	(6,500)	(8,600)	412,000	418,500	(6,438.5)
9200 HR CATS Wage/Ben	(310,755)	(210,000)	(377,800)	(270,000)	(60,000)	28.6
9210 HR CATS OT Wage/Ben	(45,858)	(54,000)	(64,400)	(54,000)	-	-
<b>* Compensation and Benefits</b>	<b>16,541,925</b>	<b>17,282,626</b>	<b>16,827,600</b>	<b>18,229,500</b>	<b>946,874</b>	<b>5.5</b>
6201 Telephone/Cable	28,169	24,550	70,500	57,300	32,750	133.4
6202 Courier/Postage	10,270	10,400	10,900	11,000	600	5.8
6203 Office Furn/Equip	27,826	13,100	10,500	10,000	(3,100)	(23.7)

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6204 Computer S/W & Lic	99,492	87,200	52,000	90,000	2,800	3.2
6205 Printing & Reprod	382	1,100	-	600	(500)	(45.5)
6207 Office Supplies	39,519	24,300	31,800	25,000	700	2.9
6299 Other Office Expenses	454	1,300	4,300	500	(800)	(61.5)
<b>* Office</b>	<b>206,110</b>	<b>161,950</b>	<b>180,000</b>	<b>194,400</b>	<b>32,450</b>	<b>20.0</b>
6301 Professional Fees	260	25,000	6,500	25,000	-	-
6302 Legal Fees	-	-	5,800	5,000	5,000	-
6303 Consulting Fees	125,556	2,225,000	1,020,000	1,235,000	(990,000)	(44.5)
6304 Janitorial Services	2,732,259	2,926,600	3,021,600	2,926,600	-	-
6305 Property Appraisal	17,676	86,000	41,000	65,000	(21,000)	(24.4)
6306 Property Survey	19,176	54,500	54,500	45,000	(9,500)	(17.4)
6308 Snow Removal	635,408	730,200	788,700	825,000	94,800	13.0
6311 Security	996,233	892,800	1,070,600	1,623,800	731,000	81.9
6312 Refuse Collection	119,885	142,400	239,400	167,400	25,000	17.6
6390 Extnl Svcs OCC Trsf	(78,841)	-	(100,000)	-	-	-
6399 Contract Services	923,279	1,147,000	928,200	1,002,000	(145,000)	(12.6)
<b>* External Services</b>	<b>5,490,892</b>	<b>8,229,500</b>	<b>7,076,300</b>	<b>7,919,800</b>	<b>(309,700)</b>	<b>(3.8)</b>
6401 Uniforms & Clothing	50,479	56,400	30,400	56,400	-	-
6402 Med & First Aid Supp	6,197	5,600	6,400	14,000	8,400	150.0
6406 Bridge Tolls	10,572	9,300	12,800	8,400	(900)	(9.7)
6407 Clean/Sani Supplies	122,468	166,200	168,300	167,200	1,000	0.6
6409 Personal Protect Equ	47,547	35,300	45,900	56,100	20,800	58.9
6499 Other Supplies	2,744	1,500	8,000	2,000	500	33.3
<b>* Supplies</b>	<b>240,007</b>	<b>274,300</b>	<b>271,800</b>	<b>304,100</b>	<b>29,800</b>	<b>10.9</b>
6501 Asphalt	-	500	-	500	-	-
6502 Chemicals	63,116	95,600	33,900	106,000	10,400	10.9
6504 Hardware	25,766	25,500	29,900	35,500	10,000	39.2
6505 Lubricants	88,143	72,900	84,400	89,500	16,600	22.8
6506 Lumber	496	-	-	-	-	-
6507 Propane	172,879	159,500	191,900	159,000	(500)	(0.3)
6508 Ready Mix Concrete	213	-	-	-	-	-
6517 Paint	21,036	36,000	35,100	60,500	24,500	68.1
6518 Metal	134	2,500	400	1,000	(1,500)	(60.0)
6519 Welding Supplies	6,300	7,200	6,700	7,900	700	9.7
6599 Other Materials	117	500	-	500	-	-
<b>* Materials</b>	<b>378,201</b>	<b>400,200</b>	<b>382,300</b>	<b>460,400</b>	<b>60,200</b>	<b>15.0</b>
6602 Electrical	352,847	214,000	455,500	237,000	23,000	10.7
6603 Grnds & Landscaping	43,665	43,100	45,100	43,100	-	-
6605 Municipal Taxes	691,496	748,700	811,500	880,500	131,800	17.6
6606 Heating Fuel	893,656	653,100	1,083,100	653,100	-	-
6607 Electricity	3,137,179	3,319,950	3,091,600	3,403,700	83,750	2.5
6608 Water	494,553	461,000	609,300	461,000	-	-
6609 Elevator & Escalator	89,483	85,600	132,600	85,600	-	-
6610 Building - Exterior	550,322	450,000	828,000	750,000	300,000	66.7
6611 Building - Interior	350,171	327,000	626,600	367,000	40,000	12.2
6612 Safety Systems	602,048	376,100	605,000	378,100	2,000	0.5
6613 Overhead Doors	133,534	99,500	150,000	153,500	54,000	54.3
6614 Envir Assess/Cleanup	88,547	179,500	248,500	174,500	(5,000)	(2.8)
6615 Vandalism Clean-up	-	-	6,000	-	-	-
6616 Natural Gas-Buildings	1,043,167	677,300	920,000	677,300	-	-
6617 Pest Management	37,012	42,300	36,800	44,300	2,000	4.7
6690 Building OCC Transfer	(301,264)	-	(210,100)	-	-	-
6699 Other Building Cost	1,320	1,000	19,500	1,000	-	-
<b>* Building Costs</b>	<b>8,207,736</b>	<b>7,678,150</b>	<b>9,459,000</b>	<b>8,309,700</b>	<b>631,550</b>	<b>8.2</b>
6701 Equipment Purchase	16,710	62,500	84,300	49,000	(13,500)	(21.6)
6702 Small Tools	87,236	64,000	62,300	69,600	5,600	8.8
6703 Computer Equip/Rent	9,947	15,000	16,000	20,200	5,200	34.7



Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6704 Equipment Rental	6,111	14,300	5,000	5,300	(9,000)	(62.9)
6705 Equip - R&M	83,216	90,800	58,500	88,300	(2,500)	(2.8)
6706 Computer R&M	24	10,000	-	-	(10,000)	(100.0)
6707 Plumbing & Heating	542,036	526,000	901,400	781,000	255,000	48.5
6708 Mechanical Equipment	1,140,350	846,700	1,387,000	1,223,000	376,300	44.4
6711 Communication System	1,422	1,200	1,200	1,200	-	-
6790 Equipment OCC Trsf	(5,000)	-	(100,000)	-	-	-
<b>* Equipment &amp; Communications</b>	<b>1,882,052</b>	<b>1,630,500</b>	<b>2,415,700</b>	<b>2,237,600</b>	<b>607,100</b>	<b>37.2</b>
6802 Vehicle R&M	2,287,789	2,662,300	2,421,800	2,650,000	(12,300)	(0.5)
6803 Vehicle Fuel - Diesel	825,225	660,500	1,501,800	1,211,400	550,900	83.4
6804 Vehicle Fuel - Gas	1,576,565	1,173,000	2,281,900	2,417,100	1,244,100	106.1
6805 Tires and Tubes	464,537	421,000	436,900	450,000	29,000	6.9
6806 Vehicle Rentals	11,180	15,200	3,000	5,000	(10,200)	(67.1)
6810 Comm Vehicle R&M	1,189,804	1,340,000	1,375,000	1,435,000	95,000	7.1
6811 Shop Supplies	43,462	52,000	61,300	57,500	5,500	10.6
6890 Vehicle OCC Transfer	-	-	(35,400)	-	-	-
6899 Other Vehicle Expense	270,816	278,500	287,200	278,000	(500)	(0.2)
<b>* Vehicle Expense</b>	<b>6,669,377</b>	<b>6,602,500</b>	<b>8,333,500</b>	<b>8,504,000</b>	<b>1,901,500</b>	<b>28.8</b>
6901 Membership Dues	17,441	26,100	16,000	26,200	100	0.4
6902 Conferences/Workshop	(14)	1,500	9,000	8,300	6,800	453.3
6903 Travel - Local	30,656	29,900	35,200	35,500	5,600	18.7
6904 Travel - Out of Town	-	14,000	60,300	30,200	16,200	115.7
6905 Training & Education	31,797	70,500	75,300	87,000	16,500	23.4
6906 Licenses & Agreements	201,721	223,100	228,200	223,100	-	-
6908 Medical Examinations	280	2,000	100	2,000	-	-
6910 Signage	4,347	5,500	4,400	5,500	-	-
6911 Facilities Rental	3,756,863	4,253,674	4,347,400	4,585,000	331,326	7.8
6912 Advertising/Promotio	1,036	85,000	58,000	77,500	(7,500)	(8.8)
6913 Awards	-	600	600	600	-	-
6914 Recruiting	442	-	-	-	-	-
6915 Research Data Acquis	349	-	-	-	-	-
6916 Public Education	633	64,000	40,000	50,000	(14,000)	(21.9)
6917 Books and Periodicals	1,414	2,500	2,100	2,700	200	8.0
6918 Meals	2,251	2,700	3,300	4,100	1,400	51.9
6919 Special Projects	1,643	14,200	66,300	7,500	(6,700)	(47.2)
6936 Staff Relations	250	1,000	1,000	1,000	-	-
6937 Corporate Training	-	-	-	5,000	5,000	-
6938 Rewarding Excellence	7,825	10,600	13,800	13,900	3,300	31.1
6940 Fencing	786	10,000	11,000	10,000	-	-
6990 Gds & Svcs OCC Trsf	(416,600)	-	(127,800)	-	-	-
6999 Other Goods/Services	7,918	500	3,200	500	-	-
<b>* Other Goods &amp; Services</b>	<b>3,651,039</b>	<b>4,817,374</b>	<b>4,847,400</b>	<b>5,175,600</b>	<b>358,226</b>	<b>7.4</b>
7008 ltnTrsf IT & Commun	4,499	-	3,100	-	-	-
7009 Internal Trfr Other	(11,482)	(17,000)	(71,500)	(15,300)	1,700	(10.0)
7010 IntTrfr Insur Funds	(25,418)	-	(2,800)	-	-	-
7011 Int Trf Record Check	100	-	-	-	-	-
7012 Int Trf Print/Reprod	843	200	1,300	4,200	4,000	2,000.0
7015 Int Trf FacilityRent	(19,000)	(19,000)	(19,000)	(19,000)	-	-
<b>* Interdepartmental</b>	<b>(50,457)</b>	<b>(35,800)</b>	<b>(88,900)</b>	<b>(30,100)</b>	<b>5,700</b>	<b>(15.9)</b>
8003 Insurance Pol/Prem	6,689	-	4,800	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
8004 Grants	25,975	-	46,500	-	-	-
8030 Tfr Fr Resvs to Oper	(266,853)	(615,500)	(492,500)	(446,000)	169,500	(27.5)
<b>* Other Fiscal</b>	<b>(234,189)</b>	<b>(615,500)</b>	<b>(441,200)</b>	<b>(446,000)</b>	<b>169,500</b>	<b>(27.5)</b>
<b>** Total</b>	<b>42,982,692</b>	<b>46,425,800</b>	<b>49,263,500</b>	<b>50,859,000</b>	<b>4,433,200</b>	<b>9.5</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5101 Parking Rentals	(196,705)	(216,000)	(180,100)	(226,200)	(10,200)	4.7
5102 Facilities Rentals	(1,767,087)	(1,526,500)	(1,526,500)	(1,523,000)	3,500	(0.2)
5151 Lease Revenue	(409,779)	(327,000)	(517,800)	(541,000)	(214,000)	65.4
<b>* Fee Revenues</b>	<b>(2,373,571)</b>	<b>(2,069,500)</b>	<b>(2,224,400)</b>	<b>(2,290,200)</b>	<b>(220,700)</b>	<b>10.7</b>
5508 Recov External Parti	(92,351)	(130,400)	(157,400)	(47,000)	83,400	(64.0)
5600 Miscellaneous Revenue	(15,160)	(14,400)	(14,400)	(14,400)	-	-
<b>* Other Revenue</b>	<b>(107,512)</b>	<b>(144,800)</b>	<b>(171,800)</b>	<b>(61,400)</b>	<b>83,400</b>	<b>(57.6)</b>
<b>** Total</b>	<b>(2,481,083)</b>	<b>(2,214,300)</b>	<b>(2,396,200)</b>	<b>(2,351,600)</b>	<b>(137,300)</b>	<b>6.2</b>
<b>Net Total</b>	<b>40,501,609</b>	<b>44,211,500</b>	<b>46,867,300</b>	<b>48,507,400</b>	<b>4,295,900</b>	<b>9.7</b>

# PARKS & RECREATION

## 2023/24 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.

# HALIFAX

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

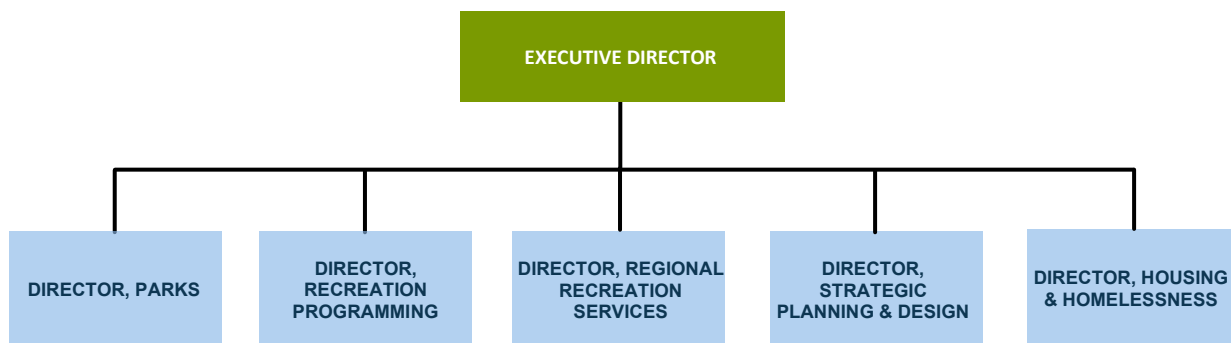
HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS







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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	486.1
Transferred Positions:	
Housing & Homelessness Coordinator	1.0
New Positions:	
NAIG (zero net financial impact for the municipality)	9.4
Youth Councillor (externally funded staff)	1.0
Youth Outreach Worker (externally funded staff)	1.0
Administrative Wage Model correction	6.0
Director, Housing & Homelessness	1.0
Supervisor, Parks Compliance	1.0
Compliance Officer II (two positions)	2.0
Senior Recreation Business Analyst	1.0
Parks Capital Coordinator	1.0
Seasonal Gardener	1.0
Utility Operator 2	1.0
Budget Reduction:	
Student Positions with Parks	(4.5)
Capital Changes:	
Total Changes	21.9
<b>Total Budgeted 2023/24 FTEs</b>	<b>508.0</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Develop and Implement Strategic Plans</b>	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.	 Involved Communities

Initiative	Description	Priority & Outcome
<b>Acquire and Develop Parkland</b>	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.	 Involved Communities
<b>Improve Asset Management</b>	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.	 Well-Managed
<b>Focus on Customer Experience</b>	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.	 Exceptional Customer Service
<b>HalifACT: Parks &amp; Recreation Support</b>	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 Gardens engagement, stewardship of parks, and efforts to support Halifax Green Network Plan.	 Protected & Sustainable Environment 
<b>Recreation Management Software</b>	Transition to a new Recreation Management Software solution.	 Well-Managed

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Executive Director's Office	\$ 564,784	\$ 567,500	\$ 662,200	\$ 2,270,200	\$ 1,702,700	300.0
Parks	13,101,789	12,414,900	13,514,400	13,153,100	738,200	5.9
Recreation Programming	9,315,648	8,791,600	10,244,700	8,522,200	(269,400)	(3.1)
Strategic Planning and Design	2,415,131	2,780,000	2,669,500	3,124,000	344,000	12.4
Regional Recreation	11,008,085	9,591,900	8,172,700	8,527,900	(1,064,000)	(11.1)
<b>Net Total</b>	<b>\$ 36,405,437</b>	<b>\$ 34,145,900</b>	<b>\$ 35,263,500</b>	<b>\$ 35,597,400</b>	<b>\$ 1,451,500</b>	<b>4.3</b>



## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 25,473,625	\$ 29,701,300	\$ 29,908,000	\$ 29,829,500	\$ 128,200	0.4
Office	417,801	337,700	463,600	504,500	166,800	49.4
External Services	5,795,564	5,130,100	6,217,100	5,645,700	515,600	10.1
Supplies	507,090	475,000	572,300	454,600	(20,400)	(4.3)
Materials	474,055	420,500	526,000	420,800	300	0.1
Building Costs	2,468,410	2,173,400	2,600,300	2,557,200	383,800	17.7
Equipment & Communications	806,382	665,100	806,300	684,900	19,800	3.0
Vehicle Expense	115,101	46,300	438,500	196,300	150,000	324.0
Other Goods & Services	2,818,363	3,756,900	4,853,700	4,139,700	382,800	10.2
Interdepartmental	(131,505)	(79,100)	(109,700)	(79,100)	-	-
Other Fiscal	8,965,484	7,612,400	6,387,800	7,153,300	(459,100)	(6.0)
<b>Total Expenditures</b>	<b>47,710,370</b>	<b>50,239,600</b>	<b>52,663,900</b>	<b>51,507,400</b>	<b>1,267,800</b>	<b>2.5</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Fee Revenues	(8,193,482)	(11,232,400)	(12,057,400)	(11,463,700)	(231,300)	2.1
Other Revenue	(3,111,451)	(4,861,300)	(5,343,000)	(4,446,300)	415,000	(8.5)
<b>Total Revenues</b>	<b>(11,304,933)</b>	<b>(16,093,700)</b>	<b>(17,400,400)</b>	<b>(15,910,000)</b>	<b>183,700</b>	<b>(1.1)</b>
<b>Net Total</b>	<b>\$36,405,437</b>	<b>\$34,145,900</b>	<b>\$35,263,500</b>	<b>\$35,597,400</b>	<b>\$1,451,500</b>	<b>4.3</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 34,145,900</b>
Compensation Changes:	
New FTEs & Compensation Increases	1,222,500
Revenue Adjustments:	
Revenue target increases, naming rights, membership revenues	(252,600)
Grand Oasis and Dartmouth Sunshine Series (BAL partial reduction)	(400,000)
Naming Rights of the Commons Aquatic Centre (BAL debate)	(100,000)
Reduction of ROW mowing (BAL debate)	(50,000)
Shrub Bed Maintenance Reduction in ROW (BAL debate)	(20,000)
Expenditure Adjustments:	
Housing & Homelessness (operating budget and BAL funding)	1,380,500
Increase to Arts Grants (BAL funding)	125,000
Affordable Access Program offset (BAL funding)	500,000
Inflation adjustments	711,000
Art Gallery of Nova Scotia (funding removed)	(700,000)
COVID-19 Recovery Activities & Event Grants (removal of one-time funding)	(200,000)
MDF subsidy request (removal of one-time funding)	(160,000)
Governors Brook off leash area (removal of one-time funding)	(40,000)
Discover Halifax grant increase	250,000
Vacancy management target	(175,000)
Other Budget Adjustments:	
Additional Budget Reductions Included in Budget	(639,900)
Total Changes	\$ 1,451,500
<b>2023/24 Budget</b>	<b>\$ 35,597,400</b>

## SERVICE AREA PLANS

### HOUSING & HOMELESSNESS

The Housing and Homelessness division is committed to supporting people sleeping rough in our community. HRM's vision is that people experiencing homelessness can access and maintain safe, sustainable, and supportive housing.

#### Services Delivered

**Policy Development.** Development of a policy framework to guide the division's work. This framework will provide consistent direction to partnership activities with government and community service providers, as well as direct service delivery.

**Outreach and Sheltering Operations.** Provide support to persons experiencing homelessness and forced to shelter outside. Outreach includes Street Navigator supports for those sheltering outdoors, camping necessities, and access to various housing support systems. Sheltering operations includes identification of encampment sites and provision of services for designated locations, including toilets, water and garbage collection.

#### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
Encampment service calls		413	700	650

#### Performance Measures Analysis





**Encampment service calls.** Next to the presence of encampments themselves the most common concern about the presence of people sheltering in a community space is the garbage and waste that is generated. Calls to address waste or garbage in the community are registered through 311 and tracked. While the numbers are largely dependent on the number of homeless at any time, and therefore outside of HRM control, staff can mitigate the volume of complaints through working with the encampment residents, regular inspections of sites, and increased provision of garbage cans or commercial garbage bins.

As this division and services are developed, other performance measures under consideration include:

- **Number of people housed.** The ultimate goal of the municipality is that that every resident of the Halifax Regional Municipality has a safe, supportive, and sustainable home and that all homes are purposely constructed for long-term human habitation, built to safety codes and standards, and in a suitable location based on municipal planning strategies. One of the primary roles of the navigator is connecting people experiencing homelessness to housing. By tracking the number of people supported by navigators who are able to be housed we can measure the effectiveness in transitioning people from a state of homelessness to being housed. It is important to remember that achievement of this performance measure is primarily impacted by the availability of affordable, deeply affordable, and supported housing.
- **Provision of supplies and supports.** People experiencing homelessness often lack resources to shelter outside safely; many need tents, sleeping bags, air mattresses, tarps, help with food, clothing, and other personal supplies. People need access to washrooms, power and running water. While a primary goal of the

navigator programs is connecting people to housing, the other is supporting people while they are forced to sleep rough. By tracking the volume of supplies and supports provided each year, we are able to measure, to some extent our, a key outcome of the work.

- **Number and usage of designated locations.** The municipality designates locations where people can shelter outside so that people have a place they are allowed to go. Staff monitor the number of people in each designated location and the usage trends could be an important measure of activity in the community and the effectiveness of designated locations.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Service provider task force	The development of a task force made up of representatives from HRM, the Province of Nova Scotia, and interested service providers to improve communication, cooperation, and response to the issues and impacts of homelessness in the municipality.	 Involved Communities	T - Q4 2023/24
Policy and standard operating procedure manual	A detailed set of policies and procedures to guide the work of staff in supporting persons experiencing homelessness. This list will include safe operating procedures, guidelines for the provision of various types of support, and defined accountabilities.	 Well-Managed	T - Q4 2023/24
Development of well serviced encampment sites	The addition of designated locations based on the need in the community. The enhancement of designated locations to include access to services or supports such as power, running water, garbage pickup, and general site maintenance.	 Safe Communities	T - Q4 2023/24
Direct support to sheltering residents	The provision of supports to persons experiencing homelessness, including items such as tents, mattresses, tarps, sleeping bags, food, personal items, and clothing.	 Involved Communities	T - Q4 2023/24

## PARKS

The Parks service area is committed to supporting Regional Council priorities 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 recreational trails.

### Services 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.

**GIS Services.** This team provides GIS services and supports municipal benchmarking for outdoor recreation assets, serving as the baseline data source for the Business Unit.

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Grass service calls	471	469	668	500
Playgrounds inspected to service level standards (6 x per year)	73%	98%	93%	95%
Park litter service calls		243	351	300
Hours of play on bookable assets	30,000	56,000	62,800	63,000

### Performance Measures Analysis

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.

A new Works Control section was implemented in the 2022 season. This new team implemented quality assurance processes including asset inspections and assessments as well as service request tracking and improved customer service. 93% of outdoor recreation assets were inspected in 2022, outlining deficiencies and providing Capital Construction with asset renewal plans. Parks also saw an increase in service requests in 2022 from 5,250 to 6,813 and maintained a 95% closure rate.




**Grass service calls.** Service calls for grass increased in 2022. This increase in service requests is due to various contractor challenges including staff hiring and retention, fuel cost, and supply chain issues. Many contractors could not secure the parts or machinery required to perform as expected. This, combined with an optimal growing

season over the last couple of years, increased service request volumes. Parks have created a Grass Cutting webpage that includes the grass cutting guidelines, frequently asked questions, and a detailed map where the guidelines are presented visually across HRM. Parks will continue to monitor grass cutting performance and work with contractors to improve grass service calls.

**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 playground per year. With a full staff complement for most of the season, a 93% inspection service level was achieved.

**Park litter service calls.** Service requests for litter increased in 2022 with more people visiting parks. Although not a part of this service delivery measure, Parks received an additional 136 service requests for homeless encampment cleanups.

**Hours of play on bookable assets.** Parks serviced 62,800 hours of play on all bookable assets, including sport fields, ball diamonds, all-weather fields, and courts for the 2022 season compared to 56,000 hours of booked asset time in 2021. This increase is due to an increase in sport field and ball diamond bookings.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Update Parks asset data in the corporate Asset Registry	Continue to update park asset data in the asset registry. This will include, but not limited to, materials, install date, estimated service life (ESL), material construction, and inspection frequency.  This will help provide a clear picture and more detailed information of asset condition for state of good repair (SOGR) and asset renewal purposes.	 Well-Managed	T - Q4 2023/24
Update playing field classifications and maintenance standards	Update playing field classifications to reflect the full municipal inventory and tailor maintenance standards to new classifications.	 Well-Managed	T - Q4 2023/24
Prioritize outdoor recreation asset inventory	Develop and implement a park assessment tool to provide clear picture of asset condition for state of good repair and asset renewal strategies.	 Well-Managed	T - Q4 2023/24

## 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.

## Services 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.** Celebrates and supports the work of volunteers, including by enhancing capacity in community boards for the provision of alternate service delivery for the Halifax Regional Municipality.

## Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Number of direct programs delivered by Recreation Programming	2,600 <sup>1</sup>	4,966	6,977	7,000
Number of unique registrations	19,500 <sup>1</sup>	41,220	55,901	56,000
Number of youths enrolled in leadership training	100 <sup>1</sup>	255	400	450
Number of participants at Emera Oval (winter) <sup>2</sup>	50,250 <sup>1</sup>	44,943 <sup>1</sup>	55,000 <sup>3</sup>	60,000
Number of participants at Emera Oval (summer) <sup>2</sup>	24,500	39,462	45,000	45,000
Notes:      1) COVID-19 – modified, cancelled, and reduced programs. Spring 2021 programs were cancelled. 2) Weather dependent. 3) Canada Games closure (9 days in February 2023)				



## Discounts Performance Measures

Performance Measures	2021 Actual	2022 Actual	2023 Planned
Value of discounted programs/services	\$134,945	692,443	796,300 <sup>1</sup>
Number of registered clients who used discount	509	1070	1230 <sup>1</sup>
<b>Notes</b> 1) A 15% increase in both the value of discounted programs and the # of registered clients who used the discounts is projected for 2023. This increase is due to the planned 2% increase to the fees on April 1, 2023 (as per By-law U100), continued inflation impacts, and that 2023-24 will be the first year since COVID-19 where full recreation services are offered in all four seasons.			



## Performance Measures Analysis


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

**Inclusion.** One-on-one inclusion support is provided free of charge for 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 2022, the municipality provided inclusion services to 154 children with varying disabilities or unidentified behavioural challenges. This number has increased from 111 children receiving inclusion support in the summer of 2021.

**Program registration.** Online registrations now account for over 90% of program registrations on the day of registration.

**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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Senior Services Plan	Develop a Senior Services Plan to ensure Parks & Recreation are effectively providing opportunities for the seniors of the Halifax Regional Municipality. Seniors and senior groups will be consulted to inform this plan.	 Inclusive Communities	T - Q4 2024/25
Affordable Access Review (Recreation Funding Access Program)	Conduct a thorough review of the recreation portion of the Affordable Access Program to ensure that it meets needs of residents experiencing financial need.	 Affordable Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Complete the first-year evaluation of the Fee By-law and Administrative Order	Complete an analysis and evaluation of the first year of the Fee By-law and Administrative Order to inform required amendments.	 Well-Managed	T - Q4 2023/24

## STRATEGIC PLANNING & DESIGN

The Strategic Planning & Design division is committed to supporting Regional Council priorities through delivering policy development, recreation property reviews, facility master plans, capital planning, capital project delivery, parkland planning and acquisition, as well as cultural initiatives. Strategic Planning & Design includes the Business Services section, which provides recreation software management, analysis and operational support to all municipal facilities and partner sites.

### Services Delivered

**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 – Outdoor Recreation Assets.** 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.

**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. This service area will be integral in designing and building an integrated approach for working with HRM's Office of Diversity & Inclusion to support the Business Unit with the implementation of the Corporate Diversity and Inclusion Framework to improve the parks & recreation business plan deliverables.

**Recreation Software Management.** Leads the delivery and support of recreation software 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.


## Service Delivery Performance Measures





Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Per cent of parks outdoor recreation capital projects tendered	95%	97%	85%	70%
Per cent of parks outdoor recreation capital projects completed	93%	77%	70%	60%

## Performance Measures Analysis

**Per cent (%) 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.

**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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Park & Open Space Plans	Highlighted deliverables for 2023/24 include: Next steps on the Peace & Friendship Park design. Next steps on the National Urban Park Initiative. Halifax Common Master Plan Completion & Wanderers Block.	 Protected & Sustainable Environment	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Completion of Strategic Plans	Highlighted deliverables for 2023/24 include: Continue outdoor recreation asset benchmarking and inventory, and develop a scoping document on a municipal-wide park asset plan. Initiate the Green Book for outdoor park assets to inform development and HRM projects. Strategy on Park Lighting. Community Facility Master Plan renewal scoping. Continue leading the park planning components related to the Fish Passage project (Martins Park to Lake Banook).	 Well-Managed	T - Q4 2023/24
Capital Project Delivery	Highlighted deliverables for 2023/24 include: Ensure approved parks outdoor recreation capital projects are tendered, awarded, and constructed. Site Plan/layout for Bedford West outdoor assets, Transom Drive Park, and Sackville Centennial Elementary School.	 Involved Communities	T - Q4 2023/24
Cultural Plans	Highlighted deliverables for 2023/24 include: Next phase of the Cultural Facilities Plan Background work Support the Culture & Heritage Priorities Plan Next phase of the Regional Museum Strategy Determine scope and process related to next phases of the Cogswell Art & Commemoration Program	 Well-Managed	T - Q4 2023/24
Recreation Management Software	Transition to a new Recreation Management Software solution.	 Well-Managed	T - Q2 2024/25

## 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, community and regional recreation facility partnership support and facility scheduling.

## Services Delivered

**Sport & Scheduling.** Schedules all municipal outdoor facilities including all-weather fields, parks, sport fields, tracks, sport courts, ball diamonds, indoor arenas, municipally operated recreation centers and 138 Halifax Regional Centre for Education (HRCE) 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).

**Civic and Culture Festivals, and Events Support Program.** Responsible for civic 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 are also included.

## Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Regional Special Events Grants	\$213,500 <sup>1</sup>	\$341,275	\$412,375	\$411,025
Marketing Levy Special Events Reserve (MLSER) ( <i>Balance as of April 1 each year</i> )	\$1,269,647	\$632,059	\$933,380	\$1,715,480 <sup>2</sup>
Number of annual (Signature) and Non-Annual Event Grants <sup>1</sup>	13	16	24	24
Value of Annual (Signature) and Non-Annual Event Grants	517,000 <sup>3</sup>	\$509,400	\$2,139,000	\$753,500 <sup>4</sup>
Notes:     1) Change from previous reporting as one organization returned cheque due to no spend 2) Based on assumption that hotel levy 2% remains the same for 2023/24. Total budgeted withdrawal (Q621) from reserve estimated at \$1,744,900 3) Change from previous report as COVID-19 cancelled more events than anticipated 4) Includes grant for ECMA's \$150,000				




## Performance Measures Analysis

**Civic/large scale events.** In 2023/24, Regional Recreation Services will continue the direct delivery of municipal operational/civic events. It is anticipated that the summer concert series in Darmouth will be held once again with a limited concert program in Grand Parade. Grants will be provided to community celebrations, established community events, and cultural showcases and events. Event grants will be issued from the Marketing Levy Special Events Reserve. Typically, the calendar of civic/large scale events includes Canada Day, Bedford Days,

Natal Day, Clam Harbour Beach Sandcastle Competition, Hopscotch Arts Festival, Halifax Tree Lighting, Halifax Explosion Memorial Ceremony, Dartmouth Tree Lighting, Menorah Lighting and New Year's Eve Celebration.

**Event of significance.** The North American Indigenous Games (NAIG) originally scheduled for July 2020 was postponed as a result of the worldwide COVID-19 pandemic. The NAIG Local Organizing Committee will host the event in 2023.

The municipality's role to deliver its commitments required to stage the NAIG hosted in K'jipuktuk (Halifax) are still within the Parks & Recreation's mandate. Council had approved municipal funds of \$400,000 value-in-kind support and \$929,500 in funding.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Partnership Agreements	Modernize partnership agreements with community groups, as existing agreements expire, and update Service Exchange Agreement 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.	 Well-Managed	T - Q4 2023/24
Continued Implementation of Integrated Tourism Master Plan	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 free concert series delivered at Grand Parade and Ferry Terminal Park.	 Economic Growth	T - Q4 2024/25
Implementation of Playing Field Strategy	Commence implementation of short term (1-3 years) actions of the Playing Field Strategy.	 Well-Managed	T - Q4 2023/24



## MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

The Multi-District Facilities (MDF's) are a significant component of the municipality's recreation program services delivery model. The relationships with MDF 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 an annual budget and business plan, 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. These facilities are managed and operated by volunteer community boards who have authority over the day-to-day operations including program delivery.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the 2023/24 business plan submitted by each facility.

### 2023/24 FINANCIAL SUMMARY

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Subsidy 2022/23
Alderney Landing	\$1,898,750	\$1,317,000	\$(581,750)	\$581,750 <sup>1</sup>	\$581,750 <sup>1</sup>
Canada Games Centre	\$5,694,035	\$5,698,273	\$4,238	\$0	\$337,837
Centennial Pool	\$855,600	\$583,440	\$(272,160)	\$272,160	\$289,200
Cole Harbour Place	\$4,045,498	\$3,420,134	\$(625,364)	\$625,364	\$614,806
Halifax Forum	\$4,676,728	\$4,676,728	\$0	\$0	\$0
St. Margaret's Centre	\$2,023,350	\$1,553,500	\$(469,850)	\$469,850	\$448,885
Zatzman Sportsplex	\$4,148,490	\$3,401,425	\$(747,065)	\$747,065	\$1,149,513
<b>TOTAL</b>	<b>\$23,342,451</b>	<b>\$20,650,500</b>	<b>\$(2,691,951)</b>	<b>\$2,696,189</b>	<b>\$3,421,991</b>
Notes: 1) Includes Geothermal subsidy.					

Funding is available within Parks & Recreation 2023/24 budget envelope to provide requested subsidies. No additional funds are required.

## SUBSIDY REQUEST

All Multi-District Facilities have requested subsidy funding in 2023/24 with the exception of the Halifax Forum and Canada Games Centre. The subsidies require a total contribution request of \$2,696,189 which represents a \$725,802 decrease over the 2022/23 approved subsidy of \$3,421,991.

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 quarterly installments, so if revenue recovery exceeds expectations, some of the subsidy may not need to be required. Further, if revenue exceeds expenses resulting in a year end surplus, it would be transferred to the capital reserve and would reduce future facility recapitalization costs.

## FUNDING IMPACT

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

- Incur potential difficulties paying facility operations and maintenance costs
- Face staff retention and recruitment challenges
- Defer annual maintenance
- Reduce building and staffing hours
- Reduce programing
- Delay purchasing operational equipment
- Increase membership fees

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, 6 part-time staff, and up to 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 460 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 Three Deliverables

- 1) Implement the tactics under our Strategic Plan for Alderney Landing, Theatre, Market, Gallery, and Events, that demonstrates our commitment to diversity and inclusion.
- 2) Deliver an increase in large scale events, benefiting the residents of the region.
- 3) Build and maintain strong relationships with key partners that support Alderney's mandate in planning for necessary facility rejuvenation.

### Services Delivered

**Saturday Farmers Market.** In-person market supporting up to 120 small businesses, artisans, and local farmers.

**Community Groups and not-for-profits.** Continue to support the greater community by offering space to both meet the community's needs and to support their fundraising efforts.

**Supporting local.** Alderney Landing has incubated over twenty thriving local businesses in HRM. In 2023/24 Alderney Landing will continue to find innovative ways to support local entrepreneurs in the development of their product. In 2022/23 Alderney Landing expanded their seasonal offering to include three additional opportunities. In 2023/24 Alderney Landing will support the community through the Nourishing Communities program giving out to people in need \$23,000 in redeemed market dollars.

**Economic Development – Arts & Culture.** Alderney Landing contributes \$36.2 million in Gross Domestic Product to the Nova Scotia and HRM economy in a typical year. In addition, the facility, directly and indirectly, provides employment for just over 715 people earning more than \$24.6 million.

**Social Impact.** Social impact is magnified by the 11,644 volunteer hours contributed to various elements of the Alderney Landing facility. Volunteers generate over a quarter of a million dollars in value for HRM through their efforts at Alderney Landing.

**Theatre.** In 2023/24 Alderney/Eastern Front Theatre (EFT) will deliver a full season and increase patrons through a campaign incorporating all productions held at Alderney Landing., approximately 285 shows and events.

**Craig Gallery.** In 2022/23, the Craig Gallery delivered artist's exhibitions, children's art programming, summer art camps, artist talks, lectures, workshops and gallery openings. In 2023/24, expanded offerings will include after

school art classes, community art cart programming, extended hours and recruitment of new volunteers for the expanded programming.

**Events.** In 2022/23, AL hosted and supported Rib Fest, Multi-Fest, Colour Festival and Buskers. 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. 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 2023/24.

## Operating Budget

Expenditures	2023/24 Budget
Wages and event staff	\$822,450
Snow clearing and parking supplies	\$45,000
Art Gallery	\$22,000
Brand communication cultural programming	\$42,000
Tent install/dismantle, cleaning, storage	\$11,000
Bar & Catering	\$8,500
Events, Cultural programming	\$284,330
CPP EI WCB Health	\$144,495
Building maintenance	\$84,475
HRM Geothermal	\$40,000
Events supplies and equipment	\$68,000
Garbage removal	\$15,000
SOCAN, licenses, fees, ATM, security, linen	\$13,000
Utilities, power telephones	\$111,000
Interest, bank, ATM, Prof fees, & dev	\$29,000
Service and equipment	\$20,500
Property Tax and amortization	\$36,000
Security Requirement	\$102,000
Total Expenditures	\$1,898,750
<b>Revenues</b>	
Cultural Events programming	\$425,000
Events Plaza Parking	\$255,000
Farmers and Cultural Market Vendors	\$185,000
Permanent Market Vendors	\$140,000

Expenditures	2023/24 Budget
Theatre level	\$203,000
Cultural Grants	\$65,000
Visual Arts & ATM	\$44,000
Total Revenues	\$1,317,000
HRM Subsidy Requested	\$581,750
<b>Total</b>	<b>\$1,898,750</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

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

- Increasing facility operational expenses including utilities and building maintenance, due to aging equipment and infrastructure.
- Increase in wages due to legislated provincial minimum wage increases.
- Aging infrastructure requiring ongoing maintenance to ensure it is safe and in a state of good repair.
- The total subsidy request includes \$102,200 to provide security personnel for the AL managed areas of the facility due to increasing liability and risk management issues resulting from the significant amount of transit use and people at risk that frequent our facility.

The budget includes an increase in all revenue streams, including theatre, market area operations, events & programming, to help reduce the requirement for additional HRM subsidy funding.

These circumstances have necessitated the request of a subsidy in 2023-24 of \$581,750.

## Funding Impact

Lack of funding could mean:

- Negative impact on event and program offerings;
- Impact ability to meet payroll obligations; and
- Difficulty in covering facility operational costs

## CANADA GAMES CENTRE

### Vision

Together, we inspire Healthy Active Living.

### Mission

The Canada Games Centre is committed to the promotion of healthy 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 Three Deliverables

- 1) Continue implementation of our Removing Barriers & Enhancing Accessibility Plan
- 2) Attain Rick Hansen Foundation Accessibility Certification
- 3) Focus on healthy community, service excellence and responsible operations to provide meaningful experiences for guests leading to a healthier lifestyle

### Services Delivered

**Community.** We are the community hub for the Clayton Park-Timberlea-West Bedford area with a goal of ensuring residents are involved and enjoy participating in a wide range of leisure, social, and sport and recreational opportunities. Provide space to community groups for events & activities that expand the connectivity of our citizens. Through our efforts we want to create a healthy vibrant community for people.

**Canada Games Centre (CGC) Affordable Access Programs.** The CGC offers a variety of programs and services that allows use of the CGC at reduced rates. The CGC offers a Fee Assistance membership program at 50% off for those that qualify and make application. Some of our other offerings are pool and track times at reduced admission rates, Welcomed in Halifax (WIH) Program, CGC & Keshen Library access program, & the CGC has a partnership with Immigrant Services Association of Nova Scotia (ISANS) for aquatic programming.

Performance Measures	2022/23 YTD	2023/24 Planned
Value of Discounted Programs/services	\$205,000	\$260,000
Number of registered clients in programs	975	1,200

**Recreation Programs.** Offer a wide variety of community, after school programming, camp and sport programs that appeal to a mix of interests, ages and abilities. Our programs support Physical Literacy and Inclusion and continue to align with the Sport For Life (S4L) model to foster active living through recreation so people of all ages can begin and continue to participate through structured programming or spontaneous free play activities.

**Fitness and Wellness Programs.** Offering over 80 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, Fitness Forever, High Intensity Training, etc. Often offering 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. Through a joint partnership with the Chebucto Community Health Team we offer programming and services to the community.



**Aquatics Programs.** Our programs focus on basic survival skills and proper swimming technique. We offer a broad range of programs such as Parent & Tot, preschool lessons, school aged lessons, inclusion programming, swim patrol and a range of leadership programs that prepare youth for employment as lifeguards and instructors. Working in 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, fieldhouse courts, track and dance/fitness studios. Major event space for Provincial Sport Organizations (PSO's) and National Sport Organizations (NSO's) to host events and tournaments thus providing economic benefits for the region. This year the CGC is excited to host the North American Indigenous Games (NAIG) and the sport of volleyball.

## Operating Budget

Expenditures	2023/24 Budget
Wages & Benefits	\$3,046,942
Program Expenses	\$1,077,319
Marketing (website, signage, print materials, promotions, merchandise)	\$148,600
Aquatics, Recreation and Fitness (supplies, equipment, repairs)	\$74,034
Building Operations (utilities, pool chemicals, maintenance, cleaning and contracted services)	\$1,125,840
Finance, Administration & IT (IT charges, HR, banking)	\$221,300
Total Expenditures	\$5,694,035
<b>Revenues</b>	
Membership & Admissions (memberships & day passes)	\$3,760,053
Aquatics (program fees)	\$698,815
Recreation Programs (program fees)	\$529,245
Rentals, Fitness Programs & Wellness (program fees)	\$383,010
Commercial Leasing (Lifemark, Subway and Canadian Sport Institute)	\$301,981
Marketing (contra agreements)	\$6,969
Miscellaneous & Sundry (vending machines)	\$18,200
Total Revenues	\$5,698,273
Subsidy Requested	\$0
<b>Total</b>	<b>\$5,698,273</b>
<b>Net Surplus/Deficit</b>	<b>\$4,238</b>

## Subsidy Request

No subsidy requested. This is a decrease from the \$337,837 subsidy requested in 2022/23.

## Funding Impact

None.

## 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 and competition.

### Top Three Deliverables

- 1) To engage with our clientele to support and motivate them to reactivate their healthy style routines.
- 2) To provide the facility for amateur sport clubs to achieve their pre COVID-19 competitive levels in all aquatic sports.
- 3) To provide an outlet for our senior citizens to have a healthy social lifestyle in a clean and safe environment.

### Services Delivered

**Fitness and Wellness Programs.** Centennial Pool (CP) offers a variety of programs and pool access to our community while maintaining prices that ensure that financial concerns are not a barrier to pool usage by our clients. CP offers several hours of public lane swimming per day, as well as approximately 10 Aquacise classes per week. This allows access to aquatic programming to the community at-large, and helps facilitate access to our clientele, regardless of their age, physical ability, or financial situation.

**Aquatics Programs.** Our Aquacise classes are well attended by regular participants. Whether it's someone looking for the friendly and inclusive atmosphere of our morning programming, or someone working nearby who wants a more intense workout on their lunch break, we cater to all needs.

**Facility Rentals.** CP demonstrates its longstanding commitment to the amateur sport community by providing access to one of only two 50-meter pools in the province. Centennial facilitates the success of aquatic organizations of all types, including multiple swim teams, artistic swimming teams, and diving teams. The pool hosts many meets annually, which include all ages, from Nova Tech to Masters. In addition to pool rentals, CP offers affordable room rentals to community groups.

### Operating Budget

Expenditures	2023/24 Budget
Compensation and Benefits	\$450,620
Financial Expenses (bank charges, merchant fees)	\$17,680
Contract Services (accounting, bookkeeping)	\$9,000
Repairs and Maintenance (general maintenance, waste disposal, janitorial)	\$92,700
Supplies & Equipment (office supplies, sanitation supplies, uniforms, rec equipment, medical supplies)	\$16,500
Equipment	\$5,000
Marketing	\$8,500
General Expenses (phone, electricity, water, staff development, office)	\$231,100
Parking Lot Expenses (snow removal, lawn maintenance)	\$24,500
<b>Total Expenditures</b>	<b>\$855,600</b>

<b>Revenues</b>	
Contract Rentals	\$333,440
Public Attendance / Membership	\$105,000
Instructional	\$10,000
Parking Rentals	\$135,000
<b>Total Revenues</b>	<b>\$583,440</b>
<b>Subsidy Requested</b>	<b>\$272,160</b>
<b>Total</b>	<b>\$855,600</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

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

- Aging infrastructure requiring ongoing maintenance to ensure the facility is safe and in a state of good repair
- Reduction in parking lot revenues by approximately 60% due to the reconfiguration of the parking lot in 2022 to accommodate the new Modular Housing Community.
- Increasing utility costs
- Wage increases due to Provincially mandated minimum wage requirements and labour market adjustment since facility was previously opened in 2019/20.

These circumstances have necessitated the request of a subsidy in 2023-24 of \$272,160, a decrease of \$17,040 from 2022/23.

## Funding Impact

Lack of funding could mean that the facility would be unable to:

- meet payroll obligations,
- meet recruitment and staff retention challenges, and
- cover facility operational expenses

## COLE HARBOUR PLACE

### Vision

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

### Purpose

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

### Top Three Deliverables

- 1) Focus on our community, service excellence and responsible operations to continue to improve our communities' physical, social and mental health
- 2) Continue to provide inclusion and access for those who are facing physical, financial, and physiological barriers be able to access Cole Harbour Place
- 3) Continue to adapt our services and programs to be comprehensive and inclusive

### Services 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 (CHP) offers a Pay What You Can Membership to those who have financial restrictions. We also have a partnership with the Cole Harbour 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.** 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-meter 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 as well as 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/Rental.** CHP contains two 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 Major Midget, Major Bantam, and High School hockey teams and are involved in hosting games, tournaments and camps throughout the year.

**Facility Rentals.** Associations, community groups, corporations and individuals can rent space at CHP to suit their needs. We offer multiple meeting rooms of various sizes, including a 5500 sq ft Multi-Purpose Room. We

have not-for-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 trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings and small 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.

## Operating Budget

Expenditures	2023/24 Budget
Salaries & Benefits	\$2,543,046
Aquatics	\$8,080
Athletics	\$29,930
Housekeeping & Security	\$174,759
Administration	\$229,743
Operations	\$1,059,940
<b>Total Expenditures</b>	<b>\$4,045,498</b>
<b>Revenues</b>	
Memberships	\$674,000
Aquatics	\$512,649
Athletics	\$350,091
Arenas	\$917,780
Facility Rentals	\$145,150
Other Revenue	\$37,416
Leases	\$783,048
<b>Total Revenues</b>	<b>\$3,420,134</b>
<b>Subsidy Requested</b>	<b>\$625,364</b>
<b>Total</b>	<b>\$4,045,498</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

Factors that have influenced the financial position of Cole Harbour Place include:

- Increased facility operating costs with rising prices of utilities and equipment
- Aging building without required capital investments requiring significant maintenance to ensure it is state of good repair, properly functioning and safe for everyone
- Membership revenue has not returned to pre-COVID-19 levels due to new routines established
- Staffing shortages across departments with part time and casual staff requiring higher wages to secure staff, and also resulting in reduced programming we are able to offer at times
- Increasing minimum wages

These circumstances have necessitated the request of a subsidy in 2023/24 of \$625,364 which is an increase of \$10,558 from 2022/23.

## Funding Impact

Lack of funding could mean:

- That the facility would be unable to meet payroll obligations
- Defer annual maintenance
- Face recruitment challenges
- Incur potential difficulties paying facility operations maintenance costs, and
- Required to reduce building and staffing hours resulting in less programming and customer service

## 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 the municipality and is committed to being financially responsible and efficiently managed.

### Top Three Deliverables

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

### Services 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 not-for-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)).

### Operating Budget

Expenditures	2023/24 Budget
Compensation and Benefits	\$1,675,553
Office (Supplies, telephone, ICT)	\$50,000
Training and Education	\$2,500
Repairs and Maintenance	\$60,000
Sanitary Supplies	\$38,500
Uniforms	\$3,000
Arena Equipment repairs & maintenance	\$122,175



External Services refuse, security, audit	\$190,000
Materials	\$25,000
Utilities (electricity, fuel, water)	\$530,000
Vehicle Expense	\$40,000
Other Goods & Services Bar Supplies, Cost of Goods, Bingo Prizes	\$1,885,000
Ground Maintenance (Paving, salt)	\$55,000
<b>Total Expenditures</b>	<b>\$4,676,728</b>
<b>Revenues</b>	
Concessions	\$160,000
Bingo	\$2,906,728
Arena Ice	\$1,050,000
Events	\$490,000
Parking	\$35,000
Advertising	\$20,000
Other Revenue (Misc., cash machines)	\$15,000
<b>Total Revenues</b>	<b>\$4,676,728</b>
<b>Subsidy Requested</b>	<b>\$0</b>
<b>Total</b>	<b>\$4,676,728</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

### Subsidy Request

No subsidy requested.

### Funding Impact

None

## 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 Three Deliverables

- 1) Quality ice and great gym experiences with a wide scope of programs offered
- 2) Health and Wellness Fitness initiatives for family and individuals
- 3) Development of new programs to fit the need of changing populations

### Services 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 just to 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 (Olympic and International) 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.

### Operating Budget

Expenditures	2023/24 Budget
Compensation & Benefits	\$1,160,500
Office	\$12,100
Training and Education	\$3,000
Repairs and Maintenance	\$72,000
Supplies	\$18,500
Building Operating Costs (includes utilities)	\$708,000
External Services	\$36,000
Company Vehicle Expenses	\$5,750
Other Goods & Services	\$7,500

<b>Total Expenditures</b>	<b>\$2,023,350</b>
<b>Revenues</b>	
Memberships	\$215,000
Aquatics	\$79,000
Athletics	\$49,000
Arena	\$969,000
Rentals	\$168,000
Advertising	\$40,000
Grants	\$14,500
Other Revenue	\$19,000
<b>Total Revenues</b>	<b>\$1,553,500</b>
<b>Subsidy Requested</b>	<b>\$469,850</b>
<b>Total</b>	<b>\$2,023,350</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

Factors that have influenced the financial position of the St. Margaret's Centre:

- Increased operational costs, including substantial increase in utilities
- Increase in building and plant maintenance expenses due to an aging facility, and the requirement to meet increased Provincial standards and compliance criteria for plant operations
- Increase in wages due to provincial minimum wage increases, and for attracting and retaining staff
- Increase in Camp Westwood day camp expenses due to rising prices of supplies recovery from COVID-19 to return programming revenues to pre COVID-19 levels

These circumstances have necessitated the request of a subsidy in 2023/24 of \$469,850, an increase of \$20,965 from 2022/23.

## Funding Impact

Lack of funding could mean:

- The facility may have to increase programming fees
- Reduce building and staffing hours
- An impact to SMC's ability to meet increasing utility expenses
- SMC required to be reactive as opposed to proactive with preventative equipment maintenance
- Delay the expansion of programming and accessibility related facility upgrades

## 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 well-being of our community, **one person at a time.**

### Top Three Deliverables

- 1) Establish the Zatzman Sportsplex brand as a leader in recreation and event management
- 2) Create and maintain a comprehensive service and program base
- 3) Continue to develop new options to help people facing physical, financial, and physiological barriers access the Sportsplex

### Services 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 hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several annual hockey tournaments, including SEDMHA 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 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 month. 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.

## Operating Budget

Expenditures	2023/24 Budget
Benefits and Compensation	\$2,814,690
Athletics	\$136,100
Aquatics	\$68,100
Operations	\$833,600
Marketing and Events	\$68,000
Maintenance	\$143,000
Administration	\$85,000
<b>Total Expenditures</b>	<b>\$4,148,490</b>
<b>Revenues</b>	
Arena	\$655,500
Athletics	\$1,959,100
Aquatics	\$572,500
Meeting Room Rental	\$107,625
Fund Development	\$62,000
Other	\$44,700
<b>Total Revenues</b>	<b>\$3,401,425</b>
<b>Subsidy Requested</b>	<b>\$747,065</b>
<b>Total</b>	<b>\$4,148,490</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

Factors that have influenced the financial position of Zatzman Sportsplex include:

- Planned Increases in the minimum wage in 2023
- Increasing utilities and operational repair and maintenance costs
- Staff and programming funding required to maintain programming
- Increased facility operating costs due to inflation and supply issues
- Continue to grow membership and program revenue post-pandemic

These circumstances have necessitated the request of a subsidy in 2023/24 of \$747,065, a decrease of \$402,448 from 2022/23.

## Funding Impact

Lack of funding could mean:

- That the facility would be unable to meet payroll obligations
- Elimination of all free community access programming including free track access
- Potential difficulties paying facility operating costs

## Summary of Net Expenditures - Parks & Recreation

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
W707 Culture & Community	-	-	-	125,000	125,000	-
C413 Business Services	612,875	703,000	667,600	872,800	169,800	24.2
C414 Stra Plan & Des Adm	288,456	288,500	240,900	405,100	116,600	40.4
W700 Policy & Planning	775,195	1,043,100	1,009,400	952,300	(90,800)	(8.7)
W954 Parks Capital Projects	738,606	745,400	751,600	768,800	23,400	3.1
<b>**** Strategic Planning and Design</b>	<b>2,415,131</b>	<b>2,780,000</b>	<b>2,669,500</b>	<b>3,124,000</b>	<b>344,000</b>	<b>12.4</b>
C415 Homelessness Support	-	-	-	1,625,900	1,625,900	-
C888 NAIG P-R	47,550	103,000	103,200	131,600	28,600	27.8
C410 Director's Office	517,234	464,500	559,000	512,700	48,200	10.4
<b>**** Parks &amp; Recreation Administra</b>	<b>564,784</b>	<b>567,500</b>	<b>662,200</b>	<b>2,270,200</b>	<b>1,702,700</b>	<b>300.0</b>
R851 Horticulture East	648,098	862,400	747,000	874,000	11,600	1.3
W180 Playgrounds East	632,922	791,000	873,700	764,100	(26,900)	(3.4)
W181 Parks East Admin	308,780	154,000	261,200	520,700	366,700	238.1
W182 Sportsfields East	1,273,196	1,380,200	1,429,400	1,316,300	(63,900)	(4.6)
W183 Playgrounds Central	937,391	656,900	699,500	645,900	(11,000)	(1.7)
W185 Sportsfields - Central	837,212	759,300	789,600	756,300	(3,000)	(0.4)
W187 Artificial Fields	344,710	331,800	429,500	345,000	13,200	4.0
W191 Cntrcts-Grass/Hort	<u>2,005,160</u>	<u>1,831,600</u>	<u>2,060,000</u>	<u>2,175,100</u>	<u>343,500</u>	<u>18.8</u>
*** Parks East	6,987,469	6,767,200	7,289,900	7,397,400	630,200	9.3
R831 Parks West Admin	270,290	226,400	278,800	282,000	55,600	24.6
R850 Horticulture West	1,157,713	1,236,300	1,276,700	1,267,300	31,000	2.5
R855 Cemeteries	(44,489)	(41,000)	(68,400)	(44,700)	(3,700)	9.0
R860 Major Parks	612,008	709,400	601,900	698,500	(10,900)	(1.5)
W184 Playgrounds West	889,937	768,700	836,400	750,300	(18,400)	(2.4)
W186 Sportsfields West	1,194,239	1,223,000	1,291,000	1,183,200	(39,800)	(3.3)
W193 Trails & Op. Sp Mtce	<u>566,107</u>	<u>585,500</u>	<u>658,300</u>	<u>579,800</u>	<u>(5,700)</u>	<u>(1.0)</u>
*** Parks West	4,645,804	4,708,300	4,874,700	4,716,400	8,100	0.2
W702 Parks Administration	8,381	(450,600)	(503,500)	(479,500)	(28,900)	6.4
W705 State of Good Repair	1,348,367	985,000	1,450,100	915,000	(70,000)	(7.1)
W706 Asset Ctrl & Svc Del	111,767	405,000	403,200	603,800	198,800	49.1
<b>**** Parks</b>	<b>13,101,789</b>	<b>12,414,900</b>	<b>13,514,400</b>	<b>13,153,100</b>	<b>738,200</b>	<b>5.9</b>
D101 Rec. Prog. Admin.	403,540	388,500	511,500	1,082,100	693,600	178.5
D999 Clearing Account Rec	<u>(51,965)</u>	<u>85,000</u>	<u>85,000</u>	-	<u>(85,000)</u>	<u>(100.0)</u>
*** Recreation Services	351,576	473,500	596,500	1,082,100	608,600	128.5
D545 Halifax Commons Pool	-	-	-	(100,000)	(100,000)	-
D175 CWSCC PR AQ FC	590,274	216,100	599,400	156,800	(59,300)	(27.4)
D320 Bedford Outdoor Pool	49,260	(30,500)	20,700	(32,500)	(2,000)	6.6
D540 Beaches/Commons Pool	392,254	375,200	394,200	375,200	-	-
D570 Needham Pool	178,552	88,800	194,200	86,500	(2,300)	(2.6)
D640 Colby Vill Otdr Pool	33,597	(200)	34,000	(1,400)	(1,200)	600.0
** Aquatics & Leisure	1,243,937	649,400	1,242,500	484,600	(164,800)	(25.4)
D180 Herring Cove Program	530	-	-	-	-	-
D850 Inclusion Services	<u>245,336</u>	<u>370,700</u>	<u>344,100</u>	<u>458,300</u>	<u>87,600</u>	<u>23.6</u>
*** Aquatics,Leisure,Active Livin	1,489,802	1,020,100	1,586,600	942,900	(77,200)	(7.6)
S210 Youth LIVE Admin	362,705	324,100	503,000	232,900	(91,200)	(28.1)
S231 947 Mitchell	110,366	23,300	31,500	23,300	-	-
S232 1300 St. Margaret's Bay	8,634	1,000	4,300	1,000	-	-
S233 Youth LIVE Initiatives	687,297	1,084,000	920,200	824,800	(259,200)	(23.9)
** Youth LIVE Operations	1,169,002	1,432,400	1,459,000	1,082,000	(350,400)	(24.5)
D160 SMBC Prog. & Skating	148,501	89,600	108,200	47,000	(42,600)	(47.5)
C761 Youth Power House	118,318	141,900	250,000	154,400	12,500	8.8

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
C762 Youth Advocate Program	-	54,500	(34,800)	30,500	(24,000)	(44.0)
D755 Youth Programming	696,685	492,400	867,400	398,100	(94,300)	(19.2)
*** Youth Programming	2,132,506	2,210,800	2,649,800	1,712,000	(498,800)	(22.6)
C175 Hubbards Programming	22,446	35,100	29,000	35,100	-	-
D155 Chocolate Lk Program	220,956	137,600	182,600	132,200	(5,400)	(3.9)
D210 Lakeside Programming	417,331	401,800	491,800	403,600	1,800	0.4
D215 St.Margs/Tantal Prog	5,106	110,500	20,000	110,500	-	-
D580 St Andrews Programming	176,659	169,200	103,800	166,600	(2,600)	(1.5)
*** Mainland North & Western	842,498	854,200	827,200	848,000	(6,200)	(0.7)
D310 Gordon Snow Programm	223,145	232,200	221,600	217,000	(15,200)	(6.5)
D315 Acadia Programming	361,196	442,400	484,900	456,500	14,100	3.2
D325 Lebrun Programming	206,988	166,200	181,200	163,000	(3,200)	(1.9)
D330 Mid. Musq. Program	23,599	23,600	26,400	23,400	(200)	(0.8)
D350 Bdfrd/Hmdplns CommCtr	215,228	128,200	82,100	102,400	(25,800)	(20.1)
*** Bedford/Sackville/Fall River	1,030,156	992,600	996,200	962,300	(30,300)	(3.1)
D172 NPCC Programming	360,244	401,600	391,700	402,800	1,200	0.3
D410 Musq Harbour Prog/FC	325,225	361,100	369,600	349,100	(12,000)	(3.3)
D430 Sheet Hbr.Prog/FC	200,009	213,000	202,500	213,000	-	-
D620 Cherrybrk/LkEcho Pro	(500)	8,700	8,700	8,600	(100)	(1.1)
D630 Cole Hbr Programming	497,558	471,300	484,300	458,600	(12,700)	(2.7)
D810 Findlay Programming	240,382	183,500	121,800	179,800	(3,700)	(2.0)
D815 Dart North Com Ctr.	231,761	346,000	308,900	345,300	(700)	(0.2)
D825 Horizon Program	329,850	344,400	296,400	317,900	(26,500)	(7.7)
*** Cole Harbour/Dartmouth & East	2,184,529	2,329,600	2,183,900	2,275,100	(54,500)	(2.3)
C471 Emera Oval	450,930	460,600	424,200	351,400	(109,200)	(23.7)
D510 Needham Programming	432,795	485,100	518,600	467,300	(17,800)	(3.7)
D550 G. Dixon Programming	180,625	193,800	255,200	188,100	(5,700)	(2.9)
D555 Isleville Programming	(5,773)	(18,500)	(10,600)	(18,900)	(400)	2.2
D565 The Pavilion/HFX Com	(126)	5,200	(100)	(4,800)	(10,000)	(192.3)
D575 Larry O'Connell Prog	3,109	(6,900)	(2,600)	(7,300)	(400)	5.8
D590 Citadel Programming	168,980	149,700	221,100	140,300	(9,400)	(6.3)
*** Peninsula	1,230,539	1,269,000	1,405,800	1,116,100	(152,900)	(12.0)
CAFE SS Youth Worx Cafe	-	-	36,500	(38,500)	(38,500)	-
ADMN SSS - Administration	156,009	186,300	217,700	188,600	2,300	1.2
ATHL SSS-Athletics	93,336	55,500	35,600	38,600	(16,900)	(30.5)
ICEX SSS - Ice	(414,811)	(397,500)	(395,600)	(440,000)	(42,500)	10.7
MEMB SSS - Memberships	54,481	(70,100)	(24,500)	(19,000)	51,100	(72.9)
POOL SSS - Pool	165,013	(132,400)	129,000	(146,000)	(13,600)	10.3
Z186 LKD:Sackville SSPool	13	-	-	-	-	-
*** Sackville Sports Stadium	54,041	(358,200)	(1,300)	(416,300)	(58,100)	16.2
**** Recreation Programming	9,315,648	8,791,600	10,244,700	8,522,200	(269,400)	(3.1)
C705 Community Partnerships	6,208,567	3,082,500	2,581,500	3,587,700	505,200	16.4
C711 Discover Halifax	670,285	893,000	893,000	1,143,000	250,000	28.0
C760 Culture & Events	2,301,915	3,101,600	3,128,700	2,088,800	(1,012,800)	(32.7)
C764 Cultural Development	-	775,000	400	585,300	(189,700)	(24.5)
C772 Reg-Events/Culture	-	-	(8,000)	-	-	-
D710 Regional Rec ServAdm	231,230	223,700	239,300	163,800	(59,900)	(26.8)
D911 Sport & Scheduling	695,886	714,300	832,200	687,600	(26,700)	(3.7)
*** Operations	10,107,882	8,790,100	7,667,100	8,256,200	(533,900)	(6.1)
C706 HRM 4 PAD	195,092	101,900	112,300	106,600	4,700	4.6
C708 RBC Centre	618,213	419,400	278,600	397,100	(22,300)	(5.3)
C910 Facility Transfers	180,000	415,700	289,200	-	(415,700)	(100.0)
W204 LKD Spencer House	-	-	-	-	-	-
*** Facilities	993,305	937,000	680,100	503,700	(433,300)	(46.2)



Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
D960 LKD:Devonshire Arena	-	-	-	-	-	-
D970 LeBrun Arena	(275,327)	(265,000)	(299,600)	(285,000)	(20,000)	7.5
D980 Gray Arena	(7,825)	(33,000)	(37,700)	(35,000)	(2,000)	6.1
D985 Locked: Bowles Arena	-	-	-	-	-	-
*** Arenas	(283,152)	(298,000)	(337,300)	(320,000)	(22,000)	7.4
C270 Lucasville Comm. Ctr	3,840	8,400	8,400	-	(8,400)	(100.0)
C290 Upper Sack. Com. Ctr	-	40,000	40,000	40,000	-	-
*** Area Services	3,840	48,400	48,400	40,000	(8,400)	(17.4)
C110 East Preston Rec Ctr	39,187	33,400	33,400	-	(33,400)	(100.0)
C125 Beaver Bank Com. Ctr	84,334	81,000	81,000	48,000	(33,000)	(40.7)
C150 Up. Ham Plns Com Ctr	33,298	-	-	-	-	-
C155 LKHrtsfld/WlmwdComCt	29,394	-	-	-	-	-
C199 LKD St. Marg Bay Ctr	-	-	-	-	-	-
*** Mun. Rec. Facil-General Rate	186,212	114,400	114,400	48,000	(66,400)	(58.0)
**** Regional Recreation	11,008,085	9,591,900	8,172,700	8,527,900	(1,064,000)	(11.1)
<b>Net Total</b>	<b>36,405,437</b>	<b>34,145,900</b>	<b>35,263,500</b>	<b>35,597,400</b>	<b>1,451,500</b>	<b>4.3</b>

Summary Details - Parks & Recreation						
Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	16,180,101	18,202,100	18,318,400	19,923,700	1,721,600	9.5
6002 Salaries - Overtime	700,555	75,600	144,700	75,600	-	-
6003 Wages - Regular	5,641,149	40,000	262,100	40,000	-	-
6004 Wages - Overtime	8,589	-	400	-	-	-
6005 PDP & Union Con Incr	(332,847)	-	(398,500)	-	-	-
6051 Shift Agreements	1,133	-	1,300	-	-	-
6054 Vacation payout	51,836	-	10,700	-	-	-
6100 Benefits - Salaries	3,382,242	3,550,800	3,422,400	3,748,100	197,300	5.6
6101 Benefits - Wages	366,193	-	16,100	-	-	-
6110 Vacancy Management	-	(678,000)	-	(1,077,200)	(399,200)	58.9
6150 Honorariums	5,795	15,900	8,400	15,900	-	-
6152 Retirement Incentives	100,812	82,800	82,800	123,000	40,200	48.6
6154 Workers' Compensation	502,582	482,200	519,300	538,600	56,400	11.7
6155 Overtime Meals	21,752	500	1,000	500	-	-
6157 stipends	100,574	300,000	106,200	300,000	-	-
6158 WCB Recov Earnings	(8,702)	-	-	-	-	-
6190 Compensation OCC trf	(2,000)	-	(2,000)	-	-	-
6199 Comp & Ben InterDept	(121,933)	1,104,300	(809,500)	(647,500)	(1,751,800)	(158.6)
9200 HR CATS Wage/Ben	(439,523)	6,525,100	8,224,200	6,788,800	263,700	4.0
9210 HR CATS OT Wage/Ben	(684,684)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>25,473,625</b>	<b>29,701,300</b>	<b>29,908,000</b>	<b>29,829,500</b>	<b>128,200</b>	<b>0.4</b>
6201 Telephone/Cable	120,565	69,200	107,400	79,000	9,800	14.2
6202 Courier/Postage	49,144	58,100	56,900	58,400	300	0.5
6203 Office Furn/Equip	24,223	19,900	24,400	20,400	500	2.5
6204 Computer S/W & Lic	261	3,200	4,200	5,300	2,100	65.6
6205 Printing & Reprod	3,023	6,200	2,300	6,200	-	-
6207 Office Supplies	124,812	74,600	142,500	151,600	77,000	103.2
6299 Other Office Expenses	95,773	106,500	125,900	183,600	77,100	72.4
<b>* Office</b>	<b>417,801</b>	<b>337,700</b>	<b>463,600</b>	<b>504,500</b>	<b>166,800</b>	<b>49.4</b>
6301 Professional Fees	997	800	900	800	-	-
6303 Consulting Fees	50,481	8,500	13,700	8,500	-	-
6304 Janitorial Services	82,989	72,000	69,300	54,000	(18,000)	(25.0)
6305 Property Appraisal	-	-	-	-	-	-
6308 Snow Removal	33,164	23,200	15,800	12,000	(11,200)	(48.3)
6309 Litigation Disburse	50,000	-	-	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6311 Security	234,263	164,000	226,400	194,000	30,000	18.3
6312 Refuse Collection	69,368	38,500	75,400	31,500	(7,000)	(18.2)
6390 Extnl Svcs OCC Trsf	(2,400)	-	(1,000)	-	-	-
6399 Contract Services	5,276,701	4,823,100	5,816,600	5,344,900	521,800	10.8
<b>* External Services</b>	<b>5,795,564</b>	<b>5,130,100</b>	<b>6,217,100</b>	<b>5,645,700</b>	<b>515,600</b>	<b>10.1</b>
6401 Uniforms & Clothing	94,487	74,200	76,500	69,200	(5,000)	(6.7)
6402 Med & First Aid Supp	9,555	15,400	9,600	15,400	-	-
6403 Patrol Equip Supplies	281	-	-	-	-	-
6404 Rec Prog Supplies	206,641	192,600	289,900	196,200	3,600	1.9
6405 Photo Supp & Equip	255	-	-	-	-	-
6406 Bridge Tolls	4,445	1,200	6,400	1,200	-	-
6407 Clean/Sani Supplies	65,604	69,100	71,800	65,400	(3,700)	(5.4)
6409 Personal Protect Equ	109,630	111,200	95,900	95,900	(15,300)	(13.8)
6490 Supplies OCC Transfer	(500)	-	(500)	-	-	-
6499 Other Supplies	16,691	11,300	22,700	11,300	-	-
<b>* Supplies</b>	<b>507,090</b>	<b>475,000</b>	<b>572,300</b>	<b>454,600</b>	<b>(20,400)</b>	<b>(4.3)</b>
6501 Asphalt	-	2,000	2,000	2,000	-	-
6502 Chemicals	8,203	4,100	1,800	4,100	-	-
6503 Fertilizer	44,682	46,000	62,000	46,000	-	-
6504 Hardware	67,888	55,400	66,000	55,700	300	0.5
6505 Lubricants	1,560	300	1,300	300	-	-
6506 Lumber	75,484	38,400	81,300	40,400	2,000	5.2
6507 Propane	31	-	200	-	-	-
6508 Ready Mix Concrete	526	-	700	-	-	-
6511 Salt	5,122	1,800	6,900	1,800	-	-
6512 Sand	11,935	20,300	15,300	20,300	-	-
6513 Seeds & Plants	61,339	68,800	64,600	68,800	-	-
6514 Sods	3,209	8,600	8,600	8,600	-	-
6515 Stone and Gravel	29,282	47,400	47,000	42,400	(5,000)	(10.5)
6516 Topsoil	69,678	55,800	62,100	56,800	1,000	1.8
6517 Paint	82,132	62,200	87,800	64,200	2,000	3.2
6590 Materials OCC Trsf	(3,000)	-	(1,500)	-	-	-
6599 Other Materials	15,984	9,400	19,900	9,400	-	-
<b>* Materials</b>	<b>474,055</b>	<b>420,500</b>	<b>526,000</b>	<b>420,800</b>	<b>300</b>	<b>0.1</b>
6602 Electrical	147,821	127,100	123,200	133,100	6,000	4.7
6605 Municipal Taxes	43,848	32,000	33,500	20,000	(12,000)	(37.5)
6606 Heating Fuel	56,007	38,500	37,900	18,000	(20,500)	(53.2)
6607 Electricity	1,487,372	1,350,700	1,645,400	1,611,200	260,500	19.3
6608 Water	139,668	144,400	180,300	146,700	2,300	1.6
6610 Building - Exterior	62	-	1,300	-	-	-
6611 Building - Interior	17,105	500	5,700	500	-	-
6612 Safety Systems	3,845	3,500	3,900	3,500	-	-
6614 Envir Assess/Cleanup	-	-	-	200,000	200,000	-
6617 Pest Management	3,035	2,400	6,000	2,400	-	-
6690 Building OCC Transfer	(6,500)	-	(6,000)	-	-	-
6699 Other Building Cost	576,147	474,300	569,100	421,800	(52,500)	(11.1)
<b>* Building Costs</b>	<b>2,468,410</b>	<b>2,173,400</b>	<b>2,600,300</b>	<b>2,557,200</b>	<b>383,800</b>	<b>17.7</b>
6701 Equipment Purchase	586,804	448,400	557,800	448,400	-	-
6702 Small Tools	45,953	39,400	48,600	39,400	-	-
6703 Computer Equip/Rent	2,283	1,100	1,600	1,100	-	-
6704 Equipment Rental	43,056	64,500	52,200	66,300	1,800	2.8
6705 Equip - R&M	16,588	20,700	35,200	20,700	-	-
6706 Computer R&M	-	400	-	400	-	-
6707 Plumbing & Heating	2,381	2,300	2,900	2,300	-	-
6711 Communication System	109,317	88,300	108,000	106,300	18,000	20.4
<b>* Equipment &amp; Communications</b>	<b>806,382</b>	<b>665,100</b>	<b>806,300</b>	<b>684,900</b>	<b>19,800</b>	<b>3.0</b>
6802 Vehicle R&M	24	-	800	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6803 Vehicle Fuel - Diesel	1,013	500	1,100	500	-	-
6804 Vehicle Fuel - Gas	406	3,300	2,100	3,300	-	-
6805 Tires and Tubes	-	-	900	-	-	-
6806 Vehicle Rentals	111,957	42,500	407,900	192,500	150,000	352.9
6807 Vehicle Leases	514	-	23,300	-	-	-
6811 Shop Supplies	27	-	100	-	-	-
6899 Other Vehicle Expense	1,161	-	2,300	-	-	-
<b>* Vehicle Expense</b>	<b>115,101</b>	<b>46,300</b>	<b>438,500</b>	<b>196,300</b>	<b>150,000</b>	<b>324.0</b>
6901 Membership Dues	16,061	20,300	23,300	26,400	6,100	30.0
6902 Conferences/Workshop	3,813	8,900	10,500	18,900	10,000	112.4
6903 Travel - Local	116,162	143,300	147,200	177,800	34,500	24.1
6904 Travel - Out of Town	(1,015)	5,000	11,500	5,000	-	-
6905 Training & Education	60,016	34,700	53,900	75,500	40,800	117.6
6906 Licenses & Agreements	17,576	33,000	30,500	33,000	-	-
6908 Medical Examinations	2,329	3,900	3,900	3,900	-	-
6909 Cost of Sales	191,293	146,800	45,100	60,300	(86,500)	(58.9)
6910 Signage	2,376	126,700	122,300	126,700	-	-
6911 Facilities Rental	184,243	277,200	272,500	268,700	(8,500)	(3.1)
6912 Advertising/Promotio	42,554	75,400	77,300	126,400	51,000	67.6
6913 Awards	46,272	50,400	31,100	50,400	-	-
6914 Recruiting	3,257	1,000	1,000	1,000	-	-
6916 Public Education	-	5,000	-	5,000	-	-
6917 Books and Periodicals	567	1,100	1,000	1,100	-	-
6918 Meals	1,093	4,200	6,200	5,200	1,000	23.8
6919 Special Projects	183,362	597,800	837,500	1,448,800	851,000	142.4
6932 Youth Pr Services	31,351	211,000	43,900	136,000	(75,000)	(35.5)
6933 Community Events	1,019,721	1,188,300	2,316,800	858,400	(329,900)	(27.8)
6936 Staff Relations	-	-	600	-	-	-
6938 Rewarding Excellence	14,200	16,400	10,000	18,500	2,100	12.8
6940 Fencing	340,646	182,900	291,200	162,900	(20,000)	(10.9)
6941 Playground Equipment	23,983	53,400	53,400	53,400	-	-
6942 Management Fees	444,172	568,200	451,200	474,400	(93,800)	(16.5)
6943 Health and Wellness	3,284	2,000	2,500	2,000	-	-
6954 Cash over/under	(38)	-	200	-	-	-
6990 Gds & Svcs OCC Trsf	(28,100)	-	-	-	-	-
6999 Other Goods/Services	99,183	-	9,100	-	-	-
<b>* Other Goods &amp; Services</b>	<b>2,818,363</b>	<b>3,756,900</b>	<b>4,853,700</b>	<b>4,139,700</b>	<b>382,800</b>	<b>10.2</b>
7008 ltnTrsf IT & Commun	3,645	-	2,800	-	-	-
7009 Internal Trfr Other	(171,913)	(173,500)	(199,500)	(173,500)	-	-
7010 IntTrfr Insur Funds	(44,119)	-	-	-	-	-
7011 Int Trf Record Check	17,486	3,000	6,600	3,000	-	-
7012 Int Trf Print/Reprod	43,197	4,000	23,000	4,000	-	-
7013 Int Trf Extra Duty	1,199	87,400	57,400	87,400	-	-
7015 Int Trf FacilityRent	19,000	-	-	-	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
<b>* Interdepartmental</b>	<b>(131,505)</b>	<b>(79,100)</b>	<b>(109,700)</b>	<b>(79,100)</b>	<b>-</b>	<b>-</b>
8001 Transf Outside Agenc	8,156,403	7,258,150	7,143,550	6,547,100	(711,050)	(9.8)
8003 Insurance Pol/Prem	3,000	3,000	-	-	(3,000)	(100.0)

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
8004 Grants	1,682,752	3,276,400	4,092,100	2,646,400	(630,000)	(19.2)
8022 Transf to/fr Trust	(33,248)	-	(85,000)	-	-	-
8030 Tfr Fr Resvs to Oper	(1,337,744)	(3,465,350)	(5,267,050)	(2,552,500)	912,850	(26.3)
8031 Tfr To Resvs Fr Oper	<u>494,320</u>	<u>540,200</u>	<u>504,200</u>	<u>512,300</u>	<u>(27,900)</u>	<u>(5.2)</u>
* Other Fiscal	<b>8,965,484</b>	<b>7,612,400</b>	<b>6,387,800</b>	<b>7,153,300</b>	<b>(459,100)</b>	<b>(6.0)</b>
** Total	<b>47,710,370</b>	<b>50,239,600</b>	<b>52,663,900</b>	<b>51,507,400</b>	<b>1,267,800</b>	<b>2.5</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4950 Other Lic. & Permits	(16,178)	(20,000)	-	-	20,000	(100.0)
5101 Parking Rentals	(89,299)	(132,500)	-	-	132,500	(100.0)
5102 Facilities Rentals	(509,291)	(810,500)	(840,200)	(900,200)	(89,700)	11.1
5107 Rental Ball Fields	(170,443)	(262,500)	(272,500)	(277,000)	(14,500)	5.5
5108 Rental Sportsfields	(165,569)	(171,500)	(226,500)	(230,000)	(58,500)	34.1
5109 Rental Parks	(18,780)	(20,000)	(26,600)	(22,400)	(2,400)	12.0
5110 Rental Sports Courts	(13,205)	(50,000)	(20,500)	(20,400)	29,600	(59.2)
5111 RTAL Weather Fields	(243,485)	(410,000)	(427,600)	(429,000)	(19,000)	4.6
5150 Other Rental Revenue	(190)	(2,700)	-	(2,700)	-	-
5151 Lease Revenue	(323,169)	(440,600)	(378,400)	(414,700)	25,900	(5.9)
5204 Administration Fees	(40)	-	(500)	(240,000)	(240,000)	-
5209 Comm. Events Rev.	(224,102)	(88,000)	(960,000)	(88,000)	-	-
5210 Sport & Fitness Rev.	(487,721)	(912,500)	(1,028,300)	(978,000)	(65,500)	7.2
5212 Leisure Skills Rev.	(48,388)	(300,400)	(105,900)	(255,300)	45,100	(15.0)
5213 Play. & Camp Rev.	(575,331)	(893,600)	(1,047,000)	(478,100)	415,500	(46.5)
5215 Aquat.Rev.-Instuct.	(391,625)	(1,184,100)	(831,200)	(1,220,400)	(36,300)	3.1
5216 Aquat.Rev.-Recreat.	(102,933)	(215,400)	(160,600)	(215,400)	-	-
5219 Ice Rentals	(3,663,123)	(3,695,200)	(4,496,500)	(4,354,800)	(659,600)	17.9
5220 Public Skates	52	-	-	-	-	-
5228 Membership Revenue	(444,842)	(655,700)	(587,800)	(605,700)	50,000	(7.6)
5239 Cultural Programs	(100,673)	(240,400)	(270,500)	(224,900)	15,500	(6.4)
5250 Sales of Svcs-Other	(293,671)	(486,600)	(335,000)	(438,600)	48,000	(9.9)
5402 Sale of Bottles	(9,392)	-	(2,300)	-	-	-
5403 Sale-Other Recycle	(299,715)	-	-	-	-	-
5404 Canteen Revenue	-	(151,600)	-	-	151,600	(100.0)
5450 Other Sales Revenue	<u>(2,368)</u>	<u>(88,600)</u>	<u>(39,500)</u>	<u>(68,100)</u>	<u>20,500</u>	<u>(23.1)</u>
* Fee Revenues	<b>(8,193,482)</b>	<b>(11,232,400)</b>	<b>(12,057,400)</b>	<b>(11,463,700)</b>	<b>(231,300)</b>	<b>2.1</b>
5503 Advertising Revenue	(196,971)	(171,500)	(234,000)	(311,500)	(140,000)	81.6
5508 Recov External Parti	(2,806,994)	(4,647,200)	(5,036,700)	(4,062,100)	585,100	(12.6)
5509 NSF Chq Fee	-	-	-	-	-	-
5600 Miscellaneous Revenue	<u>(107,486)</u>	<u>(42,600)</u>	<u>(72,300)</u>	<u>(72,700)</u>	<u>(30,100)</u>	<u>70.7</u>
* Other Revenue	<b>(3,111,451)</b>	<b>(4,861,300)</b>	<b>(5,343,000)</b>	<b>(4,446,300)</b>	<b>415,000</b>	<b>(8.5)</b>
** Total	<b>(11,304,933)</b>	<b>(16,093,700)</b>	<b>(17,400,400)</b>	<b>(15,910,000)</b>	<b>183,700</b>	<b>(1.1)</b>
Net Total	<b>36,405,437</b>	<b>34,145,900</b>	<b>35,263,500</b>	<b>35,597,400</b>	<b>1,451,500</b>	<b>4.3</b>

# PLANNING & DEVELOPMENT





## 2023/24 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.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

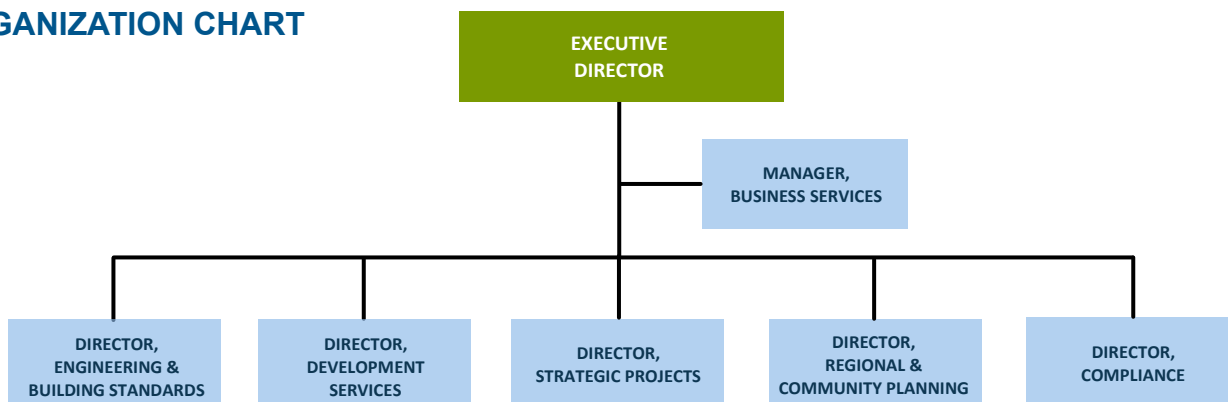
## OVERVIEW

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.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS

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




Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	<b>242.5</b>
Transferred Positions:	
New Positions:	
Transportation Comms and Engagement Intern	1.0
GIS Planning Intern	1.0
African Nova Scotian Cultural Heritage Intern	1.0
Current Planning Intern	1.0
Geo-Spatial (GIS) Intern	1.0
Planner III – Community Action Planning	2.0
Principal Planner – Community Action Planning	1.0
Green Network Coordinator	1.0
Rental Registry positions	2.0
Capital Changes:	
Total Changes	11.0
<b>Total Budgeted 2023/24 FTEs</b>	<b>253.5</b>









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





## STRATEGIC INITIATIVES




Initiative	Description	Priority & Outcome
<b>Regional Plan</b>	The Halifax Regional Municipal Planning Strategy (the Regional Plan) is the primary municipal planning document which sets out a common vision, principles and long-range, region-wide planning policies outlining where, when, and how future growth and development should take place. The second review of the Regional Plan is underway and will create objectives for the Suburban and Rural Community Planning programs, improving affordable housing, and protecting heritage. It will also focus on improving data and analysis of housing and population in support of growth.	 Holistic Planning



Initiative	Description	Priority & Outcome
<b>Affordable Housing and Development</b>	The provision of housing is paramount to the success of a municipality as an economic driver and as an important factor in attracting talent and business. The municipality plays a key role in the housing system by assessing and providing adequate regulatory capacity to meet changing needs. The Regional Plan identifies potential growth scenarios, as well as strategic locations across where the municipality is targeting intensification and expansion. Policy will include opportunities for market, mixed market, below market, and deep affordability housing.	 Affordable Communities
<b>Building Community Land Trust</b>	As part of the National Housing Strategy Demonstration Initiative, the municipality, 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.	 Affordable Communities
<b>Culture &amp; Heritage Priorities Plan</b>	<p>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:</p> <ul style="list-style-type: none"> <li>Analyzing the municipality's current support for culture and heritage by reviewing existing programs, policies and complete best practices research;</li> <li>Completing targeted stakeholder and rights holder engagement, youth engagement, and provide opportunities for broader public input; and</li> <li>Developing and prioritizing a set of actions with timelines to improve how the municipality supports culture and heritage.</li> </ul>	 Involved Communities

Initiative	Description	Priority & Outcome
<b>Net-Zero New Construction</b>	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.	 <b>Net-Zero Emissions</b> 
<b>Coastal and Freshwater Flood Risk Management</b>	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.	 <b>Climate Resilience</b> 
<b>Major Strategic Multi-Modal Corridors</b>	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.	 <b>Affordable Sustainable Mobility Network</b>
<b>Windsor Street Exchange Redevelopment Project</b>	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.	 <b>Affordable Sustainable Mobility Network</b> 
<b>Transportation Demand Management</b>	Transportation Demand Management (TDM) is one of the foundational policies in the Integrated Mobility Plan (IMP) 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 behaviours.	 <b>Connected &amp; Healthy Long Range Mobility Planning</b>

Initiative	Description	Priority & Outcome
<b>Integrated Land Use Planning</b>	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.	 Connected & Healthy Long Range Mobility Planning
<b>External Stakeholder Integration - Integrated Mobility Plan</b>	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.	 Connected & Healthy Long Range Mobility Planning
<b>Streetscaping</b>	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.	 Holistic Planning
<b>Integrated Mobility Land Acquisition Strategy</b>	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. Includes 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.	 Connected & Healthy Long Range Mobility Planning

Initiative	Description	Priority & Outcome
<b>Rural Community Planning</b>	Develop a rural land use management study which considers the special issues facing the residents and businesses of our municipality's rural areas. This work will aim to better define service nodes and edge communities, as well as the range of rural communities. Initial work on this multi-year process will begin through the Regional Plan review.	 Economic Growth
<b>Suburban Community Planning</b>	Use the Regional Plan Review process to develop a vision and objectives for the future suburban and rural land use frameworks which consider Regional Plan directions, Priority Plans, regional growth targets, the need for housing options, and apply best planning practices to support the development of complete communities. Initial work on this multi-year process will begin through the Regional Plan review.	 Holistic Planning
<b>Planned Growth Areas</b>	Lead and enable the development of new housing and employment lands where significant growth has been directed by the Regional Plan and Centre Plan.	 Holistic Planning

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Planning & Development – Admin	\$ 2,112,154	\$ 4,621,300	\$ 2,045,900	\$ 1,222,400	\$ (3,398,900)	(73.5)
Engineering & Building Standards	(3,008,869)	(5,179,900)	(512,500)	(1,226,400)	3,953,500	(76.3)
Development Services	2,303,544	2,961,300	2,666,460	3,857,700	896,400	30.3
Strategic Projects	1,250,151	2,956,500	2,189,500	3,294,700	338,200	11.4
Regional & Community Planning	2,900,150	3,098,300	2,660,100	3,315,100	216,800	7.0
Compliance	2,883,995	3,410,900	2,990,600	3,290,400	(120,500)	(3.5)
<b>Net Total</b>	<b>\$ 8,441,125</b>	<b>\$ 11,868,400</b>	<b>\$ 12,040,060</b>	<b>\$ 13,753,900</b>	<b>\$ 1,885,500</b>	<b>15.9</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 17,753,565	\$ 21,021,300	\$ 17,884,100	\$ 21,142,400	\$ 121,100	0.6
Office	109,205	160,400	199,800	133,300	(27,100)	(16.9)
External Services	1,151,671	4,099,200	1,502,840	1,734,200	(2,365,000)	(57.7)
Supplies	24,411	45,800	48,650	47,700	1,900	4.1
Materials	99	-	-	-	-	-
Building Costs	3,639	16,000	-	16,000	-	-
Equipment & Communications	22,474	25,800	26,100	26,600	800	3.1
Vehicle Expense	1,082	12,300	47,300	130,000	117,700	956.9
Other Goods & Services	322,754	568,900	510,370	611,400	42,500	7.5
Interdepartmental	58,650	15,700	19,900	17,300	1,600	10.2
Other Fiscal	387,786	1,400,000	1,025,000	1,075,000	(325,000)	(23.2)
<b>Total Expenditures</b>	<b>19,835,336</b>	<b>27,365,400</b>	<b>21,264,060</b>	<b>24,933,900</b>	<b>(2,431,500)</b>	<b>(8.9)</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Fee Revenues	(11,069,323)	(15,187,000)	(8,914,000)	(10,870,000)	4,317,000	(28.4)
Other Revenue	(324,887)	(310,000)	(310,000)	(310,000)	-	-
<b>Total Revenues</b>	<b>(11,394,211)</b>	<b>(15,497,000)</b>	<b>(9,224,000)</b>	<b>(11,180,000)</b>	<b>4,317,000</b>	<b>(27.9)</b>
<b>Net Total</b>	<b>\$ 8,441,125</b>	<b>\$ 11,868,400</b>	<b>\$ 12,040,060</b>	<b>\$ 13,753,900</b>	<b>\$ 1,885,500</b>	<b>15.9</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 11,868,400</b>
Compensation Changes:	
New positions and salary adjustments	634,800
Increase to Vacancy Management	(999,900)
Rental Registry positions	120,400
Green Network Coordinator position	89,600
Community Action Planning for African Nova Scotian Communities positions	276,200
Revenue Adjustments:	
Decrease to Building Permit Revenue	4,907,000
Increase in Building Permit Fees	(1,200,000)
Decrease in Plumbing Permit Revenue	90,000
Decrease in Subdivision Application Revenue	25,000
Decrease in Taxi Licenses Revenue	18,000
Decrease in Zoning Fee Revenue	25,000
Decrease to Signs and Encroachments Revenue	200,000
Decrease to Grade Alteration Revenue	40,000
Increase in Minor Variance Revenue	(5,000)
Decrease in Vending Licenses Revenue	15,000
Decrease in Development Permit Revenue	250,000
Increase in Sales of Services – Other Revenue	(48,000)
Other Budget Adjustments:	
Decrease in Office costs	(27,100)
Decrease in External Services	(2,365,000)
Increase in Supplies	1,900
Increase in Equipment & Communications	800
Increase in Vehicle Expense	117,700
Increase in Other Goods/Services	42,500
Increase in Interdepartmental	1,600
Decrease in Other Fiscal	(325,000)
<b>Total Changes</b>	<b>\$ 1,885,500</b>
<b>2023/24 Budget</b>	<b>\$ 13,753,900</b>

## SERVICE AREA PLANS

### EXECUTIVE DIRECTOR'S OFFICE

The Executive Director provides overall leadership to the Planning & Development business unit with a focus on business and financial planning, resource acquisition, developing and supporting staff, and providing high-quality advice to Council, Executive, and Senior Management. The Executive Director also provides senior-level support related to operations, customer service, and administrative matters.

## Service Delivery Performance Measures

Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Actual
<i>Population size in determining measures (source Stats Can)</i>	439,529	448,544	460,274	480,582 <sup>1</sup>
CMHC housing starts <sup>2</sup>	3,143	3,249	3,794	3,387
CMHC units completion <sup>3</sup>	2,268	2,776	2,950	3,061
Approved residential units from permits issued	4,112	3,737	5,255 <sup>5</sup>	6,071
Total construction value of building permits issued per capita <sup>4</sup>	2,494	2,227	3,421	3,529
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) Subject to Statistics Canada data update</li> <li>2) Data source: Statistics Canada. Table 34-10-0148-01 Canada Mortgage and Housing Corporation (CMHC), housing starts, by type of dwelling and market type in centres 10,000 and over, Canada, provinces, census metropolitan areas and large census agglomerations.</li> <li>3) Data source: Statistics Canada. Table 34-10-0154-01 Canada Mortgage and Housing Corporation, housing starts, under construction and completions in selected census metropolitan areas, monthly</li> <li>4) Historical data revised to align with the Mixed-Use &amp; Commercial and Residential Building permit types under the new permitting system.</li> <li>5) Historical value revised due to data quality improvements.</li> </ol>				


## Performance Measures Analysis

**Approved Residential Units and Housing Starts.** The number of residential units approved through the building permit process in 2022 was an all-time high, doubling the number of units that were being approved annually five years ago. This is reflective of strong population growth and a resulting demand for housing. While there continued to be a high volume of units approved in the Regional Centre, most of the growth in 2022 came from multi-unit buildings approved in suburban areas and steady growth in rural areas.

“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](#)).



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
P&D Diversity & Inclusion Champions Table	Increase participation through a staff volunteer call out to the Planning & Development Diversity & Inclusion Champions table. This group will mimic the Corporate Champions table and be used as a communications and knowledge hub to share stories and knowledge. One of the first tasks of this group will be to ensure all Planning & Development staff are exposed to the Anti-Black Racism resource guide and increase the awareness of Planning as a career to underrepresented groups.	 Inclusive Communities	EST - Q4 2023/24

## BUSINESS SERVICES


Business Services leads the implementation of services to achieve Planning & Development's goals, objectives, and outcomes. Service areas include business process and change management, as well as staff and client engagement.

### Services Delivered

**Business Process and Change Management.** Oversees efficient and effective delivery of services in all business unit service areas, managing and monitoring resources, and 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 Planning & Development's business requirements.

**Strategic Management.** Apprises the Planning & Development Senior Management Team 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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Permitting, Planning, Licensing & Compliance Solution Post Implementation	Review the design and implementation of the Permitting, Planning, Licensing & Compliance Solution – Public One Store Service Enterprise (POSSE). This includes prioritizing and implementing remaining business processes and functionality not completed in Phases 1–3.	 Innovative Performance Excellence	T - Q4 2025/26

## ENGINEERING & BUILDING STANDARDS

Engineering & Building Standards is responsible for the formulation and implementation of policies, standards, by-laws and programs related to the management of buildings, infrastructure, growth and development. Key focus areas include development engineering, transportation planning, building approvals, and minimum standards.

### Services Delivered

**Building Standards.** 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. This service includes minimum standards investigations for all residential buildings.

**Development Engineering.** Responsible for leading and providing direction and advice, as well as administration of engineering specifications relating to engineering aspects of the Development Approvals, Building Standards, and Planning Applications programs. Taking direction from the Regional Plan, it is responsible for developing infrastructure policy and standards for municipally approved infrastructure to assist in the management of growth, while addressing climate resiliency such as storm water and flood management.

**Transportation Planning.** Responsible for the long-term strategic planning of our mobility network, including developing and managing projects and programs related to the Streetscaping, complete streets, transportation demand management, and functional designs relating to Bus Rapid Transit and other key growth corridors.






### Service Delivery Performance Measures






Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Building inspections and reviews	29,097	29,531	36,069	38,422
Number of minimum standards service requests (By-law M-200)	840	838	661	842
Number of intersections with transit priority measures	29	36	39	40

Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Per cent of All Ages and Abilities Regional Centre Bicycle Network completed in the Regional Centre <sup>1</sup>	30%	37%	41%	45%
Kilometers of transit priority lanes for transit vehicles <sup>2</sup>	6.2	9.2	9.6	10.1
Notes: 1) 2019-2021 values have been revised following quality assessment of historical data. 2) 2019-2020 values have been revised following quality assessment of historical data.				

## Performance Measures Analysis

**Kilometers of transit priority lanes for transit vehicles.** The data represents work completed as of December 2022 (i.e., between 2016-2022, the municipality constructed 10.1 kms of transit priority lanes for transit vehicles).

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Integrated Stormwater Management Policy	Complete outstanding actions from the Integrated Stormwater Management Framework with Halifax Water.	 Climate Resilience 	T - Q4 2024/25
Infrastructure Charges Implementation Plan	Develop methodology and implementation strategy for infrastructure charges to pay growth related capital costs of facilities needed to support growth. Update the study and implementation schedule to be presented to Regional Council in 2023, to inform 2024/25 budget.	 Financially Prepared	EST - Q4 2023/24
Review of Building By-law B-201	Building Standards will review the existing B-201 By-law to determine any required amendments for regulatory improvements and process efficiencies.	 Safe Communities	EST - Q4 2023/24
Municipal Residential Rental Registry	Establish a municipal residential rental registry in support of By-law R-400.	 Safe Communities	T – Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Critical Infrastructure Working Group	Planning & Development will support the Critical Infrastructure Working Group to develop a framework to assess vulnerabilities; and prioritize the most vulnerable municipal infrastructure for resilience measures.	 Climate Resilience 	EST - Q4 2023/24
Stormwater Policy Implementation	Begin development of a joint flood risk reduction strategy with Halifax Water for the Sackville River, Shubenacadie Lakes System and Bissett Run.	 Climate Resilience 	EST - Q4 2024/25
Streetscaping – Spring Garden Road Pedestrian Pilot	To prioritize transit and improve the pedestrian environment, following an operational review, a pilot project will be examined in summer 2023 to close the section of Spring Garden Road between Queen Street and South Park Street to vehicular traffic (except buses) during the daytime.	 Holistic Planning	EST – Q4 2023/24

## DEVELOPMENT SERVICES

Development Services is responsible for the administration and implementation of policies, by-laws, and regulations related to land use and property development, including planning applications, rural planning, subdivision approvals, and development approvals.

### Services Delivered

**Application Processing.** Responsible for facilitation of administrative processes to ensure success of all application types. Ensures completeness, processes payment, advises of outstanding required documents and associated applications, and reviews at issuance to ensure success. Acts as primary customer interface.

**As-of-Right Land Development Regulation.** Responsible for responding to requests for land development approval, through staff, as per the requirements of various municipal 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 and Community Councils, as per the requirements of various Halifax Regional Municipality 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 Performance Measures

	2021	2022		
Permit Type	Average Calendar Days to Complete Process	Number of Applications	Number of Permits Issued <sup>1</sup>	Average Calendar Days to Complete Process
Building Permits <sup>2</sup>	44	3,139	2,638	33
Residential	40	2,285	1,905	34
Mixed Use & Commercial	73	567	446	50
Construction Permits <sup>3</sup>	19	1,918	1,787	15
Occupancy Permits	38	194	137	21
Engineering Permits	21	1,565	1,268	26
Development Only Permits	33	508	332	23
<b>Total</b>	<b>31</b>	<b>10,463</b>	<b>6,162</b>	<b>25</b>
Notes:      1) This column represents the number of permit applications made in 2022 that had been issued as of January 9, 2023. 2) Building Permits: Permits for 'buildings' (structures that can be occupied or used for storage), including for new construction, additions, and renovations. 3) Construction Permits: Other permit types that involve construction, but are not for buildings (e.g., decks, demolitions, fences, signs, solar panels, swimming pools). Permits for mobile homes also fall under this category.				

## Performance Measures Analysis

After the challenges of unexpectedly moving online in 2020 to respond to the COVID-19 pandemic and adapting to new processes and increased permit volumes throughout 2021, the Development Services planning performance measures demonstrate that permit processing times have improved in 2022. This is true for most permit types, but most notably for Mixed-Use & Commercial permits. The majority of permit volume continues to come from low density residential construction, engineering permits, and permits for other minor construction, such as decks and accessory buildings.

## STRATEGIC PROJECTS

Strategic Projects is responsible for the formulation of local planning policies and standards for planned growth areas, culture and heritage planning, as well as planning information services and civic addressing.

### Services Delivered


**Civic Addressing, Asset, and Commemorative Naming.** Responsible for assignment and correction of civic addresses, including street naming and community names / boundary delineation. This service also responds to requests as per the municipality's Asset and Commemorative Naming Policy including the implementation of Truth and Reconciliation recommendations.

**Culture & Heritage.** Administers the heritage property program including identifying, researching, and designating municipal heritage properties, implementing heritage conservation districts, and dispersing conservation grants. Culture & Heritage staff are subject matter experts responsible for the implementation and administration of all requirements of the *Heritage Property Act*, the HRM Heritage Property By-law, and heritage conservation district by-laws. This group processes heritage planning applications (development agreements) pertaining to registered heritage properties to encourage conservation and enable new development. The team will also be responsible for supporting the implementation of heritage actions as directed by the Sharing Our Stories Plan.

**Heritage Property Program.** Responds 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 Conservation Districts, and the *Heritage Property Act*.

**Planned Growth.** Responsible for preparing for growth by proactively planning for the development of new complete communities and business parks. Objectives include support for the development of new, complete communities served by frequent transit service; support the development of new business parks to provide a sufficient supply of employment lands; align growth areas with Regional Plan direction and other municipal priorities; establish efficient and effective master planning processes. Responsibilities include Future Growth Nodes and other major urban redevelopment projects; Future Serviced Communities; major business park expansions; municipal-led city building projects; and supporting role for other major infrastructure projects.

**Planning Information Systems.** Planning Information Services collects, researches, and analyzes data to inform Planning & Development decisions in support of strategic policy (Regional Plan), plans, and decisions. Planning Information Services is responsible for the creation of projections related to population, employment, and housing, the creation of maps and visualizations for planning applications and reports, and the management of Planning & Development's Corporate GIS data. This staff team are the subject matter experts responsible for the analysis and reporting on trends, changes, and geo-spatial data on a wide array of issues including demographics, socio-economic land use, and development.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Future Serviced Communities Background Study	To support the growth of the municipality, Planning & Development is undertaking a series of background studies for four study areas that are each capable of accommodating several thousand new housing units. These study areas include Sandy Lake, Highway 102 West Corridor, Morris Lake, and Akoma Lands. The background studies will review environmental and infrastructure constraints and opportunities, and provide recommendations about potential development.	 Affordable Communities	T - Q4 2024/25

## REGIONAL & COMMUNITY PLANNING

Regional & Community Planning is responsible for the formulation of long-range objectives, policies, and programs related to future land use, growth, and development of the municipality. Key focus areas include the Regional Plan, community plans (Centre, Suburban, and Rural Plans), and priority plans such as the Green Network Plan and Affordable Housing.

### Services Delivered





**Regional Planning.** Regional Planning sets long-range, region-wide settlement policies outlining where, when, and how future growth and development should take place. Ongoing work includes the Regional Plan, advisory services on growth issues, application of scenario and population planning for the municipality and external service and infrastructure providers, regional land use matters, peer review of significant projects, and input into development and infrastructure projects.

**Community Planning.** The broader vision and objectives of the Regional Plan are implemented at the local level through community planning. Ongoing work includes the Centre Plan and the future Suburban Plan and Rural Plan, which are part of the Plan and By-law Simplification project. This project aims to modernize all the existing planning policy and by-laws and create development and design standards. Other ongoing work includes advisory work on urban design issues through development of urban design policies, peer review of significant projects, and input into development projects.

**Priority Planning.** Priority planning is cross-functional work that occurs between business units, allowing for better coordination and service delivery in key environmental, social, and economic issue areas. On-going work includes leading the Green Network Plan and land use components of HalifACT, the Integrated Mobility Plan, the Economic Growth Plan: People Planet Prosperity, and the African Nova Scotian Road to Economic Prosperity.

**Affordable Housing.** Supports the objectives of the Housing and Homelessness Partnership through the Affordable Housing Work Plan. On-going work includes exploring ways to positively impact affordable housing through programs, policies, and regulations in keeping with the Regional Municipal Planning Strategy and the HRM Charter.



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Affordable Housing – Rapid Housing Initiative – Round 3	Deliver the Rapid Housing Initiative Round 3 projects, which will result in new affordable housing units constructed throughout 2023 – 2024 and occupied in 2025.	 Affordable Communities	T - Q4 2024/25
Affordable Housing - Inclusionary Zoning	Develop and implement framework for an Inclusionary Zoning Program for the municipality.	 Affordable Communities	T – Q4 2023/24
Affordable Housing - Municipal Support Options	Continue to explore options to broaden municipal support for affordable housing through financial incentives and the use of municipal surplus land.	 Affordable Communities	EST - Q4 2025/26
Regional Plan Review	The Halifax Regional Municipal Planning Strategy (the Regional Plan) is the primary municipal planning document which sets out a common vision, principles and long-range, region-wide planning policies outlining where, when, and how future growth and development should take place. The second review of the Regional Plan is underway and a revised plan will be brought forward for Council consideration in 2023/24. Recognizing the municipality's fast pace of growth, planning for the long term horizon (to 2050) will also begin in this period.	 Holistic Planning	EST - Q4 2023/24

## COMPLIANCE

Compliance is responsible for the formulation and administration of services and by-laws related to licensing and by-law enforcement. Key areas of focus include licensing, animal services, by-law enforcement, and dangerous or unsightly premises.

### Services Delivered

**Animal Services.** Responsible for responding to animal-related public safety and nuisance issues. Enforcement and public education services are provided by municipal staff. Sheltering services for lost and impounded pets are provided through contractual arrangement.

**By-law Enforcement.** Responsible for the enforcement of the municipality's by-laws through response to complaints by way of site inspection, evidence gathering, and remedy as required.

**Licensing.** Responsible for the administration and issuance of various licenses.


**Support Services.** Responsible for providing administration, adjudication, and remedy services to internal and external stakeholders.

### Service Delivery Performance Measures

Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Actual
Number of by-law service requests/complaints and inquiries <sup>1</sup>	11,437	10,144	9,719	12,842
Number of by-law services inspections <sup>2</sup>	10,869	8,233	9,718	-
Number of by-law cases	-	-	-	6,499
Number of by-law enforcements	-	-	-	6,125
Number of summary offence tickets issued	-	-	-	138
Number of site visits	-	-	-	13,082
Number of license inspections	-	-	-	1,155
Number of licenses issued	-	-	-	7,176
Park and taxi stand patrols	-	-	-	1,301
Number of animals handled (animal control)	402	287	262	320
Notes:      1) Service requests include requests from Animal Services, License Standards and By-law Standards. 2) Changes in data collection through the new Permitting, Planning, Licensing and Compliance system rolled out in 2022 have required alternative measures for reporting on compliance service delivery performance.				

### Performance Measures Analysis

**Number of by-law services inspections.** By-law services inspections started to rebound in 2022 after a significant decline in 2020 and 2021 largely due to COVID-19 pandemic impacts.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Review of Transportation Network Company (TNC) Data Stewardship	<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 Halifax Transit initiatives. Milestones include:</p> <ul style="list-style-type: none"> <li>i. Determine stakeholders</li> <li>ii. Work with Information Technology 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>	 <p>Innovative Performance Excellence</p>	EST - Q4 2023/24

## Summary of Net Expenditures - Planning & Development

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	2023/24 Budget	Δ 22/23 Budget	Δ %
C002 Urban Design	717,741	940,800	774,700	880,500	(60,300)	(6.4)
C320 Policy & Strtgc Plan	1,942,777	1,895,700	1,654,200	2,175,600	279,900	14.8
D005 Reg. Planning Admin	239,632	261,800	231,200	259,000	(2,800)	(1.1)
<b>** Regional &amp; Community Planning</b>	<b>2,900,150</b>	<b>3,098,300</b>	<b>2,660,100</b>	<b>3,315,100</b>	<b>216,800</b>	<b>7.0</b>
C530 Planned Growth	-	560,000	300,600	1,063,600	503,600	89.9
D007 Community Planning Admin	-	-	-	182,000	182,000	-
C340 Social & Eco. Resrch	1,250,151	2,396,500	1,888,900	2,049,100	(347,400)	(14.5)
<b>** Strategi Projects</b>	<b>1,250,151</b>	<b>2,956,500</b>	<b>2,189,500</b>	<b>3,294,700</b>	<b>338,200</b>	<b>11.4</b>
D001 Director P&D	554,994	3,113,500	613,500	655,400	(2,458,100)	(78.9)
D002 PD Business Services	1,557,160	1,507,800	1,432,400	567,000	(940,800)	(62.4)
* P & D - Administration	2,112,154	4,621,300	2,045,900	1,222,400	(3,398,900)	(73.5)
<b>** Planning &amp; Development Admin</b>	<b>2,112,154</b>	<b>4,621,300</b>	<b>2,045,900</b>	<b>1,222,400</b>	<b>(3,398,900)</b>	<b>(73.5)</b>
S320 Animal control	1,156,531	-	-	-	-	-
S330 Taxi & Limousine	105,053	128,500	86,300	199,200	70,700	55.0
* License	1,261,584	128,500	86,300	199,200	70,700	55.0
S410 By-Law Services Adm	742,841	641,400	598,500	635,000	(6,400)	(1.0)
S420 By-Law Standards	879,570	2,641,000	2,305,800	2,456,200	(184,800)	(7.0)
S421 Contracted Remedies	-	-	-	-	-	-
* Bylaw	1,622,411	3,282,400	2,904,300	3,091,200	(191,200)	(5.8)
<b>** Buildings &amp; Compliance</b>	<b>2,883,995</b>	<b>3,410,900</b>	<b>2,990,600</b>	<b>3,290,400</b>	<b>(120,500)</b>	<b>(3.5)</b>
C430 Building Standards	(4,915,271)	(7,803,500)	(2,766,300)	(3,963,700)	3,839,800	(49.2)
D004 Building Administration	190,749	217,000	166,800	135,900	(81,100)	(37.4)
C450 Development Engineering	249,476	428,100	474,700	683,200	255,100	59.6
D006 Infra Planning Admin	256,647	264,300	264,300	285,900	21,600	8.2
R951 StrategicTrans Plan	859,036	1,165,500	817,900	1,128,700	(36,800)	(3.2)
R953 TDM Programs	108,592	112,900	112,900	109,500	(3,400)	(3.0)
R956 IMP Studies	241,903	435,800	417,200	394,100	(41,700)	(9.6)
<b>** Infrastructure Planning</b>	<b>(3,008,869)</b>	<b>(5,179,900)</b>	<b>(512,500)</b>	<b>(1,226,400)</b>	<b>3,953,500</b>	<b>(76.3)</b>
C520 Applications Processing	-	-	-	933,400	933,400	-
C310 Urban & Rural Applic	1,285,645	1,380,300	1,197,950	1,273,800	(106,500)	(7.7)
C420 Land Dev & Subdv	759,853	1,315,400	1,192,120	1,385,400	70,000	5.3
D003 Current Plan. Admin	258,046	265,600	276,390	265,100	(500)	(0.2)
<b>** Current Planning</b>	<b>2,303,544</b>	<b>2,961,300</b>	<b>2,666,460</b>	<b>3,857,700</b>	<b>896,400</b>	<b>30.3</b>
<b>Net Total</b>	<b>8,441,125</b>	<b>11,868,400</b>	<b>12,040,060</b>	<b>13,753,900</b>	<b>1,885,500</b>	<b>15.9</b>

## Summary Details - Planning & Development

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	2023/24 Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	14,420,215	17,619,500	15,018,500	18,160,600	541,100	3.1
6002 Salaries - Overtime	104,311	56,800	56,800	56,800	-	-
6005 PDP & Union Con Incr	(117,949)	-	-	-	-	-
6054 Vacation payout	45,300	-	-	-	-	-
6100 Benefits - Salaries	3,053,383	3,589,700	3,053,500	3,665,800	76,100	2.1
6110 Vacancy Management	-	(825,700)	(825,700)	(1,825,600)	(999,900)	121.1
6152 Retirement Incentives	87,704	124,800	124,800	124,800	-	-
6154 Workers' Compensation	298,351	456,200	456,200	473,800	17,600	3.9
6155 Overtime Meals	30	-	-	-	-	-
6158 WCB Recov Earnings	(267)	-	-	-	-	-
6199 Comp & Ben InterDept	(138,139)	-	-	486,200	486,200	-
9200 HR CATS Wage/Ben	626	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>17,753,565</b>	<b>21,021,300</b>	<b>17,884,100</b>	<b>21,142,400</b>	<b>121,100</b>	<b>0.6</b>
6201 Telephone/Cable	22,212	29,000	37,600	38,500	9,500	32.8
6202 Courier/Postage	6,316	8,600	9,600	6,400	(2,200)	(25.6)
6203 Office Furn/Equip	28,637	24,900	55,400	23,300	(1,600)	(6.4)

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6204 Computer S/W & Lic	9,611	23,800	23,400	25,500	1,700	7.1
6205 Printing & Reprod	6,002	14,700	13,600	6,500	(8,200)	(55.8)
6207 Office Supplies	35,952	59,400	60,200	33,100	(26,300)	(44.3)
6299 Other Office Expenses	474	-	-	-	-	-
<b>* Office</b>	<b>109,205</b>	<b>160,400</b>	<b>199,800</b>	<b>133,300</b>	<b>(27,100)</b>	<b>(16.9)</b>
6301 Professional Fees	8,241	42,500	43,350	43,000	500	1.2
6302 Legal Fees	4,520	2,200	27,200	2,200	-	-
6303 Consulting Fees	480,079	3,328,500	794,500	1,000,000	(2,328,500)	(70.0)
6399 Contract Services	658,832	726,000	637,790	689,000	(37,000)	(5.1)
<b>* External Services</b>	<b>1,151,671</b>	<b>4,099,200</b>	<b>1,502,840</b>	<b>1,734,200</b>	<b>(2,365,000)</b>	<b>(57.7)</b>
6401 Uniforms & Clothing	13,204	25,000	25,750	28,500	3,500	14.0
6402 Med & First Aid Supp	-	-	100	-	-	-
6404 Rec Prog Supplies	361	-	-	-	-	-
6406 Bridge Tolls	4,586	7,700	9,700	6,700	(1,000)	(13.0)
6407 Clean/Sani Supplies	1,024	2,000	2,000	2,000	-	-
6409 Personal Protect Equ	4,089	9,600	9,600	9,300	(300)	(3.1)
6499 Other Supplies	1,147	1,500	1,500	1,200	(300)	(20.0)
<b>* Supplies</b>	<b>24,411</b>	<b>45,800</b>	<b>48,650</b>	<b>47,700</b>	<b>1,900</b>	<b>4.1</b>
6504 Hardware	99	-	-	-	-	-
<b>* Materials</b>	<b>99</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6611 Building - Interior	3,639	16,000	-	16,000	-	-
<b>* Building Costs</b>	<b>3,639</b>	<b>16,000</b>	<b>-</b>	<b>16,000</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	9,093	3,000	3,000	3,000	-	-
6702 Small Tools	186	100	100	100	-	-
6703 Computer Equip/Rent	1,114	7,500	7,800	7,500	-	-
6705 Equip - R&M	1,172	200	200	1,000	800	400.0
6706 Computer R&M	494	-	-	-	-	-
6711 Communication System	10,416	15,000	15,000	15,000	-	-
<b>* Equipment &amp; Communications</b>	<b>22,474</b>	<b>25,800</b>	<b>26,100</b>	<b>26,600</b>	<b>800</b>	<b>3.1</b>
6802 Vehicle R&M	858	10,800	5,800	8,500	(2,300)	(21.3)
6805 Tires and Tubes	130	-	-	-	-	-
6806 Vehicle Rentals	-	1,000	41,000	121,000	120,000	12,000.0
6811 Shop Supplies	93	-	-	-	-	-
6899 Other Vehicle Expense	-	500	500	500	-	-
<b>* Vehicle Expense</b>	<b>1,082</b>	<b>12,300</b>	<b>47,300</b>	<b>130,000</b>	<b>117,700</b>	<b>956.9</b>
6901 Membership Dues	91,227	70,500	59,500	83,500	13,000	18.4
6902 Conferences/Workshop	5,295	2,700	8,100	11,500	8,800	325.9
6903 Travel - Local	4,812	29,800	24,600	19,800	(10,000)	(33.6)
6904 Travel - Out of Town	809	9,000	9,000	13,500	4,500	50.0
6905 Training & Education	80,291	103,900	99,628	134,000	30,100	29.0
6906 Licenses & Agreements	12,813	17,000	17,000	10,500	(6,500)	(38.2)
6910 Signage	23,257	30,000	30,000	30,000	-	-
6911 Facilities Rental	12	9,700	9,700	8,500	(1,200)	(12.4)
6912 Advertising/Promotio	58,378	33,300	32,770	28,600	(4,700)	(14.1)
6913 Awards	3,287	-	-	-	-	-
6914 Recruiting	443	-	-	2,000	2,000	-
6915 Research Data Acquis	10,257	110,000	110,000	110,000	-	-
6917 Books and Periodicals	2,918	1,000	1,800	3,000	2,000	200.0
6918 Meals	2,484	3,000	4,000	6,000	3,000	100.0
6919 Special Projects	15,393	145,000	98,500	143,000	(2,000)	(1.4)
6933 Community Events	120	-	-	-	-	-
6938 Rewarding Excellence	1,717	4,000	5,772	7,500	3,500	87.5
6954 Cash over/under	0	-	-	-	-	-
6999 Other Goods/Services	9,240	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>322,754</b>	<b>568,900</b>	<b>510,370</b>	<b>611,400</b>	<b>42,500</b>	<b>7.5</b>
7008 ItnTrsf IT & Commun	21,301	-	-	-	-	-
7009 Internal Trfr Other	10,198	4,200	8,400	3,300	(900)	(21.4)
7011 Int Trf Record Check	150	2,000	2,000	2,000	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
7012 Int Trf Print/Reprod	27,001	9,500	9,500	12,000	2,500	26.3
<b>* Interdepartmental</b>	<b>58,650</b>	<b>15,700</b>	<b>19,900</b>	<b>17,300</b>	<b>1,600</b>	<b>10.2</b>
8004 Grants	841,344	1,400,000	1,025,000	1,575,000	175,000	12.5
8030 Tfr Fr Resvs to Oper	(453,558)	-	-	(500,000)	(500,000)	-
<b>* Other Fiscal</b>	<b>387,786</b>	<b>1,400,000</b>	<b>1,025,000</b>	<b>1,075,000</b>	<b>(325,000)</b>	<b>(23.2)</b>
<b>** Total</b>	<b>19,835,336</b>	<b>27,365,400</b>	<b>21,264,060</b>	<b>24,933,900</b>	<b>(2,431,500)</b>	<b>(8.9)</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4903 Building Permits	(8,002,605)	(11,767,000)	(6,000,000)	(8,060,000)	3,707,000	(31.5)
4904 Plumbing Permits	(209,237)	(240,000)	(164,000)	(150,000)	90,000	(37.5)
4905 St. Opening Permits	(300,221)	(400,000)	(400,000)	(400,000)	-	-
4906 Subdivision Applic.	(192,500)	(200,000)	(200,000)	(175,000)	25,000	(12.5)
4907 Taxi Licenses	(130,886)	(158,000)	(120,000)	(140,000)	18,000	(11.4)
4908 Animal Licenses	(145,853)	(175,000)	(175,000)	(175,000)	-	-
4911 Zoning Fees	(122,100)	(115,000)	(100,000)	(90,000)	25,000	(21.7)
4912 Signs & Encroachments	(556,597)	(650,000)	(400,000)	(450,000)	200,000	(30.8)
4914 Grade Alterations	(211,150)	(240,000)	(160,000)	(200,000)	40,000	(16.7)
4915 Minor Variance	(40,000)	(30,000)	(35,000)	(35,000)	(5,000)	16.7
4916 Vending Licenses	(24,241)	(40,000)	(20,000)	(25,000)	15,000	(37.5)
4920 Development Permits	(687,000)	(850,000)	(650,000)	(600,000)	250,000	(29.4)
4950 Other Lic. & Permits	(284,934)	(160,000)	(260,000)	(160,000)	-	-
5250 Sales of Svcs-Other	(162,000)	(152,000)	(220,000)	(200,000)	(48,000)	31.6
5253 Subdiv Insp Fees	-	(10,000)	(10,000)	(10,000)	-	-
<b>* Fee Revenues</b>	<b>(11,069,323)</b>	<b>(15,187,000)</b>	<b>(8,914,000)</b>	<b>(10,870,000)</b>	<b>4,317,000</b>	<b>(28.4)</b>
5508 Recov External Parti	(324,887)	(310,000)	(310,000)	(310,000)	-	-
<b>* Other Revenue</b>	<b>(324,887)</b>	<b>(310,000)</b>	<b>(310,000)</b>	<b>(310,000)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(11,394,211)</b>	<b>(15,497,000)</b>	<b>(9,224,000)</b>	<b>(11,180,000)</b>	<b>4,317,000</b>	<b>(27.9)</b>
<b>Net Total</b>	<b>8,441,125</b>	<b>11,868,400</b>	<b>12,040,060</b>	<b>13,753,900</b>	<b>1,885,500</b>	<b>15.9</b>

# **PUBLIC WORKS**

**2023/24 BUDGET AND BUSINESS PLAN**

**MISSION**





WE TAKE PRIDE IN PROVIDING HIGH-QUALITY PUBLIC WORKS SERVICES TO BENEFIT OUR CITIZENS. WE MAKE A DIFFERENCE.




**HALIFAX**



## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

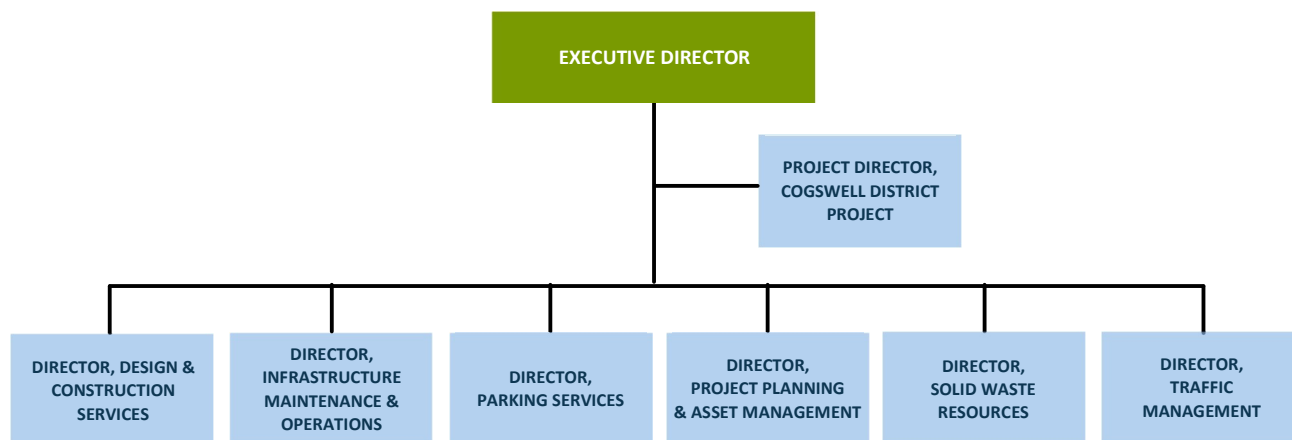
HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

Public Works (PW) is committed to advancing Regional Council's priority areas while ensuring our city is accessible, inclusive, and safe.

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS









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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	<b>410.4</b>
Transferred Positions:	
Environmental Professional	1.0
New Positions:	
Design Technologist Intern	0.7
Business Analyst Intern	0.7
Traffic Operations Engineer	1.0
Compliance Officer I	1.0
Construction Instructor (Temporary)	0.8
Co-op Student Urban Forestry (Recurring Term)	0.3
Co-op Student Urban Forestry (Recurring Term)	0.7
Seasonal Labourer – Spring Garden	(0.4)
Capital Changes:	
Project Manager	2.0
Total Changes	7.8
<b>Total Budgeted 2023/24 FTEs</b>	<b>418.2</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Active Transportation Priorities Plan</b>	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.	 Connected & Healthy Long Range Mobility Planning
<b>All Ages and Abilities Regional Centre Bicycle Network</b>	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.	 Connected & Healthy Long Range Mobility Planning

Initiative	Description	Priority & Outcome
<b>Cogswell District Project</b>	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 2026.	 <b>Economic Growth</b>
<b>Improve waste diversion and align Halifax's Solid Waste Strategy with HalifACT</b>	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.	 <b>Net-Zero Emissions</b> 
<b>Road Safety - Photo Enforcement</b>	To improve road safety, Public Works will implement recommendations from the 2021/22 Photo Enforcement Feasibility Study.	 <b>Safe &amp; Accessible Mobility Network</b>
<b>Strategic Road Safety Plan</b>	Public Works 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 NS for regulations and infrastructure.	 <b>Safe &amp; Accessible Mobility Network</b>
<b>Transportation Capital Asset Renewal</b>	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.	 <b>Safe &amp; Accessible Mobility Network</b>
<b>Urban Forest Management Plan</b>	Public Works will develop and implement the next iteration of the Urban Forest Management Plan that aims to protect and grow the municipal urban tree canopy.	 <b>Protected &amp; Sustainable Environment</b> 

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area Budget Overview						
Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Cogswell District Project	\$ -	\$ -	\$ -	\$ 152,500	\$ 152,500	-
Executive Director's Office	535,922	528,500	530,100	554,600	26,100	4.9
Infrastructure Maintenance & Operations	46,256,278	55,751,500	58,267,664	57,774,300	2,022,800	3.6
Parking Services	(2,203,938)	(5,551,300)	(5,234,300)	(6,661,000)	(1,647,700)	29.7
Project Planning & Asset Management	1,552,194	1,930,800	1,733,600	2,151,900	221,100	11.5
Solid Waste Resources	33,442,279	34,017,900	35,570,950	35,624,300	1,606,400	4.7
Traffic Management	13,805,477	10,330,400	9,995,000	10,385,000	54,600	0.5
Design & Construction Services	3,369,562	4,016,700	3,359,250	4,256,700	240,000	6.0
<b>Net Total</b>	<b>\$ 96,757,776</b>	<b>\$ 101,024,500</b>	<b>\$ 104,222,264</b>	<b>\$ 104,238,300</b>	<b>\$ 2,675,800</b>	<b>2.6</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 26,390,617	\$ 29,502,700	\$ 28,391,100	\$ 30,954,700	\$ 1,452,000	4.9
Office	154,124	197,650	302,100	191,150	(6,500)	(3.3)
External Services	71,668,345	80,564,500	84,901,400	84,313,700	3,749,200	4.7
Supplies	459,999	385,750	444,100	393,050	7,300	1.9
Materials	2,782,007	2,563,500	2,496,800	2,550,200	(13,300)	(0.5)
Building Costs	3,137,621	3,393,500	3,308,568	3,388,800	(4,700)	(0.1)
Equipment & Communications	362,437	347,200	427,031	309,400	(37,800)	(10.9)
Vehicle Expense	188,667	116,500	161,400	27,000	(89,500)	(76.8)
Other Goods & Services	1,770,532	1,990,800	2,014,000	2,002,300	11,500	0.6
Interdepartmental	20,529	31,000	20,465	19,000	(12,000)	(38.7)
Other Fiscal	4,180,860	(22,000)	(22,000)	(30,000)	(8,000)	36.4
<b>Total Expenditures</b>	<b>111,115,740</b>	<b>119,071,100</b>	<b>122,444,964</b>	<b>124,119,300</b>	<b>5,048,200</b>	<b>4.2</b>



Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Transfers from other Gov'ts	\$ (3,965,764)	\$ (3,283,000)	\$ (4,038,000)	\$ (3,387,000)	\$ (104,000)	3.2
Fee Revenues	(8,420,573)	(12,906,600)	(12,330,000)	(14,676,000)	(1,769,400)	13.7
Other Revenue	(1,971,627)	(1,857,000)	(1,854,700)	(1,818,000)	39,000	(2.1)
<b>Total Revenues</b>	<b>(14,357,965)</b>	<b>(18,046,600)</b>	<b>(18,222,700)</b>	<b>(19,881,000)</b>	<b>(1,834,400)</b>	<b>10.2</b>
<b>Net Total</b>	<b>\$ 96,757,776</b>	<b>\$ 101,024,500</b>	<b>\$ 104,222,264</b>	<b>\$ 104,238,300</b>	<b>\$ 3,213,800</b>	<b>3.2</b>


## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 101,024,500</b>
Compensation Changes:	
Collective agreement increases, individual salary adjustments, and compensation changes	963,900
New positions	602,600
Increase in vacancy management target	(114,500)
Revenue Adjustments:	
Net increase in parking revenue	(978,400)
Increase Pay Station Hourly Rates by 25%	(656,000)
Commercial Organics Tip Fee increase from \$90 to \$100 per tonne	(110,000)
Increase in Solid Waste diversion credits	(90,000)
Street Permit Fees increase	(25,000)
Decrease in miscellaneous revenue	25,000
Other Budget Adjustments:	
Increase to solid waste contracts	1,628,900
Increase to winter operations snow contracts	1,569,700
Increases in costs related to Operating Cost of Capital	479,200
Performance Based Towing Program	350,000
Front End Processor / Waste Stabilization Facility standby costs	200,000
Net decrease in Traffic Management contracts	(250,000)
Additional reductions exercise:	
Operating budget reductions	(381,600)
Total Proposed Changes	\$ 3,213,800
<b>2023/24 Budget</b>	<b>\$ 104,238,300</b>

## SERVICE AREA PLANS



### EXECUTIVE DIRECTOR'S OFFICE

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Vehicle Technology	To support service delivery, IT will lead the implementation of a reliable and permanent technology solution for in-vehicle network connectivity.	 Well-Managed	T - Q2 2023/24
Halifax Water Service Level Agreement	Lead by Legal Services, Public Works Executive Director's Office will collaborate to update the Service Level Agreement with Halifax Water.	 Well-Managed	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Photo Enforcement	To improve road safety, Public Works will collaborate with Province of Nova Scotia to develop a legislative and regulatory framework that enables the use of photo enforcement to improve traffic / parking enforcement efficiency and effectiveness.	 Safe & Accessible Mobility Network	T - Q4 2023/24

## COGSWELL DISTRICT PROJECT

The Cogswell District Project is committed to supporting Regional Council priorities by transforming existing land and infrastructure into a vibrant, mixed-use neighbourhood, reintegrating historic aspects of downtown and the waterfront.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Cogswell District Project Year 2	The Cogswell team will deliver Year 2 of the Construction Plan which includes demolition of remaining suspended interchange structures, completion of Granville Park, continuing construction of the new street grid and installation of associated sanitary, storm, gas, telecoms and power infrastructure, and commencement of roundabout construction.	 Economic Growth	T - Q4 2023/24
Cogswell Art and Commemoration	The Cogswell project team will support Parks & Recreation in the development of the Cogswell Art & Commemoration Program Plan, which will include engagement with African Nova Scotian and Mi'kmaq communities.	 Inclusive Communities	EST - Q4 2023/24

## 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. Activities include monitoring of parking supply and 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

**Equipment Management.** This service is responsible for the management and maintenance of parking equipment including pay stations and handhelds.

**Off-Street Parking.** This service is responsible for the management and oversight of municipal off-street parking assets including Metro Park.

**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 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 Supply and Curbside Management.** This service provides and manages on-street parking and loading controls, policy, supply inventory, and demand projection.

**Parking Technology Solution Management.** This service manages parking solution software, online portal, and ticket life-cycle process.

**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.

## Service Delivery Performance Measures






### Accessible Parking

Performance Measures	2017	2018	2019	2020	2021	2022
Number of accessible parking tickets issued	1,257	1,080	1,701	1,741	1,710	3,462

### Parking Services Outputs

Performance Measures <sup>1</sup>	2020	2021	2022	% Increase 2021 – 2022
Tickets issued	105,219	111,455	118,774	6.6
Tickets paid prior court	79.8%	85.9%	88.2% <sup>2</sup>	2.3
Permits issued		6,254	7,769	24.2
Service request		17,354	17,805	2.6
Paid sessions		869,365	968,682	11.4
Notes: 1) January to December 2022 2) Predicted				



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
By-laws P-1200 and P-500	Parking Services will implement and communicate any changes to By-laws P-1200 On-Street Parking and P-500 Parking Meter as directed by Regional Council.	 Exceptional Customer Service	T - Q2 2023/24
License Plate Recognition Software	To enable efficient monitoring and enforcement of parking in residential areas, Parking Services will finalize the procurement, testing and implementation of License Plate Recognition software in two parking vehicles.	 Safe & Accessible Mobility Network	T - Q4 2023/24
Service Optimization – Parking Services	Using the results from the Corporate Dashboard Initiative, Parking Services will implement changes to enforcement scheduling and resource allocation to align with service demands.	 Well-Managed	T - Q4 2023/24
Service Optimization – Memorandums of Understanding	Staff will finalize memorandums of understanding with other jurisdictions to complete out of province plate look ups, resulting in increased revenue and behaviour change.	 Well-Managed	T - Q4 2023/24
Traffic Sign Regulation Modernization	To improve operational efficiency, Parking Services will partner with Traffic Management to lead a green belt project that develops new processes for the creation and management of traffic sign regulation forms.	 Safe & Accessible Mobility Network	T - Q2 2024/25

## PROJECT PLANNING & ASSET MANAGEMENT

Project Planning & Asset Management provides professional and technical services that include surveying, asset management, pavement and materials engineering, active transportation planning, capital planning, and quality management to support development and delivery of the transportation capital programs.

### Services Delivered

**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.

**Active Transportation Management.** This service supports the implementation of the municipality's active transportation (AT) roadway and regional trail programs.

**Asset Management.** This service is responsible for the collection of condition data, establishing levels of service, and developing long-term funding plans for the street network, curb, sidewalks, pedestrian ramps, street to street walkways, multi-use pathways, and on-road bicycling facilities.

**Roads and Active Transportation Capital Projects.** This service is responsible for planning, project selection, pre-engineering, integration, quality management, and surveying for the Roads and Active Transportation Capital Program.

**Survey Support for Municipal Business Units.** This service provides topographic and legal survey services to other divisions within Public Works and to other municipal business units including Transit, Parks & Recreation, Property, Fleet & Environment, and Legal & Legislative Services.

## Service Delivery Performance Measures







### Recapitalization Budget Spent vs. Kilometers Paved vs. Pavement Quality Index




Performance Measures	2016	2017	2018	2019	2020	2021	2022	2023
Annual kilometers paved	66.89	83.54	56.73	52.42	41.09	48.40	37.61	51.35 <sup>1</sup>
Pavement Quality Index	72.1	-	70.6	-	69.1	66.9 <sup>1</sup>	64.9 <sup>1</sup>	63.6 <sup>1</sup>
Recapitalization investment (\$)	23,925,544	33,700,454	30,152,801	32,609,496	30,184,263	36,668,077	32,690,000	52,200,000
Notes: 1) Predicted								

## Performance Measures Analysis

The annual kilometers paved has decreased due to of several factors including increased unit rates / project costs, Integrated Mobility Plan (IMP) 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 2016 the municipality adopted a new pavement condition data collection methodology. The new data collection methodology involves collecting condition data biennially using a multi-function data collection vehicle. As a result, no data was collected in 2017, 2019, and 2021. The 2022 data is currently being processed and will be available by end of Q4 2022/23. In 2022 the municipality shifted reporting from measuring Pavement Condition Index (PCI) to Pavement Quality Index (PQI).

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Active Transportation Priorities Plan	Project Planning & Asset Management will review and recommend updates to the Active Transportation Priorities Plan.	 Connected & Healthy Long Range Mobility Planning	T - Q4 2023/24
Asset Management - Existing Curbs	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 curbs.	 Safe & Accessible Mobility Network	T - Q4 2023/24
Hot Mix Asphalt Concrete Specification	To improve municipal construction practices and procedures, Project Planning & Asset Management will engage a third-party consultant to develop a new specification for hot mix asphalt concrete. This update is aimed at optimizing asphalt concrete performance and extending pavement life.	 Well-Managed	T - Q4 2023/24
Infrastructure Planning Tool	To improve right-of-way construction planning and coordination throughout the municipality, Project Planning & Asset Management will work with Information Technology to explore the implementation of a collaborative Infrastructure Planning Tool (mapping software) which includes developing an interactive map of all planned construction projects.	 Connected & Healthy Long Range Mobility Planning	T - Q4 2023/24
Multi-Year Capital Plan Development	To improve right-of-way construction planning and coordination throughout the municipality, Project Planning & Asset Management will develop detailed two-year Street Recapitalization work plans for Regional Council approval.	 Connected & Healthy Long Range Mobility Planning	T - Q4 2023/24
Municipal Owned Gravel Road Paving Prioritization Procedure	Project Planning & Asset Management will examine the gravel road paving prioritization / selection process and recommend a sustainable approach to address the potential paving of remaining municipally owned gravel roads.	 Well-Managed	T - Q3 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Pavement Level of Service Review	Project Planning & Asset Management will analyze the 2022 pavement condition data against the street network Level of Service to provide updated asset investment recommendations to Regional Council.	 Safe & Accessible Mobility Network	T – Q3 2023/24
Rural Sidewalk Program	Pending Regional Council approval, Project Planning & Asset Management will begin implementation of a Rural Sidewalk Program.	 Connected & Healthy Long Range Mobility Planning	T - Q4 2023/24
Shared Micro-Mobility Pilot Project	Pending Regional Council approval of a micro-mobility by-law, Planning & Asset Management will commence planning activities for a bike and e-scooter share pilot project.	 Connected & Healthy Long Range Mobility Planning	T - Q4 2023/24

## DESIGN & CONSTRUCTION SERVICES

Design & Construction Services provides professional and technical services that include engineering design, project management, construction administration, and associated administration to support delivery of the transportation capital programs.





### Services Delivered

**Bridge Inspection Program.** This service is responsible for Level II and III bridge inspection programs.

**Design and Construction Support for Municipal Business Units.** This service provides project management, preliminary and detailed engineering design, tendering, construction inspection, and administration services to municipal business units to support other transportation capital programs such as transit, strategic transportation, multi-modal, and business park projects.

**Transportation Capital Projects.** This service is responsible for planning and project selection for bridges, retaining walls, and roadside barriers.

**Transportation Capital Project Delivery.** This service is responsible for project management, preliminary and detailed engineering design, tendering and construction inspection, and administration of Street and Road, Active Transportation, and Road Safety capital programs.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Construction Production Rate Analysis	To support Responsible Administration, Design & Construction Services will review existing construction production rates, and produce a guide for construction, design, and project management teams to more accurately develop construction timelines.	 Well-Managed	T - Q4 2023/24
Project Management Implementation Plan	To provide enhanced project accountability, a multi-year project management best practice implementation plan will be developed for the transportation construction program. The first phase includes defining roles and responsibilities across impacted business units.	 Connected & Healthy Long Range Mobility Planning	T - Q4 2023/24
Retaining Wall Policy	To support asset management best practices, Design & Construction Services will develop a retaining wall asset ownership policy.	 Well-Managed	T - Q4 2023/24
Work Safe Practice Process – Phase 1	To facilitate a safe workplace and building on previous plans, a Safe Work Practice Plan will be developed in partnership with Corporate Safety, outlining safety requirements for the Construction division, Administration team and Director's office.	 Healthy & Safe Workplace	T - Q4 2023/24

## INFRASTRUCTURE MAINTENANCE & OPERATIONS

Infrastructure Maintenance & Operations is committed to supporting Regional Council priorities through maintenance operations to ensure a safe, clean, and sustainable multi-modal transportation network. Services include urban forestry, management of assets in the right-of-way, inspection of bridges, snow and ice control, emergency event response and road / sidewalk / active transportation infrastructure maintenance.

### Services Delivered

**Bridge Maintenance.** This service is responsible for the maintenance of bridges to ensure safety and cleanliness.

**Emergency Response.** This service includes restoration activities in response to impacts from extreme weather events such as hurricanes and snow bombs.

**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.

**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.

**Sidewalk Maintenance.** This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness.

**Special Event Response.** This service supports special events, planning, resource identification / assignment, and asset inventory and control.

**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.

**Winter Operations.** This service is responsible for the removal of snow and ice from municipal sidewalks and streets.

## Service Delivery Performance Measures

### Potholes









	2019		2020		2021		2022	
Potholes	Identified	Completed Within Standard	Identified	Completed Within Standard	Identified	Completed Within Standard	Identified <sup>1</sup>	Projected Completed Within Standard
Priority 1 <sup>2</sup>	3,866	54.6%	1,264	78.2%	817	79%	3,710	62%
Priority 2 <sup>3</sup>	6,484	99.7%	4,022	100%	3,150	99%	4,535	100%
Total	10,350		5,286		3,967	-	8,245	-
Notes: 1) As of November 30, 2022 2) Priority 1 pothole – 8 cm or greater in depth 3) Priority 2 pothole – less than 8 cm in depth								

### Urban Forests

Urban Forests Measure	2022/23 Planned	2022/23 Actual	2023/24 Planned
Trees planted	3,100	2,007	3,100

## Performance Measures Analysis

- **Potholes.** Trucking blockades resulted in shortage of Aquaphalt (cold patch product). This, in addition to Hurricane Fiona response and recruitment challenges, resulted in less potholes being repaired.
- **Urban Forest.** In 2021/22, Regional Council approved additional Capital budget to achieve 75% (20,025) of the original Urban Forest Master Plan planting target of 26,700 by 2023/24. This year, due to contractor challenges, the target was not met. It is anticipated that due to increased costs, the 2023/24 target of 3,100 trees will not be met resulting in 67% (17,818) of the original UFMP target being met.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Fairview Cove Storage Site	Infrastructure, Maintenance & Operations will review utilization of Fairview Cove storage site and develop / implement a plan to ensure safe and sustainable operations.	 Well-Managed	T - Q4 2023/24
Private Tree Program	Following success of the 2022/23 pilot program and to continue supporting HalifACT, two tree giveaway events will be held.	 Protected & Sustainable Environment 	T - Q3 2023/24
Service Standards	Infrastructure Maintenance & Operations will recommend right-of-way service standards (excluding winter) for Regional Council approval.	 Well-Managed	T - Q4 2023/24
Street Tree Inventory	To support the Urban Forest Master Plan and asset management best practices, Infrastructure Maintenance & Operations will complete street tree inventory in Districts 4 and 16.	 Protected & Sustainable Environment 	T - Q4 2023/24
Urban Forest Management Plan 2.0	Infrastructure, Maintenance & Operations will develop the second iteration of the Urban Forest Management Plan which aims to protect and grow the municipal urban tree canopy. The plan will continue to support HalifACT and expand on the work completed.	 Protected & Sustainable Environment 	T - Q4 2023/24



## 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

**Chlorofluorocarbon Gas (CFC) Removal.** Through contracted services, this service provides removal of CFC's to facilitate the safe collection of appliances from residents.

**Collection Services.** Through contracted services, this service provides curbside / roadside and condominium collection of garbage, recycling, and organics.

**Composting Facility Operation.** Through contracted services, this service consists of the operation of two composting facilities which process organic materials collected from residents and from institutional, commercial, and industrial (ICI) sector deliveries.

**Construction and Demolition.** Solid Waste Resources administers the construction and demolition (C&D) strategy to maximize diversion.

**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.

**Highway 101 Landfill Site Management.** Through contracted services, this service consists of site environmental monitoring and the operation of the site leachate plant.

**Household Special Waste (HSW).** Through contracted services, this service consists of the operation of a HSW depot and multiple yearly mobile events for residential HSW disposal.

**Otter Lake Operation.** Through contracted services, this service consists of the operation of the Otter Lake Waste Processing & Disposal Facility for the processing and disposal of refuse materials collected from the municipality.







**Recycling – Material Recovery Facility Operation.** Through contracted services, this service consists of 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 consists of 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 & Disposal Facility.

### Service Delivery Performance Measures

Performance Measure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23 Projected	2023/24 Projected
<i>Municipal population <sup>1</sup></i>	414,015	421,712	429,895	439,529	448,544	460,274	480,582 <sup>2</sup>	

Performance Measure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23 Projected	2023/24 Projected
HRM disposal rate (kg per capita)	380	381	373	364	361	372 <sup>2</sup>	372	372
Provincial average disposal rate (kg per capita)	404	423	400	399	402	402	-	-
Notes: 1) Population data provided by Statistics Canada 2) Estimate								

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Emergency Response Plan	To improve readiness for major weather events, Solid Waste Resources will complete a jurisdictional scan and review service provider contingency plans to identify gaps to be addressed for curbside collection and operations of municipal Solid Waste facilities.	 Well-Managed	T - Q4 2023/24
Highway 101 Landfill Solid Waste Resources	Solid Waste Resources will advance design work and initiate implementation to make improvements to the landfill gas collection and treatment system to mitigate greenhouse gas emissions.	 Net-Zero Emissions 	T - Q4 2023/24
New Provincial Construction and Demolition Debris Management Regulations	As a result of new Provincial legislation, Solid Waste Resources will modernize By-law L-200 Respecting Licensing of Construction and Demolition Materials Recycling and Disposal and will evaluate and implement any operational changes in relation to the management of pressure treated lumber.	 Protected & Sustainable Environment	T – Q3 2023/24
Organics Management Infrastructure	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 the completion of building components, equipment installation, and commissioning of new facility to ensure compliance with contract requirements.	 Net-Zero Emissions 	T – Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Otter Lake Waste Processing & Disposal Facility - Compliance Plan	To meet requirements of the Compliance Plan in relation to deactivating the Front End Processor and Waste Stabilization Facility, the municipality will continue to implement required activities such as performance audits, public education, and curbside inspections to meet long-term objective of no more than 10% compostable waste in the residential waste stream.	 Protected & Sustainable Environment	T - Q4 2023/24
Review of Solid Waste Reserves	To ensure all future obligations are properly funded, Solid Waste Resources will collaborate with Finance to review financial reserves related to solid waste facilities and make recommendations to ensure long-term financial viability.	 Financially Prepared	T - Q3 2023/24

## 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

**Pavement Markings.** This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.

**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.

**Sign Manufacturing.** This service is responsible for sign manufacturing including traffic signs, parks signs, community signs, and banners.

**Street Light Installation and Maintenance.** This service is responsible for the installation and maintenance of streetlights to ensure safe roadway lighting levels for 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.

**Traffic Management.** This service monitors and ensures street efficiency in regard to traffic patterns, flow, and density while considering all mobility options.

**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.

**Traffic Signal Maintenance.** This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of 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.

## Service Delivery Performance Measures

### Fatal & Injury Collisions

Year	Total Collisions	Total Collisions per 100,000 population <sup>1</sup>	Fatal Collisions	Injury Collisions	Total Fatal+ Injury Collisions	Total Fatal + Injury Collisions per 100,000 population <sup>1</sup>	% Reduction Total Fatal + Injury Collisions	% Traffic Volume Reduction during COVID-19 Pandemic <sup>3</sup>
2018	6,057	1,408.9	18	750	768	178.4		-
<b>BASELINE</b>						<b>185.2</b>		
2019	6,226	1,416.5	18	825	843	191.8	-3.5%	-
2020	4,576	1,020.2	8	634	642	143.1	22.7%	21.4%
2021	5,048	1,096.7	15	728	743	161.4	12.8%	11.7%
2022 <sup>2</sup>	5,089	1,058.9	9	754	763	158.8	14.3%	8.3%








- Notes:
- 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 11, 2023. Future reports may vary.
- 1) Population data provided by Statistics Canada  
2022: 480,582 (estimate)  
2021: 460,274  
2020: 448,544  
2019: 439,529  
2018: 429,895
- 2) As of January 11, 2023, there were three fatalities reported in 2022 with closed collision files. However, six additional fatalities occurred that are still under investigation and included in the above total.
- 3) Annual traffic volume reduction in comparison to 2019 traffic volumes on the Halifax Harbour Bridges.




### Pedestrian Fatal & Injury Collision per 100,000 population

Year	Fatal Collisions	Injury Collisions	Total Fatal & Injury Collisions	Fatal & Injury Collisions per 100,000 <sup>1</sup>
2018	4	142	146	34.0
2019	4	118	122	27.8
2020	2	96	98	21.8
2021	3	126	129	28.0
2022	1	145	146	30.4
Notes:	1) Population data provided by Statistics Canada 2022: 480,582 (estimate) 2021: 460,274 2020: 448,544 2019: 439,529 2018: 429,895			

### Traffic Safety Measures

Measures <sup>1</sup>	2019/2018	2019/20	2020/21	2021/22	2022/23	Total Completed	2023/24 Proposed
Leading pedestrian intervals	8 (Pilot)	2	15	20	23	68	20
Rectangular rapid flashing beacons	3	3	12	19	27	64 <sup>3</sup>	49
Accessible pedestrian signals	4	5	5	6	13	112 <sup>4</sup>	15
Number of speed display signs	-	3	13	0 <sup>5</sup>	27	43	0 <sup>5</sup>
Traffic calmed streets	13	13	31	109	80	249 <sup>6</sup>	100 <sup>7</sup>
40 km/h neighbourhoods	-	1	6	7	9	23	10
Advance yield lines at crosswalks	-	-	7 (Pilot)	5	8	20	5
Notes:	1) As of January 3, 2023 2) IMP Action #6 3) Six installed prior to 2018/2019 as pilot – IMP Action #6 4) 79 completed prior to 2017 5) No new signs, existing inventory relocated 6) Three installed in 2017/2018 7) Proposed as of December 21, 2022, including 13 carryover projects tendered in 2022/23						

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Emergency Response Plan	Traffic Management will develop a documented Emergency Response Plan that defines processes, procedures, and personnel requirements.	 Well-Managed	T - Q3 2023/24
New Depot Facility - Mackintosh	Traffic Management will work with Property, Fleet & Environment to develop plans and determine costs for the new Traffic Management facility.	 Well-Managed	T - Q4 2023/24
Permit Fee Review Policy	To ensure fiscal responsibility, Traffic Management will develop a permit fee review policy that ensures periodic adjustments to right-of-way permit fees.	 Financially Prepared	T - Q4 2023/24
Road Safety Plan	Traffic Management will develop the next iteration of the Road Safety Plan with a continued focus of reducing fatal and injury collisions.	 Safe & Accessible Mobility Network	T - Q4 2023/24
Road Safety – Intersections	Traffic Management will develop a recommended action plan for Regional Council to reduce collisions at the 10 highest frequency signalized intersections.	 Safe & Accessible Mobility Network	T - Q4 2023/24
Road Safety – Protected Turn Movements	Traffic Management will prepare an implementation plan to Regional Council for protected left-turn movements and protected right-turn movements at signalized intersections to enhance vulnerable road user safety.	 Safe & Accessible Mobility Network	T - Q4 2023/24
Road Safety – Road Safety Plan 2018-2023 Review	Traffic Management will deliver a report to Regional Council providing an update of the actions and implementation of the 2018-2023 Road Safety Plan.	 Safe & Accessible Mobility Network	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Road Safety – Stakeholder Group	To ensure road safety decisions are inclusive and informed by community, Traffic Management will create a new public stakeholder group and Terms of Reference.	 Safe & Accessible Mobility Network	T - Q2 2023/24
Signal Cabinet Replacement Program	To support asset management best practices, Traffic Management will develop a 5-year plan to replace outdated signal cabinets.	 Well-Managed	T - Q3 2023/24
Streetlight Pole Replacement	To support asset management best practices, Traffic Management will replace deficient streetlight poles in downtown Dartmouth and Halifax.	 Well-Managed	T - Q3 2023/24



## Summary of Net Expenditures - Public Works

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
I105 Cogswell Redev Cap S	-	-	-	152,500	152,500	-
***** Cogswell Redevelopment	-	-	-	152,500	152,500	-
R100 Directors Admin.	535,922	528,500	530,100	554,600	26,100	4.9
**** TPW Administration	535,922	528,500	530,100	554,600	26,100	4.9
***** Director/Administration	535,922	528,500	530,100	554,600	26,100	4.9
R170 Transportation Serv.	1,329,566	1,541,300	1,470,800	1,663,500	122,200	7.9
**** Transportation Services	1,329,566	1,541,300	1,470,800	1,663,500	122,200	7.9
R112 Rights of Way Approval	392,499	598,800	612,800	570,700	(28,100)	(4.7)
**** Right of Way Services	392,499	598,800	612,800	570,700	(28,100)	(4.7)
R747 Traffic Signs	2,289,880	2,531,400	2,621,500	2,581,400	50,000	2.0
**** Sign Shop	2,289,880	2,531,400	2,621,500	2,581,400	50,000	2.0
R825 Streetlighting	8,189,985	3,558,200	3,363,900	3,465,400	(92,800)	(2.6)
R827 Traffic Lights	1,603,547	2,100,700	1,926,000	2,104,000	3,300	0.2
**** Traffic Signals & Streetligh	9,793,532	5,658,900	5,289,900	5,569,400	(89,500)	(1.6)
***** Traffic Management	13,805,477	10,330,400	9,995,000	10,385,000	54,600	0.5
W120 Operations Admin	463,324	(382,300)	(354,232)	(450,500)	(68,200)	17.8
W199 Fleet Maintenance	24,924	30,000	30,000	30,000	-	-
**** Municipal Operations Admin	488,248	(352,300)	(324,232)	(420,500)	(68,200)	19.4
R710 Ser Del & Asset Mgmt	1,733,216	2,119,900	2,107,100	2,019,900	(100,000)	(4.7)
**** Service Delivery & Asset Man	1,733,216	2,119,900	2,107,100	2,019,900	(100,000)	(4.7)
R845 Parks Urban Forestry	3,237,357	4,295,600	6,132,700	4,588,400	292,800	6.8
*** Urban Forestry	3,237,357	4,295,600	6,132,700	4,588,400	292,800	6.8
R723 Enhanced Maint Area	2,522,450	2,761,500	2,840,265	2,567,800	(193,700)	(7.0)
*** Enhanced Maintenance Area	2,522,450	2,761,500	2,840,265	2,567,800	(193,700)	(7.0)
R880 PB Contr. Streets	7,925,891	8,857,800	1,973,100	44,000	(8,813,800)	(99.5)
R881 PB Contr. Sidewalks	6,607,768	7,117,500	4,425,700	8,453,400	1,335,900	18.8
R882 Winter Program Costs	849,131	1,237,900	1,111,100	1,094,500	(143,400)	(11.6)
R883 In-House Streets	4,439,026	3,242,200	3,265,900	3,253,400	11,200	0.3
R884 In-Houses Sidewalk	876,146	487,600	442,400	446,100	(41,500)	(8.5)
R885 PB Contr. ST & SW	9,685,915	11,745,600	22,207,400	21,085,100	9,339,500	79.5
*** Operation Coordinator/Snow &	30,383,876	32,688,600	33,425,600	34,376,500	1,687,900	5.2
R715 Streets & Roads West	1,635,836	4,383,800	4,233,400	4,163,900	(219,900)	(5.0)
R716 Streets & Roads East	119,774	478,100	478,100	797,400	319,300	66.8
R718 Contracts-Asphalt E	472,759	950,000	950,000	850,000	(100,000)	(10.5)
R719 Contracts-Asphalt W	-	1,350,000	1,350,000	1,350,000	-	-
R720 Street Clean/Graffiti	693,887	1,103,000	1,020,200	1,080,100	(22,900)	(2.1)
R735 Street Mtce-East Rgn	1,137,051	1,502,800	1,364,500	1,509,000	6,200	0.4
R740 Concrete SW-Wst/Bedf	1,193,298	1,436,200	1,271,931	1,455,800	19,600	1.4
R741 Asph-Crb/Wlkwy-East	689,703	895,800	1,029,500	978,100	82,300	9.2
R742 Concrete Sdewlk East	727,993	905,200	868,700	1,061,400	156,200	17.3
R743 Asphlt Patching West	1,220,756	1,233,300	1,519,900	1,396,500	163,200	13.2
*** Streets & Roads	7,891,056	14,238,200	14,086,231	14,642,200	404,000	2.8
R766 Cityworks-Cr990002	74	-	-	-	-	-
**** Public Works Operations	44,034,814	53,983,900	56,484,796	56,174,900	2,191,000	4.1
***** Road Operations & Constructi	46,256,278	55,751,500	58,267,664	57,774,300	2,022,800	3.6
R110 Design Admin.	432,124	642,800	476,600	472,000	(170,800)	(26.6)
R111 Design	1,865,468	2,005,000	1,687,550	2,299,400	294,400	14.7
R120 Construction Ser	1,071,971	1,368,900	1,195,100	1,485,300	116,400	8.5
***** Transport Design & Construct	3,369,562	4,016,700	3,359,250	4,256,700	240,000	6.0
R190 Project Planning TAM	-	150,000	153,300	203,000	53,000	35.3
R130 Infrastr MgmtServ.	210,846	291,800	264,600	413,400	121,600	41.7
R140 Survey Services	823,041	915,700	765,500	926,400	10,700	1.2

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
R180 Active Transportation	518,307	573,300	550,200	609,100	35,800	6.2
<b>**** Project Planning &amp; Transp As</b>	<b>1,552,194</b>	<b>1,930,800</b>	<b>1,733,600</b>	<b>2,151,900</b>	<b>221,100</b>	<b>11.5</b>
R314 Sckv. Landfill Site	-	15,300	15,300	15,300	-	-
R315 Leach. Trt./FlareStc	390,991	357,000	357,000	357,000	-	-
**** Former Solid Waste System	390,991	372,300	372,300	372,300	-	-
R319 Community Monitoring	76,385	90,000	70,000	79,000	(11,000)	(12.2)
R321 Administration - WR	1,304,152	1,337,800	1,308,600	1,499,100	161,300	12.1
*** Admin WR	<b>1,380,537</b>	<b>1,427,800</b>	<b>1,378,600</b>	<b>1,578,100</b>	<b>150,300</b>	<b>10.5</b>
R320 Otter Lake Operations	7,989,743	8,150,000	8,300,000	7,650,000	(500,000)	(6.1)
R329 Otter Lake FEP	-	6,000	6,000	6,000	-	-
*** Otter Lake	<b>7,989,743</b>	<b>8,156,000</b>	<b>8,306,000</b>	<b>7,656,000</b>	<b>(500,000)</b>	<b>(6.1)</b>
R322 Collection & RRFB	12,233,636	12,515,000	13,242,000	14,703,000	2,188,000	17.5
R324 Compost Fac.Burnside	5,449,023	5,319,800	5,490,000	5,180,200	(139,600)	(2.6)
R325 Compost Fac.RaggedLk	4,797,599	4,761,200	4,856,200	4,625,000	(136,200)	(2.9)
R328 Rural Depots	275,859	294,500	314,400	300,200	5,700	1.9
R330 Material Recov. Fac.	96,044	165,000	495,000	348,700	183,700	111.3
R331 RRFB Contract	(771,095)	(590,900)	(597,700)	(797,700)	(206,800)	35.0
R333 C & E Progrms HRM	303,680	345,000	347,150	276,000	(69,000)	(20.0)
R334 Household Haz. Waste	1,296,263	1,252,200	1,367,000	1,382,500	130,300	10.4
*** SW Other	<b>23,681,008</b>	<b>24,061,800</b>	<b>25,514,050</b>	<b>26,017,900</b>	<b>1,956,100</b>	<b>8.1</b>
**** Waste Resources	33,051,289	33,645,600	35,198,650	35,252,000	1,606,400	4.8
<b>**** Solid Waste Services</b>	<b>33,442,279</b>	<b>34,017,900</b>	<b>35,570,950</b>	<b>35,624,300</b>	<b>1,606,400</b>	<b>4.7</b>
M555 Parkade	(1,336,517)	(1,607,000)	(1,648,400)	(1,648,400)	(41,400)	2.6
A315 Ticket Office	(1,445,772)	(4,574,200)	(4,210,700)	(5,722,200)	(1,148,000)	25.1
R954 Parking Management	578,351	629,900	624,800	709,600	79,700	12.7
<b>**** Parking Services</b>	<b>(2,203,938)</b>	<b>(5,551,300)</b>	<b>(5,234,300)</b>	<b>(6,661,000)</b>	<b>(1,109,700)</b>	<b>20.0</b>
<b>***** Total</b>	<b>96,757,776</b>	<b>101,024,500</b>	<b>104,222,264</b>	<b>104,238,300</b>	<b>3,213,800</b>	<b>3.2</b>

### Summary Details - Public Works

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	20,732,466	22,779,600	20,637,100	24,605,500	1,825,900	8.0
6002 Salaries - Overtime	1,500,541	1,565,900	1,877,500	1,565,900	-	-
6005 PDP & Union Con Incr	(151,352)	-	(3,800)	-	-	-
6051 Shift Agreements	25,547	38,000	39,500	38,000	-	-
6054 Vacation payout	54,170	-	-	-	-	-
6100 Benefits - Salaries	4,613,779	4,642,300	4,155,800	5,080,500	438,200	9.4
6110 Vacancy Management	-	(1,332,800)	(11,100)	(1,447,300)	(114,500)	8.6
6150 Honorariums	50	-	-	-	-	-
6152 Retirement Incentives	132,659	66,300	72,700	180,200	113,900	171.8
6153 Severance	5,000	-	-	-	-	-
6154 Workers' Compensation	477,522	616,700	616,700	669,500	52,800	8.6
6155 Overtime Meals	39,000	-	-	-	-	-
6158 WCB Recov Earnings	(13,119)	-	-	-	-	-
6190 Compensation OCC trf	-	-	(90,000)	-	-	-
6199 Comp & Ben InterDept	(2,050,746)	1,126,700	1,096,700	262,400	(864,300)	(76.7)
9200 HR CATS Wage/Ben	482,887	-	-	-	-	-
9210 HR CATS OT Wage/Ben	543,083	-	-	-	-	-
9230 HR CATS OT Meals	(870)	-	-	-	-	-
* Compensation and Benefits	<b>26,390,617</b>	<b>29,502,700</b>	<b>28,391,100</b>	<b>30,954,700</b>	<b>1,452,000</b>	<b>4.9</b>
6201 Telephone/Cable	69,296	39,500	66,600	39,000	(500)	(1.3)
6202 Courier/Postage	10,991	8,200	10,350	7,800	(400)	(4.9)
6203 Office Furn/Equip	23,246	21,850	597,800	24,350	2,500	11.4
6204 Computer S/W & Lic	16,933	14,000	99,800	25,800	11,800	84.3
6205 Printing & Reprod	33,036	30,500	47,700	30,600	100	0.3

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6207 Office Supplies	36,149	80,500	58,750	60,500	(20,000)	(24.8)
6290 Office OCC Transfer	(38,800)	-	(583,300)	-	-	-
6299 Other Office Expenses	3,273	3,100	4,400	3,100	-	-
<b>* Office</b>	<b>154,124</b>	<b>197,650</b>	<b>302,100</b>	<b>191,150</b>	<b>(6,500)</b>	<b>(3.3)</b>
6301 Professional Fees	37,648	45,000	35,500	22,000	(23,000)	(51.1)
6302 Legal Fees	14,933	10,000	3,000	5,000	(5,000)	(50.0)
6303 Consulting Fees	24,035	55,000	109,500	72,000	17,000	30.9
6304 Janitorial Services	450	-	3,400	-	-	-
6308 Snow Removal	1,180,141	722,500	722,500	722,500	-	-
6310 Outside Personnel	834,521	750,000	750,000	750,000	-	-
6311 Security	88,024	70,000	71,400	70,000	-	-
6312 Refuse Collection	101,482	104,500	160,800	104,500	-	-
6390 Extnl Svcs OCC Trsf	(674,800)	-	(293,700)	-	-	-
6399 Contract Services	70,061,913	78,807,500	83,339,000	82,567,700	3,760,200	4.8
<b>* External Services</b>	<b>71,668,345</b>	<b>80,564,500</b>	<b>84,901,400</b>	<b>84,313,700</b>	<b>3,749,200</b>	<b>4.7</b>
6401 Uniforms & Clothing	43,493	39,000	64,350	46,000	7,000	17.9
6402 Med & First Aid Supp	892	1,400	1,700	1,400	-	-
6404 Rec Prog Supplies	1,930	-	-	-	-	-
6405 Photo Supp & Equip	-	300	100	300	-	-
6406 Bridge Tolls	32,570	40,800	40,700	40,400	(400)	(1.0)
6407 Clean/Sani Supplies	21,152	19,800	18,900	14,800	(5,000)	(25.3)
6409 Personal Protect Equ	157,488	135,650	144,450	134,350	(1,300)	(1.0)
6490 Supplies OCC Transfer	(2,600)	-	(7,000)	-	-	-
6499 Other Supplies	205,075	148,800	180,900	155,800	7,000	4.7
<b>* Supplies</b>	<b>459,999</b>	<b>385,750</b>	<b>444,100</b>	<b>393,050</b>	<b>7,300</b>	<b>1.9</b>
6501 Asphalt	278,468	236,600	310,400	233,000	(3,600)	(1.5)
6502 Chemicals	32,158	78,500	21,500	78,500	-	-
6504 Hardware	76,612	135,800	179,400	129,800	(6,000)	(4.4)
6505 Lubricants	2,253	7,900	4,700	7,900	-	-
6506 Lumber	17,258	15,800	9,900	15,800	-	-
6507 Propane	368	2,200	3,200	2,200	-	-
6508 Ready Mix Concrete	145,249	211,700	103,700	167,000	(44,700)	(21.1)
6510 Road Oils	457	6,700	1,500	6,700	-	-
6511 Salt	1,923,855	1,439,300	1,439,300	1,483,300	44,000	3.1
6512 Sand	2,522	10,200	10,000	8,200	(2,000)	(19.6)
6513 Seeds & Plants	3,168	4,700	6,000	4,700	-	-
6514 Sods	846	3,100	3,000	3,100	-	-
6515 Stone and Gravel	3,008	52,000	16,000	51,500	(500)	(1.0)
6516 Topsoil	6,938	10,900	9,900	9,900	(1,000)	(9.2)
6517 Paint	165,323	210,900	211,100	211,400	500	0.2
6518 Metal	66,050	70,300	80,000	70,300	-	-
6519 Welding Supplies	1,665	3,700	3,700	3,700	-	-
6520 Salt-Sand Mix	425	-	-	-	-	-
6599 Other Materials	55,386	63,200	83,500	63,200	-	-
<b>* Materials</b>	<b>2,782,007</b>	<b>2,563,500</b>	<b>2,496,800</b>	<b>2,550,200</b>	<b>(13,300)</b>	<b>(0.5)</b>
6602 Electrical	443,998	629,800	584,800	635,600	5,800	0.9
6603 Grnds & Landscaping	110	15,300	15,300	15,300	-	-
6605 Municipal Taxes	4,168	6,000	6,000	6,000	-	-
6607 Electricity	2,686,603	2,697,100	2,701,600	2,701,600	4,500	0.2
6608 Water	7,109	15,000	5,968	15,000	-	-
6611 Building - Interior	-	300	300	300	-	-
6613 Overhead Doors	68	-	-	-	-	-
6614 Envir Assess/Cleanup	4,155	5,000	5,000	5,000	-	-
6615 Vandalism Clean-up	4,110	25,000	-	10,000	(15,000)	(60.0)
6690 Building OCC Transfer	(12,700)	-	(10,700)	-	-	-
6699 Other Building Cost	(0)	-	300	-	-	-
<b>* Building Costs</b>	<b>3,137,621</b>	<b>3,393,500</b>	<b>3,308,568</b>	<b>3,388,800</b>	<b>(4,700)</b>	<b>(0.1)</b>

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6701 Equipment Purchase	45,009	74,700	75,600	49,500	(25,200)	(33.7)
6702 Small Tools	86,134	46,900	77,200	46,900	-	-
6703 Computer Equip/Rent	5,398	12,600	14,100	16,600	4,000	31.7
6704 Equipment Rental	124,767	87,100	134,900	66,500	(20,600)	(23.7)
6705 Equip - R&M	6,709	2,900	9,231	6,900	4,000	137.9
6706 Computer R&M	-	500	300	500	-	-
6707 Plumbing & Heating	294	-	-	-	-	-
6708 Mechanical Equipment	821	-	200	-	-	-
6711 Communication System	93,305	122,500	115,500	122,500	-	-
<b>* Equipment &amp; Communications</b>	<b>362,437</b>	<b>347,200</b>	<b>427,031</b>	<b>309,400</b>	<b>(37,800)</b>	<b>(10.9)</b>
6802 Vehicle R&M	1,649	6,000	5,100	6,000	-	-
6803 Vehicle Fuel - Diesel	54	-	1,000	-	-	-
6804 Vehicle Fuel - Gas	102	-	-	-	-	-
6806 Vehicle Rentals	175,756	86,500	124,400	7,000	(79,500)	(91.9)
6811 Shop Supplies	439	-	-	-	-	-
6899 Other Vehicle Expense	10,668	24,000	30,900	14,000	(10,000)	(41.7)
<b>* Vehicle Expense</b>	<b>188,667</b>	<b>116,500</b>	<b>161,400</b>	<b>27,000</b>	<b>(89,500)</b>	<b>(76.8)</b>
6901 Membership Dues	42,205	49,100	48,900	55,000	5,900	12.0
6902 Conferences/Workshop	3,557	99,500	22,500	40,200	(59,300)	(59.6)
6903 Travel - Local	239,283	311,500	274,200	304,500	(7,000)	(2.2)
6904 Travel - Out of Town	(579)	28,300	35,500	53,700	25,400	89.8
6905 Training & Education	29,512	74,000	69,500	66,800	(7,200)	(9.7)
6906 Licenses & Agreements	376,145	440,400	539,300	550,400	110,000	25.0
6908 Medical Examinations	657	5,000	5,200	5,000	-	-
6909 Cost of Sales	334,104	323,670	323,670	323,670	-	-
6910 Signage	10,863	58,000	63,000	58,000	-	-
6911 Facilities Rental	-	300	-	300	-	-
6912 Advertising/Promotio	315,151	258,700	319,500	231,500	(27,200)	(10.5)
6913 Awards	29	-	-	-	-	-
6914 Recruiting	3,334	-	8,300	-	-	-
6916 Public Education	114,245	118,600	147,700	86,600	(32,000)	(27.0)
6917 Books and Periodicals	4,773	4,900	5,700	7,700	2,800	57.1
6918 Meals	1,044	7,100	6,500	7,100	-	-
6919 Special Projects	158,852	41,500	22,700	41,500	-	-
6928 Committee Expenses	-	900	900	900	-	-
6929 Procurement Card Clg	10,886	200	200	200	-	-
6933 Community Events	14,439	20,000	38,500	20,000	-	-
6936 Staff Relations	198	2,000	2,700	2,000	-	-
6938 Rewarding Excellence	11,010	11,300	17,000	12,800	1,500	13.3
6940 Fencing	-	4,900	4,900	3,400	(1,500)	(30.6)
6942 Management Fees	88,129	102,930	102,930	102,930	-	-
6943 Health and Wellness	1,009	2,500	2,600	2,600	100	4.0
6954 Cash over/under	(3)	-	-	-	-	-
6990 Gds & Svcs OCC Trsf	-	-	(70,000)	-	-	-
6999 Other Goods/Services	11,690	25,500	22,100	25,500	-	-
<b>* Other Goods &amp; Services</b>	<b>1,770,532</b>	<b>1,990,800</b>	<b>2,014,000</b>	<b>2,002,300</b>	<b>11,500</b>	<b>0.6</b>
7008 ltnTrsf IT & Commun	4,707	-	5,100	-	-	-
7009 Internal Trfr Other	52,420	89,900	58,665	77,900	(12,000)	(13.3)
7010 IntTrfr Insur Funds	(40,662)	(58,900)	(58,900)	(58,900)	-	-
7011 Int Trf Record Check	220	-	-	-	-	-
7012 Int Trf Print/Reprod	13,987	-	15,600	-	-	-
7099 Interdept Chargeback	(10,143)	-	-	-	-	-
<b>* Interdepartmental</b>	<b>20,529</b>	<b>31,000</b>	<b>20,465</b>	<b>19,000</b>	<b>(12,000)</b>	<b>(38.7)</b>

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
8030 Tfr Fr Resvs to Oper	(17,619)	(22,000)	(22,000)	(30,000)	(8,000)	36.4
8031 Tfr To Resvs Fr Oper	4,198,479	-	-	-	-	-
<b>* Other Fiscal</b>	<b>4,180,860</b>	<b>(22,000)</b>	<b>(22,000)</b>	<b>(30,000)</b>	<b>(8,000)</b>	<b>36.4</b>
<b>** Total</b>	<b>111,115,740</b>	<b>119,071,100</b>	<b>122,444,964</b>	<b>124,119,300</b>	<b>5,048,200</b>	<b>4.2</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4750 Other Grants	(3,965,764)	(3,283,000)	(4,038,000)	(3,387,000)	(104,000)	3.2
<b>* Transfers from other Gov'ts</b>	<b>(3,965,764)</b>	<b>(3,283,000)</b>	<b>(4,038,000)</b>	<b>(3,387,000)</b>	<b>(104,000)</b>	<b>3.2</b>
4901 Parking Station Rev	(2,596,685)	(2,843,000)	(3,250,000)	(4,156,000)	(1,313,000)	46.2
4902 Fines Fees	(129,430)	-	-	-	-	-
4905 St. Opening Permits	(214,434)	(170,000)	(190,000)	(195,000)	(25,000)	14.7
4912 Signs & Encroachments	(161,055)	(185,000)	(185,000)	(185,000)	-	-
4921 Parking Permit Rev	(217,945)	(200,000)	(260,000)	(350,000)	(150,000)	75.0
4922 Parking Ticket Rev	(1,394,372)	(4,025,000)	(3,200,000)	(4,155,000)	(130,000)	3.2
4950 Other Lic. & Permits	167	-	-	-	-	-
5101 Parking Rentals	(1,779,615)	(2,058,600)	(2,100,000)	(2,100,000)	(41,400)	2.0
5225 Tipping Fees-Waste R	(1,300,439)	(1,625,000)	(1,645,000)	(1,735,000)	(110,000)	6.8
5256 SOT Revenue	1,355,731	-	-	-	-	-
5403 Sale-Other Recycle	(1,982,497)	(1,800,000)	(1,500,000)	(1,800,000)	-	-
<b>* Fee Revenues</b>	<b>(8,420,573)</b>	<b>(12,906,600)</b>	<b>(12,330,000)</b>	<b>(14,676,000)</b>	<b>(1,769,400)</b>	<b>13.7</b>
5508 Recov External Parti	(1,027,479)	(965,000)	(912,700)	(925,000)	40,000	(4.1)
5600 Miscellaneous Revenue	(944,148)	(892,000)	(942,000)	(893,000)	(1,000)	0.1
<b>* Other Revenue</b>	<b>(1,971,627)</b>	<b>(1,857,000)</b>	<b>(1,854,700)</b>	<b>(1,818,000)</b>	<b>39,000</b>	<b>(2.1)</b>
<b>** Total</b>	<b>(14,357,965)</b>	<b>(18,046,600)</b>	<b>(18,222,700)</b>	<b>(19,881,000)</b>	<b>(1,834,400)</b>	<b>10.2</b>
<b>Net Total</b>	<b>96,757,776</b>	<b>101,024,500</b>	<b>104,222,264</b>	<b>104,238,300</b>	<b>3,213,800</b>	<b>3.2</b>

AUDITOR  
GENERAL

Halifax Regional Municipality

# OFFICE OF THE AUDITOR GENERAL

2023/24 BUDGET AND BUSINESS PLAN

**MISSION** TO DELIVER INDEPENDENT AUDITS THAT STRENGTHEN ACCOUNTABILITY AND ENCOURAGE IMPROVED EFFICIENCY AND EFFECTIVENESS OF PROGRAMS.

HALIFAX

## OVERVIEW

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>.

## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	9.6
Transferred Positions:	
	-
New Positions:	
	-
Capital Changes:	
	-
Total Changes	-
<b>Total Budgeted 2023/24 FTEs</b>	<b>9.6</b>

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections*	Budget	Δ 22/23 Budget	Δ %
Office of the Auditor General	1,040,655	1,147,800	1,186,900	1,195,700	47,900	4.2
<b>Net Total</b>	<b>\$ 1,040,655</b>	<b>\$ 1,147,800</b>	<b>\$ 1,186,900</b>	<b>\$ 1,195,700</b>	<b>\$ 47,900</b>	<b>4.2</b>

\*Includes approved one-time funding from Reserve of \$100,000

\*Includes approved one-time funding from Reserve of \$100,000



## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections*		Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 957,965	\$ 1,025,600	\$ 960,500	\$ 1,073,300	\$ 47,700	4.7
Office	54,344	31,200	35,900	32,900	1,700	5.4
External Services	5,496	44,000	155,200	33,100	(10,900)	(24.8)
Equipment & Communications	441	1,000	1,000	1,000	-	-
Other Goods & Services	28,215	46,000	34,300	55,400	9,400	20.4
Interdepartmental	110	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,046,572</b>	<b>1,147,800</b>	<b>1,186,900</b>	<b>1,195,700</b>	<b>47,900</b>	<b>4.2</b>

Revenues	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
Other Revenue	(5,917)	-	-	-	-	-
<b>Total Revenues</b>	<b>(5,917)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 1,040,655</b>	<b>\$ 1,147,800</b>	<b>\$ 1,186,900</b>	<b>\$ 1,195,700</b>	<b>\$ 47,900</b>	<b>4.2</b>

\*Includes approved one-time funding from Reserve of \$100,000

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 1,147,800</b>
Compensation Changes:	
Salary & Benefits increase	47,700
Other Budget Adjustments:	
Office supplies increase	1,700
External Services decrease	(10,900)
Staff training & membership increases	9,400
Total Changes	\$ 47,900
<b>2023/24 Budget</b>	<b>\$ 1,195,700</b>

## Summary of Net Expenditures - Office of the Auditor General

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
G100 Off of the Aud Gen	1,040,655	1,147,800	1,202,300	1,195,700	47,900	4.2
<b>Net Total</b>	<b>1,040,655</b>	<b>1,147,800</b>	<b>1,202,300</b>	<b>1,195,700</b>	<b>47,900</b>	<b>4.2</b>

## Summary Details - Office of the Auditor General

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	795,485	849,500	787,000	878,100	28,600	3.4
6005 PDP & Union Con Incr	(11,536)	-	-	-	-	-
6054 Vacation payout	497	-	-	-	-	-
6100 Benefits - Salaries	154,828	160,600	152,700	170,400	9,800	6.1
6152 Retirement Incentives	4,939	5,200	5,200	5,200	-	-
6154 Workers' Compensation	13,752	10,300	15,600	19,600	9,300	90.3
<b>* Compensation and Benefits</b>	<b>957,965</b>	<b>1,025,600</b>	<b>960,500</b>	<b>1,073,300</b>	<b>47,700</b>	<b>4.7</b>
6201 Telephone/Cable	1,013	500	4,300	1,100	600	120.0
6202 Courier/Postage	79	200	200	200	-	-
6203 Office Furn/Equip	26,043	2,500	3,400	2,500	-	-
6204 Computer S/W & Lic	26,492	26,500	26,500	27,600	1,100	4.2
6207 Office Supplies	717	1,500	1,500	1,500	-	-
<b>* Office</b>	<b>54,344</b>	<b>31,200</b>	<b>35,900</b>	<b>32,900</b>	<b>1,700</b>	<b>5.4</b>
6301 Professional Fees	1,538	35,000	35,000	26,100	(8,900)	(25.4)
6302 Legal Fees	2,741	5,000	5,000	5,000	-	-
6311 Security	-	-	11,200	-	-	-
6399 Contract Services	1,218	4,000	104,000	2,000	(2,000)	(50.0)
<b>* External Services</b>	<b>5,496</b>	<b>44,000</b>	<b>155,200</b>	<b>33,100</b>	<b>(10,900)</b>	<b>(24.8)</b>
6703 Computer Equip/Rent	441	1,000	1,000	1,000	-	-
<b>* Equipment &amp; Communications</b>	<b>441</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	13,989	13,000	11,500	14,800	1,800	13.8
6902 Conferences/Workshop	1,095	4,000	600	4,000	-	-
6903 Travel - Local	1,123	1,500	1,500	1,500	-	-
6904 Travel - Out of Town	(306)	3,000	1,200	3,000	-	-
6905 Training & Education	9,636	20,000	15,000	27,600	7,600	38.0
6912 Advertising/Promotio	1,222	1,000	1,000	1,000	-	-
6914 Recruiting	-	1,000	1,000	1,000	-	-
6917 Books and Periodicals	1,270	1,500	1,500	1,500	-	-
6919 Special Projects	-	-	-	-	-	-
6938 Rewarding Excellence	186	1,000	1,000	1,000	-	-
<b>* Other Goods &amp; Services</b>	<b>28,215</b>	<b>46,000</b>	<b>34,300</b>	<b>55,400</b>	<b>9,400</b>	<b>20.4</b>
7008 ItnTrsf IT & Commun	110	-	-	-	-	-
<b>* Interdepartmental</b>	<b>110</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>1,046,572</b>	<b>1,147,800</b>	<b>1,186,900</b>	<b>1,195,700</b>	<b>47,900</b>	<b>4.2</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5508 Recov External Parti	(5,917)	-	-	-	-	-
<b>* Other Revenue</b>	<b>(5,917)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(5,917)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>1,040,655</b>	<b>1,147,800</b>	<b>1,202,300</b>	<b>1,195,700</b>	<b>47,900</b>	<b>4.2</b>

# CAO BUSINESS UNIT

2023/24 BUDGET AND BUSINESS PLAN





**MISSION**




TO CREATE A GREAT PLACE TO LIVE WORK AND PLAY BY BECOMING THE BEST  
MANAGED MUNICIPALITY IN CANADA.

**HALIFAX**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

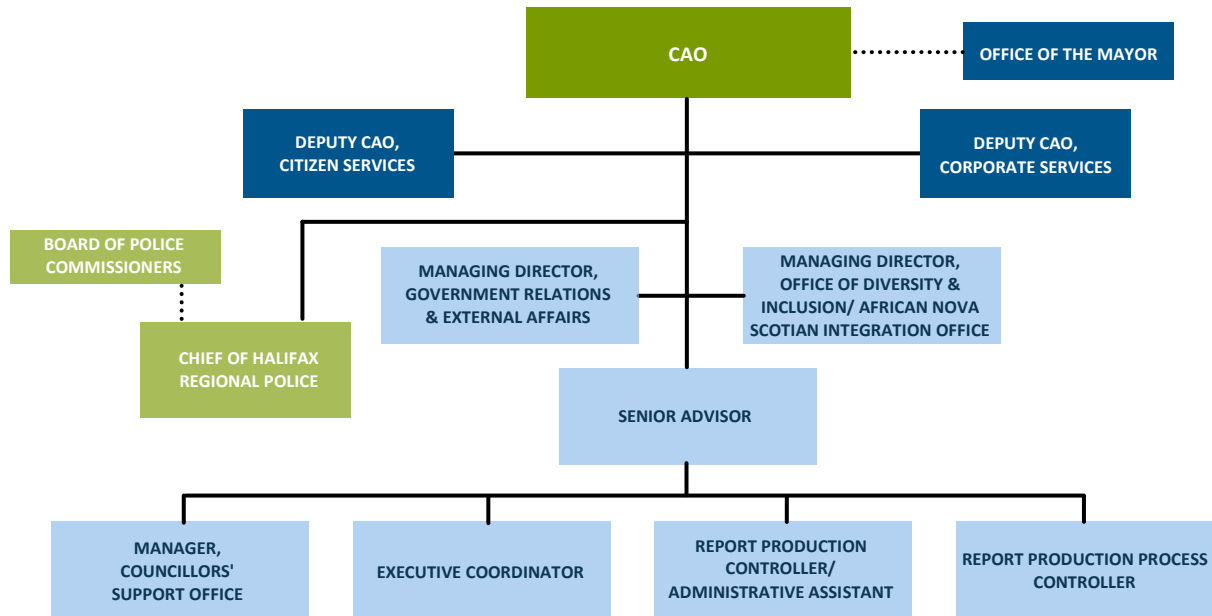
The Chief Administrative Officer's (CAO) business unit is committed to advancing all Regional Council and administrative priority outcomes by providing leadership to staff.

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 Diversity & Inclusion/ African Nova Scotian Affairs Integration Office (D&I/ ANSAIO).

## ORGANIZATION CHART









## FULL TIME EQUIVALENT COUNTS








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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	60.0
Transferred Positions:	
Housing and Homelessness Coordinator	(1.0)
New Positions:	
Social Policy Strategist, Public Safety	2.0
Community Outreach Coordinator	2.0
Project Manager, Public Safety	1.0
Administrative Assistant to the DCAOs	1.0
2SLGBTQ+ Advisor, D&I/ ANSAIO	1.0
Internal Trainer, Public Safety	1.0
Remove Policy & Research Intern	(0.7)
Capital Changes:	
	-
<b>Total Changes</b>	<b>6.3</b>
<b>Total Budgeted 2023/24 FTEs</b>	<b>66.3</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>2022-2027 Economic Strategy</b>	The municipality and Halifax Partnership will implement and track the Council-approved 2022-2027 Economic Strategy titled "People, Planet, Prosperity".	 Economic Growth
<b>2023-2027 Public Safety Strategy</b>	The Public Safety Office will begin implementation of the new Public Safety Strategy, including a new resourcing plan and structure to advance strategy theme areas and outcomes.	 Safe Communities
<b>Accessibility Strategy</b>	The municipality is implementing the Accessibility Strategy in order to meet the the Province of Nova Scotia's Accessibility Act goal of an accessible province by 2030.	 Inclusive Communities
<b>African Nova Scotian Road to Economic Prosperity Action Plan</b>	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. This will include continuing the work around AKOMA, Beechville Land Developments, Hammonds Plains, Lucasville and other historic African Nova Scotian Communities.	 Economic Growth
<b>Anti-Black Racism Strategy</b>	The Office of Diversity & Inclusion/ African Nova Scotian Affairs Integration Office (ANSAIO) continues the Anti-Black racism strategy and a corporate action plan to guide the municipality in its work with and in the African Nova Scotian Communities.	 Inclusive Communities
<b>Diversity &amp; Inclusion Framework</b>	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.	 Diverse, Inclusive & Equitable Environment

Initiative	Description	Priority & Outcome
<b>Halifax Regional Municipality Safe City and Safe Public Spaces Program</b>	The Safe Cities and Safe Public Spaces program aims to respond to and prevent sexual violence against women and girls in public spaces through collaborative and locally owned changes to laws, policies, programs, and built environments. Halifax's Safe City and Safe Public Spaces (SCSPS) program plays a key role in actioning the PSO's equitable, intersectional, and community-based approach to public safety.	 Safe Communities
<b>Immigration Strategy</b>	To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion/ ANSAIO will work with business units to develop and implement an updated Corporate Immigration Strategy.	 Inclusive Communities
<b>Increasing Food Security &amp; Strengthening the Local Food System</b>	The municipality 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 the local food system, through the lens of food justice. As part of this effort, support will continue for the Mobile Food Market, bringing affordable, quality food to communities at risk for food access issues, and on incorporating food planning into emergency measures and climate change mitigation/adaptation.	 Affordable Communities
<b>Promote Equitable Access to Municipal Services</b>	The Office of Diversity & Inclusion/ ANSAIO in partnership with municipal business units and community will continue to identify programs, services, and policies that promote equitable access to community services.	 Inclusive Communities
<b>Regulatory Modernization Framework</b>	The Regulatory Modernization initiative: (i) reduces regulatory red-tape for business and improves regulatory impact for the municipality; (ii) reduces red-tape from internal operations; and; (iii) builds municipal capacity for policy-making and regulatory improvement.	 Economic Growth
<b>Social Policy</b>	The municipality's Social Policy has three focus areas: affordable housing, 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.	 Inclusive Communities
<b>Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History</b>	The municipality 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.	 Inclusive Communities



## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
CAO Office	\$ 1,159,374	\$ 1,968,500	\$ 1,726,700	\$ 1,947,000	\$ (21,500)	(1.1)
Councillors' Support Office	2,797,601	3,046,600	2,976,300	3,115,600	69,000	2.3
Diversity & Inclusion	1,242,583	1,687,900	1,399,100	1,997,400	309,500	18.3
Government Relations & External Affairs	3,785,032	4,870,900	4,713,900	6,105,300	1,234,400	25.3
Mayor's Office	772,041	862,200	820,400	851,200	(11,000)	(1.3)
<b>Net Total</b>	<b>\$ 9,756,631</b>	<b>\$ 12,436,100</b>	<b>\$ 11,636,400</b>	<b>\$ 14,016,500</b>	<b>\$ 1,580,400</b>	<b>12.7</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 6,926,200	\$ 8,310,800	\$ 8,045,500	\$ 9,673,100	\$ 1,362,300	16.4
Office	53,448	83,800	57,600	81,200	(2,600)	(3.1)
External Services	60,922	112,700	534,700	558,500	445,800	395.6
Supplies	390	5,500	1,100	2,500	(3,000)	(54.5)
Materials	692	1,200	1,900	1,200	-	-
Building Costs	4,377	1,000	11,800	14,500	13,500	1,350.0
Equipment & Communications	4,439	2,700	15,200	700	(2,000)	(74.1)
Vehicle Expense	14,326	31,000	30,900	28,700	(2,300)	(7.4)
Other Goods & Services	337,294	774,200	792,700	1,004,400	230,200	29.7
Interdepartmental	47,207	83,100	(232,700)	116,100	33,000	39.7
Other Fiscal	5,512,884	6,182,900	6,152,700	6,766,700	583,800	9.4
<b>Total Expenditures</b>	<b>12,962,179</b>	<b>15,588,900</b>	<b>15,411,400</b>	<b>18,247,600</b>	<b>2,658,700</b>	<b>17.1</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Area Rate Revenue	(2,780,397)	(2,740,900)	(2,740,900)	(2,740,900)	-	-
Payments in Lieu of taxes	(169,457)	(170,000)	(170,000)	(170,000)	-	-
Other Revenue	(255,695)	(241,900)	(864,100)	(1,320,200)	(1,078,300)	445.8
<b>Total Revenues</b>	<b>(3,205,549)</b>	<b>(3,152,800)</b>	<b>(3,775,000)</b>	<b>(4,231,100)</b>	<b>(1,078,300)</b>	<b>34.2</b>
<b>Net Total</b>	<b>\$ 9,756,631</b>	<b>\$ 12,436,100</b>	<b>\$ 11,636,400</b>	<b>\$ 14,016,500</b>	<b>\$ 1,580,400</b>	<b>12.7</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	\$ 12,436,100
Compensation Changes:	
New FTEs & Compensation Increases	509,000
New FTEs & Compensation related to the Public Safety Strategy	305,500
New FTEs & Compensation related to the Building Safer Communities Fund	547,800
Revenue Adjustments:	
Grant from Public Safety Canada for the Building Safer Communities Fund	(1,156,900)
The Community Mobilization Team is no longer receiving a grant from the DOJ	75,000
Other Budget Adjustments:	
HRM's 50% share of the Sobering Centre costs split with the Province	491,000
Building Safer Communities non-compensation related expenses	609,100
African Nova Scotian Road to Economic Prosperity Action Plan	182,500
Board of Police Commissioners external legal fees	100,000
Expansion of the Street Navigator Program	125,000
Public Safety Strategy non-compensation related expenses	55,600
Halifax Partnership Agreement 2% increase	39,100
Accessibility Town Hall	10,000
Net miscellaneous adjustments	7,500
Volta Labs Civic Innovation Outpost funding	(260,700)
Miscellaneous cost cutting measures	(59,100)
<b>Total Changes</b>	\$ 1,580,400
<b>2023/24 Budget</b>	<b>\$ 14,016,500</b>

## SERVICE AREA PLANS

### OFFICE OF DIVERSITY & INCLUSION/ ANSAIO

The Office of Diversity & Inclusion/ ANSAIO 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 the Halifax Regional Municipality.

#### Services 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 the municipality 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 guided by Regional Council's reconciliation statement. The engagement demonstrates the municipality's commitment to partner with the community and support the ongoing relationships and partnerships 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 the municipality 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.

**Decade for People of African Decent (DPAD) and ANSAIO.** 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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Gender Equity Strategy (Year 1)	To advance social equity in the municipality, the Office of Diversity & Inclusion/ ANSAIO will develop a gender equity study and action plan, reducing barriers to municipal services based on gender identity and expression through the use of Gender Based Analysis plus (GBA+) analysis and lens tools.	 Inclusive Communities	T - Q4 2023/24
French Services Strategy (Year 3)	To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion/ ANSAIO is working with business units and the community to implement Year 3 of the Corporate French Services Strategy.	 Inclusive Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Diversity and Inclusion Framework (Year 4)	Diversity & Inclusion/ ANSAIO is working with business units to implement year 4 of the renewed Diversity Framework to improve the understanding of diversity and inclusion in the workplace (D&I corporate lens tools, policies, and corporate training).	 Inclusive Communities	T - Q4 2023/24
Accessibility Strategy (Year 3)	To support the municipality 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/ ANSAIO is working with business units and community to implement Year 3 of the Accessibility Strategy.	 Inclusive Communities	T - Q4 2023/24
Immigration Strategy Implementation (Year 1)	To advance social equity in the municipality, the Office of Diversity & Inclusion/ ANSAIO will implement Year 1 of the Immigration Strategy, focusing on inclusive public service, safe and equitable work environment, meaningful partnerships, and accessible information and communication.	 Inclusive Communities	T - Q4 2023/24
Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History (Year 3)	The municipality continues to implement and track the recommendations 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 Regional Council.	 Inclusive Communities	T - Q4 2023/24
Anti-Black Racism Strategy (Year 3)	The municipality established an Anti-Black Racism Strategy to implement a corporate action plan. Year 3 will include: Anti-Black Racism training, implementation of the African Decent Advisory Committee of Council, implementation of the Anti-Black Racism grants program, and a corporate wide awareness strategy.	 Inclusive Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
African Nova Scotian Road to Economic Prosperity (Year 3)	The Office of Diversity & Inclusion/ ANSAIO, in partnership with the Road to Economic Prosperity Advisory Committee and the Halifax Partnership, works with business units and the community to implement priorities and actions of the Action Plan. Work aligns with the priorities of the plan related to community capacity building, land ownership, infrastructure, investment, and increased African Nova Scotian participation in education, employment, and entrepreneurship. Through ANSAIO, regular reports are be presented to Regional Council.	 Inclusive Communities	T - Q4 2023/24

## GOVERNMENT RELATIONS & EXTERNAL AFFAIRS

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.** Responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

**Economic and Social Policy Coordination.** Provides policy advice and coordinates activities to advance Regional Council's Economic Development and Social Development priorities.

**Government and External Relations.** Responsible for ongoing management of relationships with other orders of government as well as key stakeholders.

**Public Safety.** Responsible for supporting Regional Council priorities by delivering strategic leadership and promotion of the municipality'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.** Provides corporate coordination and oversight for the identification of regulatory improvements to reduce red-tape for business and improve Halifax's regulatory environment.


2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
JustFOOD Action Plan (Phase 2)	Based on the draft action plan developed in 2022, Phase 2 will involve establishing working groups and conducting 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.	 Affordable Communities	T - Q4 2023/24
Economic Growth Plan 2022-2027 (Year 2)	The municipality and the Halifax Partnership will continue implementation and tracking of the 2022-2027 Economic Strategy to attract, keep, and grow talent, investment, and jobs in Halifax.	 Economic Growth	T - Q4 2023/24
Police Transformation	Staff will begin to assess and/or implement recommendations from the Reimagining Policing report and assist the Board of Police Commissioners, via the Chief Administrative Officer, with policy development, report writing, research, and some administrative functions.	 Safe Communities	T - Q4 2023/24

## PUBLIC SAFETY ADVISOR

The Public Safety Advisor is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of the municipality'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.** 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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
2023-2026 Public Safety Strategy (Year 1)	The Public Safety Office will begin implementation of the new Public Safety Strategy, including coordinating the response to the Regional Council motion on assessing potential alternatives to service delivery and the Board of Police Commissioners defunding report.	 Safe Communities	T - Q4 2023/24

## 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 municipal 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.

### 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, municipal 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**

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 the municipality's Strategic Priorities Plan.

### **DEPUTY CHIEF ADMINISTRATIVE OFFICER, CITIZEN SERVICES**

The DCAO Citizen Services provides leadership and oversight to Halifax Regional Fire & Emergency, Halifax Transit, Planning & Development, Parks & Recreation, and 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, CORPORATE SERVICES**

The DCAO Corporate Services provides leadership and oversight to Human Resources & Corporate Communications, Information Technology, Legal & Legislative Services, Finance & Asset Management, and Property, Fleet & Environment.

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. Ensuring the proper people and financial resources are in place, the DCAO Corporate Services supports projects such as HalifACT and the Business Foundations project.

## Summary of Net Expenditures - CAO

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24	
					Δ 22/23 Budget	Δ %
E110 CAO Office	798,967	1,054,000	852,900	960,800	(93,200)	(8.8)
E113 City Hall Operations	5,120	14,500	6,700	10,000	(4,500)	(31.0)
E140 DCAO Corporate Services	168,425	450,000	435,900	455,600	5,600	1.2
E150 DCAO Citizen Services	186,862	450,000	431,200	520,600	70,600	15.7
<b>*** CAO Office</b>	<b>1,159,374</b>	<b>1,968,500</b>	<b>1,726,700</b>	<b>1,947,000</b>	<b>(21,500)</b>	<b>(1.1)</b>
E200 Councillor's Support	2,797,601	3,046,600	2,976,300	3,115,600	69,000	2.3
<b>*** Councillor Support</b>	<b>2,797,601</b>	<b>3,046,600</b>	<b>2,976,300</b>	<b>3,115,600</b>	<b>69,000</b>	<b>2.3</b>
E402 Fr/Loc Immig Partn	-	-	-	-	-	-
E401 Diversity-Inclusion	1,242,583	1,687,900	1,399,100	1,997,400	309,500	18.3
<b>*** Diversity and Inclusion</b>	<b>1,242,583</b>	<b>1,687,900</b>	<b>1,399,100</b>	<b>1,997,400</b>	<b>309,500</b>	<b>18.3</b>
C411 Public Safety Advisor	357,958	480,500	481,300	1,490,800	1,010,300	210.3
C771 BID's Contributions Fund	207,000	207,000	207,000	207,000	-	-
E121 Greater Hlfx Partner	2,059,133	2,377,500	2,384,400	2,162,800	(214,700)	(9.0)
E400 Intergovrn. Relation	1,160,942	1,805,900	1,641,200	2,244,700	438,800	24.3
<b>*** Government Relations &amp; Externa</b>	<b>3,785,032</b>	<b>4,870,900</b>	<b>4,713,900</b>	<b>6,105,300</b>	<b>1,234,400</b>	<b>25.3</b>
E300 Mayor's office	772,041	862,200	820,400	851,200	(11,000)	(1.3)
<b>*** Mayors Office</b>	<b>772,041</b>	<b>862,200</b>	<b>820,400</b>	<b>851,200</b>	<b>(11,000)</b>	<b>(1.3)</b>
<b>Net Total</b>	<b>9,756,631</b>	<b>12,436,100</b>	<b>11,636,400</b>	<b>14,016,500</b>	<b>1,580,400</b>	<b>12.7</b>

## Summary Details - CAO

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24	
					Δ 22/23 Budget	Δ %
6001 Salaries - Regular	5,869,427	5,927,900	6,858,300	7,495,200	1,567,300	26.4
6002 Salaries - Overtime	280	-	200	-	-	-
6005 PDP & Union Con Incr	(101,281)	-	(103,700)	-	-	-
6054 Vacation payout	9,486	-	10,200	-	-	-
6100 Benefits - Salaries	1,065,190	1,043,500	1,248,700	1,295,300	251,800	24.1
6150 Honorariums	915	-	500	-	-	-
6152 Retirement Incentives	30,644	33,600	37,900	42,000	8,400	25.0
6154 Workers' Compensation	78,741	99,600	104,400	128,200	28,600	28.7
6199 Comp & Ben InterDept	(27,202)	1,206,200	(111,000)	712,400	(493,800)	(40.9)
<b>* Compensation and Benefits</b>	<b>6,926,200</b>	<b>8,310,800</b>	<b>8,045,500</b>	<b>9,673,100</b>	<b>1,362,300</b>	<b>16.4</b>
6201 Telephone/Cable	23,150	31,300	16,400	28,100	(3,200)	(10.2)
6202 Courier/Postage	2,275	5,900	5,200	4,000	(1,900)	(32.2)
6203 Office Furn/Equip	2,680	8,600	7,000	17,700	9,100	105.8
6205 Printing & Reprod	517	7,400	500	1,900	(5,500)	(74.3)
6207 Office Supplies	21,324	29,100	24,900	26,000	(3,100)	(10.7)
6299 Other Office Expenses	3,502	1,500	3,600	3,500	2,000	133.3
<b>* Office</b>	<b>53,448</b>	<b>83,800</b>	<b>57,600</b>	<b>81,200</b>	<b>(2,600)</b>	<b>(3.1)</b>
6301 Professional Fees	-	-	100	42,000	42,000	-
6302 Legal Fees	-	-	-	100,000	100,000	-
6303 Consulting Fees	6,926	30,300	402,400	375,000	344,700	1,137.6
6311 Security	-	-	100	-	-	-
6312 Refuse Collection	-	-	100	-	-	-
6399 Contract Services	53,996	82,400	132,000	41,500	(40,900)	(49.6)
<b>* External Services</b>	<b>60,922</b>	<b>112,700</b>	<b>534,700</b>	<b>558,500</b>	<b>445,800</b>	<b>395.6</b>
6401 Uniforms & Clothing	-	2,000	1,000	2,000	-	-
6407 Clean/Sani Supplies	252	3,000	100	-	(3,000)	(100.0)
6409 Personal Protect Equ	138	-	-	-	-	-
6499 Other Supplies	-	500	-	500	-	-
<b>* Supplies</b>	<b>390</b>	<b>5,500</b>	<b>1,100</b>	<b>2,500</b>	<b>(3,000)</b>	<b>(54.5)</b>

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6513 Seeds & Plants	27	-	1,900	-	-	-
6516 Topsoil	665	-	-	1,200	1,200	-
6519 Welding Supplies	-	1,200	-	-	(1,200)	(100.0)
<b>* Materials</b>	<b>692</b>	<b>1,200</b>	<b>1,900</b>	<b>1,200</b>	-	-
6602 Electrical	-	-	500	-	-	-
6603 Grnds & Landscaping	1,983	-	4,700	-	-	-
6699 Other Building Cost	2,394	1,000	6,600	14,500	13,500	1,350.0
<b>* Building Costs</b>	<b>4,377</b>	<b>1,000</b>	<b>11,800</b>	<b>14,500</b>	<b>13,500</b>	<b>1,350.0</b>
6701 Equipment Purchase	-	2,000	500	500	(1,500)	(75.0)
6703 Computer Equip/Rent	1,006	500	700	-	(500)	(100.0)
6704 Equipment Rental	3,361	200	14,000	200	-	-
6705 Equip - R&M	72	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>4,439</b>	<b>2,700</b>	<b>15,200</b>	<b>700</b>	<b>(2,000)</b>	<b>(74.1)</b>
6804 Vehicle Fuel - Gas	133	300	600	300	-	-
6806 Vehicle Rentals	297	-	-	-	-	-
6899 Other Vehicle Expense	13,896	30,700	30,300	28,400	(2,300)	(7.5)
<b>* Vehicle Expense</b>	<b>14,326</b>	<b>31,000</b>	<b>30,900</b>	<b>28,700</b>	<b>(2,300)</b>	<b>(7.4)</b>
6901 Membership Dues	28,950	39,000	38,000	37,500	(1,500)	(3.8)
6902 Conferences/Workshop	6,923	50,900	27,200	41,200	(9,700)	(19.1)
6903 Travel - Local	16,656	70,300	55,200	81,800	11,500	16.4
6904 Travel - Out of Town	3,984	95,900	79,400	97,400	1,500	1.6
6905 Training & Education	34,100	75,000	113,200	180,500	105,500	140.7
6907 Commission Fees	361	-	-	-	-	-
6911 Facilities Rental	7,773	9,400	19,000	35,800	26,400	280.9
6912 Advertising/Promotio	63,002	120,600	116,300	115,600	(5,000)	(4.1)
6913 Awards	313	3,900	4,600	3,900	-	-
6916 Public Education	6,804	4,700	9,000	3,800	(900)	(19.1)
6917 Books and Periodicals	7,905	13,100	11,700	13,600	500	3.8
6918 Meals	12,532	36,900	42,000	78,800	41,900	113.6
6919 Special Projects	131,909	145,900	219,800	217,800	71,900	49.3
6928 Committee Expenses	-	3,000	-	500	(2,500)	(83.3)
6933 Community Events	11,610	96,600	44,800	77,000	(19,600)	(20.3)
6936 Staff Relations	-	500	600	500	-	-
6938 Rewarding Excellence	3,949	8,500	11,000	8,500	-	-
6999 Other Goods/Services	525	-	900	10,200	10,200	-
<b>* Other Goods &amp; Services</b>	<b>337,294</b>	<b>774,200</b>	<b>792,700</b>	<b>1,004,400</b>	<b>230,200</b>	<b>29.7</b>
7008 ItnTrsf IT & Commun	3,197	-	1,100	-	-	-
7009 Internal Trfr Other	4,636	1,800	(315,100)	1,800	-	-
7012 Int Trf Print/Reprod	39,374	81,300	81,300	114,300	33,000	40.6
<b>* Interdepartmental</b>	<b>47,207</b>	<b>83,100</b>	<b>(232,700)</b>	<b>116,100</b>	<b>33,000</b>	<b>39.7</b>
8001 Transf Outside Agenc	5,184,823	5,691,000	5,697,900	6,149,800	458,800	8.1
8004 Grants	369,896	472,000	484,900	597,000	125,000	26.5

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
8030 Tfr Fr Resvs to Oper	(41,835)	-	(50,000)	-	-	-
9000 Prior Yr. Sur/Def	-	19,900	19,900	19,900	-	-
<b>* Other Fiscal</b>	<b>5,512,884</b>	<b>6,182,900</b>	<b>6,152,700</b>	<b>6,766,700</b>	<b>583,800</b>	<b>9.4</b>
<b>** Total</b>	<b>12,962,179</b>	<b>15,588,900</b>	<b>15,411,400</b>	<b>18,247,600</b>	<b>2,658,700</b>	<b>17.1</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4202 Area Rate Commercial	(2,780,397)	(2,740,900)	(2,740,900)	(2,740,900)	-	-
<b>* Area Rate Revenue</b>	<b>(2,780,397)</b>	<b>(2,740,900)</b>	<b>(2,740,900)</b>	<b>(2,740,900)</b>	-	-
4601 Grant in Lieu-Fed	(58,388)	(50,800)	(50,800)	(50,800)	-	-
4602 Grant in Lieu-Prov.	(67,983)	(75,100)	(75,100)	(75,100)	-	-
4603 Grant in Lieu-CPC	(1,169)	-	-	-	-	-
4605 Grant Lieu-Hfx Port	(37,488)	(38,900)	(38,900)	(38,900)	-	-
4607 Grant Lieu -Via Rail	(4,429)	(5,200)	(5,200)	(5,200)	-	-
<b>* Payments in Lieu of taxes</b>	<b>(169,457)</b>	<b>(170,000)</b>	<b>(170,000)</b>	<b>(170,000)</b>	-	-
5508 Recov External Parti	(206,129)	(195,900)	(809,100)	(1,269,900)	(1,074,000)	548.2
5600 Miscellaneous Revenue	(49,566)	(46,000)	(55,000)	(50,300)	(4,300)	9.3
<b>* Other Revenue</b>	<b>(255,695)</b>	<b>(241,900)</b>	<b>(864,100)</b>	<b>(1,320,200)</b>	<b>(1,078,300)</b>	<b>445.8</b>
<b>** Total</b>	<b>(3,205,549)</b>	<b>(3,152,800)</b>	<b>(3,775,000)</b>	<b>(4,231,100)</b>	<b>(1,078,300)</b>	<b>34.2</b>
<b>Net Total</b>	<b>9,756,631</b>	<b>12,436,100</b>	<b>11,636,400</b>	<b>14,016,500</b>	<b>1,580,400</b>	<b>12.7</b>

# FINANCE & ASSET MANAGEMENT

2023/24 BUDGET AND BUSINESS PLAN





## MISSION




WE PROVIDE FINANCIAL AND STRATEGIC LEADERSHIP THROUGH ADVICE,  
GOVERNANCE, CUSTOMER-FOCUSED SERVICES AND POLICY.

**HALIFAX**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

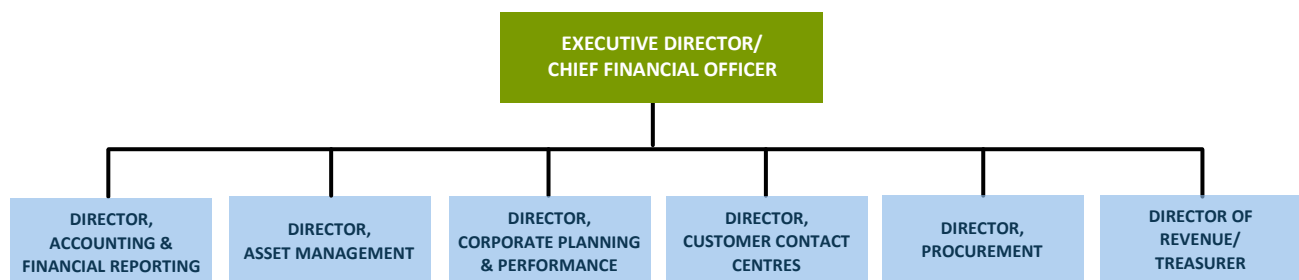
HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Finance & Asset Management (FAM) supports Regional Council and Administrative Priorities through leadership of financial and strategic activities and providing services and advice. The FAM multi-year strategic initiatives continue in our current 2023/24 business plan.

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS

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








Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	229.6
Transferred Positions:	
Finance positions transferred from Halifax Regional Police	7.0
New Positions:	
Business Analyst intern	0.8
Senior Financial Consultant - HalifACT	1.0
Remove 3 internship positions	(2.4)
Remove Payroll/Costing Coordinator Part-time	(0.6)
Capital Changes:	
	-
<b>Total Changes</b>	<b>5.8</b>
<b>Total Budgeted 2023/24 FTEs</b>	<b>235.4</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Benefits Realization Achievements</b>	Corporate Performance is tracking deliverables associated with continuous improvement activities through the Benefits Realization Framework. The overarching goal of a Performance Excellence Benefits Realization Framework is to establish a focus on outcome and benefits realization that support sustainable improvement and organizational success.	 Innovative Performance Excellence
<b>Corporate Performance Management Program (CPMP)</b>	The Corporate Performance Management Program (CPMP) aims to improve decision making and organizational performance through the establishment of relevant service standards and key performance indicators at all levels of the municipality and the data to support these indicators. Performance measures are presented in dashboards using business intelligence software and used by the organization to identify continuous improvement activities resulting in improved quality and/or efficiency of service-delivery.	 Well-Managed



Initiative	Description	Priority & Outcome
<b>Environment/HalifACT</b>	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.	 Financially Prepared 
<b>Fiscal Sustainability Strategy</b>	Scoping of Fiscal Sustainability Model that builds out a linear forecast model using different regression methods to credibly predict medium term expenditure growth. Total discretionary income in the HRM economy is determinant of public service demand. Led by Financial Policy Group, the Fiscal Sustainability Strategy will provide probabilistic forecasting of expenditures, scenario planning and integration of policy variables.	 Financially Prepared
<b>Long Term Capital Planning - Phase 2</b>	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.	 Well-Managed
<b>Performance Excellence Program</b>	Corporate Performance will continue to champion and support the implementation of a Performance Excellence (PE) program across the organization, with a focus on continuous improvement resulting from the Corporate Performance Management Program. The program will help Business Units consider more efficient, sustainable, and innovative approaches to the delivery of municipal programs and services that are aligned with our customer's expectations.	 Innovative Performance Excellence
<b>Redesign of Community Grants Program</b>	Realign the grants program to more accurately group organizations and to help achieve a more equitable treatment of groups and the relief they are provided.	 Inclusive Communities
<b>Social Value Framework</b>	Procurement will formally engage with vendor community, communities of interest and social enterprises to further refine the application and strategic approach of Council's approved Social Value Framework. This supports HRM's social strategy, economic growth and inclusive communities.	 Inclusive Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

x Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Customer Contact Centres	\$ 2,541,885	\$ 2,671,000	\$ 2,603,600	\$ 2,606,600	\$ (64,400)	(2.4)
Admin - Finance	854,330	1,012,735	905,035	1,024,800	12,065	1.2
Revenue	(301,275)	(337,000)	(99,300)	(1,246,400)	(909,400)	269.9
Corporate Planning	1,088,634	1,541,900	1,310,100	1,253,200	(288,700)	(18.7)
Accounting & Financial Reporting	3,740,738	4,006,000	4,965,700	4,971,700	965,700	24.1
Procurement	4,802,274	5,036,865	5,159,265	5,209,400	172,535	3.4
Asset Management	1,106,316	1,334,500	1,389,300	1,528,100	193,600	14.5
<b>Net Total</b>	<b>\$ 13,832,901</b>	<b>\$ 15,266,000</b>	<b>\$ 16,233,700</b>	<b>\$ 15,347,400</b>	<b>\$ 81,400</b>	<b>0.5</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 16,778,976	\$ 17,915,200	\$ 18,687,750	\$ 18,402,600	\$ 487,400	2.7
Office	108,324	99,095	140,396	149,400	50,305	50.8
External Services	470,968	746,635	718,685	904,900	158,265	21.2
Supplies	8,198	23,000	19,900	22,800	(200)	(0.9)
Building Costs	1,280	-	150	-	-	-
Equipment & Communications	33,144	71,300	67,900	71,300	-	-
Vehicle Expense	638	-	-	-	-	-
Other Goods & Services	699,904	596,100	688,939	596,300	200	-
Interdepartmental	37,538	21,300	30,480	20,700	(600)	(2.8)
Other Fiscal	(7,581)	-	(20,000)	-	-	-
<b>Total Expenditures</b>	<b>18,131,388</b>	<b>19,472,630</b>	<b>20,334,200</b>	<b>20,168,000</b>	<b>695,370</b>	<b>3.6</b>

Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Fee Revenues	\$ (3,617,881)	\$ (3,516,300)	\$ (3,386,300)	\$ (4,130,300)	\$ (614,000)	17.5
Other Revenue	(680,606)	(690,330)	(714,200)	(690,300)	30	
<b>Total Revenues</b>	<b>(4,298,487)</b>	<b>(4,206,630)</b>	<b>(4,100,500)</b>	<b>(4,820,600)</b>	<b>(613,970)</b>	<b>14.6</b>
<b>Net Total</b>	<b>\$ 13,832,901</b>	<b>\$ 15,266,000</b>	<b>\$ 16,233,700</b>	<b>\$ 15,347,400</b>	<b>\$ 81,400</b>	<b>0.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	\$ 15,266,000
Compensation Changes:	
New and transferred FTEs and other compensation adjustments	812,400
Increase in vacancies	(250,000)
Service Reduction 311	(75,000)
Revenue Adjustments:	
Tax Certificates	(400,000)
Tax Information Revenue	(200,000)
Admin Fees - Area Rates & Private Home owners	(14,000)
Other Budget Adjustments:	
Increase in Professional Fees for survey costs	100,000
Increase in Outside personnel	58,000
Bids and Tenders software	50,000
Total Changes	\$ 81,400
<b>2023/24 Budget</b>	<b>\$ 15,347,400</b>

## SERVICE AREA PLANS

### ACCOUNTING & FINANCIAL REPORTING

Accounting & Financial Reporting is responsible for the development of annual Operating and Reserve budgets as well as providing services, support and advice to internal clients, Regional Council, and residents of the municipality. A focus on ensuring the fiscal sustainability of the municipality through effective controls, strategies, planning and reporting.

#### Services Delivered

**Accounting Controls and Reporting.** This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

**Accounts Payable Payment Processing.** This service is responsible for the accurate and timely processing and payment of the Halifax Regional Municipality invoices.

**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.

**Payroll Services.** Provide payroll administration services to the Halifax Regional Municipality and Agencies, Boards, and Commissions.

**Regional Council Report Review & Support.** Provide support, financial review and sign-off to the Regional Council report process.

**Revenue and Expenditure Reporting and Analysis.** This service provides oversight of accounting functions and maintains effective internal controls.

**Service Delivery.** Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

## 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.

**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.

**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.

**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.

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
# of capital projects managed for budgeting and accounting	179	242	245	190
\$ of capital projects managed for budgeting and accounting	\$148M	\$200M	\$226M	\$320M

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
# of requests for change processed for EAM systems users	330	323	455	450

## 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.

Corporate Performance (CPE) strengthens the use of metrics, best practices, and technology to deliver municipal goals efficiently and effectively. Focusing on continuous improvement principles, CPE aims to improve customer satisfaction, employee engagement, operational performance, and increase public trust and confidence in the municipality. CPE provides leadership and guidance to the entire organization through consultation, organizational change management, and lean methodologies that support the culture of continuous improvement.

### Services Delivered

**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.

**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.

**Continuous Improvement Training & Awareness.** Corporate Performance will continue to deliver training and materials to the organization to build awareness about the concepts of performance excellence, continuous improvement, and innovative thinking.

**Continuous Improvement Support.** This service includes supporting business units in identifying continuous improvement projects, mentorship and/or leadership through projects, project management, and reporting on results of performance excellence initiatives.

**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.

**Resident Engagement.** This service involves the solicitation of public opinion related to community priorities as well as the services provided by the municipality.

**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.

## Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
# of municipal divisions with service dashboard	N/A	2	4	6
# of people trained in Performance Excellence & Lean methodologies	153	74	75	75
# of corporate improvement projects completed <sup>1</sup>	1	7	6	5
Notes	1) The number of people trained reflects the number of registrations to Performance Excellence courses and Lean certifications.			







## Performance Measures Analysis

The Corporate Performance Management Program kicked off with the release of the Strategic Performance Dashboard, the Corporate Performance Dashboard, and two service dashboards – The Halifax Fire & Emergency Response Dashboard and the Building Maintenance Dashboard in 2021/22. These were completed in partnership with business unit subject matter experts and Digital Services to increase accountability and transparency towards municipal performance as well as aid the municipality in strategic and business planning, adopt consistent key performance indicators, and lessen the administrative burden of reporting by automating key performance indicators.

The goal of 2022/23 was to complete four service dashboards (dashboards aimed at reporting performance at a divisional level or service level) but became unfeasible as Corporate Performance dealt with staffing changes, and Digital Services struggled to hire for key positions. Currently, it is expected that Parking Services and Solid Waste will have service dashboards by the end of fiscal 2022/23. In addition, Corporate Performance has worked with the Office of Diversity & Inclusion, the Environment & Climate Change Office, and Human Resources & Corporate Communications in the development of key performance indicators in 2022/23.

The total number of people trained in Performance Excellence or Lean methodologies in 2022/23 is expected to be 75 as a Yellow Belt session is offered in February 2023. Performance Excellence basic training is offered online and due to low promotion on the courses available, the number of people taking the online training is low. Corporate Performance will work on promoting these online courses as well as offering in-person sessions to front-line workers. Most of the people trained in 2022/23 are Yellow Belt Certifications due to the resumption of in-person sessions as well as virtual offerings, which have been a success.

Corporate Performance has completed four corporate continuous improvement projects in partnership with other business units. These include Fire Fleet Optimization (Phase I), Enterprise Risk Management Process Review, Meeting Process – Current State Description, Costing, and Recommendations for Municipal Clerk's Office, and the Small Equipment Policy and Implementation. It is expected that two other projects will be complete by March 31, 2023. Currently, there are a total of seven corporate projects in flight.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Corporate Performance Strategy	Corporate Performance will complete a document defining a service-model to achieve the goals of the Corporate Performance Management Program and support business units in reviewing service standards, efficiency, and effectiveness of the operation, identifying continuous improvement initiatives, and monitoring the benefits of these initiatives.	 Well-Managed	T - Q4 2024/25
KPI Management Tool Implementation	Corporate Performance will roll-out the KPI Management Tool to make the organizational KPI collection and approval process more efficient. This will include testing the new application and training for all users.	 Well-Managed	T - Q4 2023/24
Performance Excellence Project Leadership	To encourage continuous improvement methodologies and enhance service delivery, Corporate Performance will lead 5 Corporate PE projects while providing project support to business unit led projects in 23/24.	 Innovative Performance Excellence	T - Q4 2023/24
Service Catalogue Updates	Corporate Planning will work with business units to update the municipal service catalogue, including identifying service boundaries where applicable.	 Well-Managed	T - Q4 2023/24
Service Performance Evaluation and Dashboards	Corporate Performance will undertake the service performance evaluation of 4 services to determine appropriate KPI's and the development of up to 2 service dashboards to automate performance reporting.	 Well-Managed	T - Q4 2023/24
Strategic and Business Planning Tool	Define requirements and conduct market scan for an enterprise planning tool that aligns strategic and business planning, development of linkages with various organizational plans and risk mitigation efforts and provides reporting capabilities.	 Well-Managed	T - Q4 2024/25

## CUSTOMER CONTACT CENTRES

The Customer Contact Centres division is committed to supporting Regional Council priorities by providing high quality services by phone, in-person, or on-line and connecting residents to important municipal services and information available in more than 150 languages.



## Services Delivered

**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.

**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.

**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 Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected <sup>1</sup>	2023/24 Planned
Contact Centre Quality	82%	84%	84%	84%
Call Volume	342K	348K	350K	350K
Email Volume	14K	40K	42K	42K
Abandon Rate	6%	6%	7%	6%
# of Counter Service Transactions	34K	34K	33K	33K
Customer Service Centre Revenue Processed	102M	112M	106M	106M
Notes      1) 2022/23 projection can be impacted based on weather. The projection is based on current trending.				


## Performance Measures Analysis

The 2021/22 year- end quality results positively reflect efforts to improve on the overall level of service provided to customers, with an 84% quality score (target is 80%).

The addition of email routing to our telephony system in November 2020 continues to provide benefits to the organization through increased improvements to service standards and effective routing and tracking of internal and external customer emails. Email volume continues to increase year over year.

Up-front messaging and information mailboxes deflected approximately 30% of the 348,000 customer telephone contacts during the previous fiscal. For the period up to December 31, 2022, customers dialed the 311 Contact Centre 268,000 and emailed 34,000 times for services related to transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement and civic events. Approximately 28% of telephone contacts were handled by information mailboxes and/or up-front messaging. Based on current trends, for the 2022/23 fiscal, we are projecting a slight increase in the number of calls to 311 over the previous fiscal.

The mandate of our Customer Service Centres is to provide support and assistance to HRM (Halifax Regional Municipality) customers regarding municipal services. In the previous fiscal, Customer Service Representatives processed 34,000 financial transactions and collected \$112 million in revenue. Transactions declined by 18% over the previous fiscal, which is attributed to an increase in self-serve usage and enhancements made to online services and information. Like the 311 Contact Centre, this reduction is related to our approach to providing a multi-channel customer service strategy. For the period up to December 31, 2022, Customer Service Centre transaction volumes are in line with the previous fiscal. We anticipate In-person transactions to remain similar in fiscal 2023/24.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
New Telephony and Workforce Management System	Working with Information and Technology, Customer Contact Centres will review and evaluate a replacement of the 311 Telephony System and Workforce Management System.	 Exceptional Customer Service	T - Q4 2023/24

## 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 Performance Measures


Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
% of inventory on contract	60%	51%	60%	60%
Average number of bids per publicly posted solicitations per year	3.5	2.9	3.5	4.0
Notes				

### Performance Measures Analysis

% of inventory on contract – Goal remains at 60% minimum. Labor issues over past two years has impacted being able to pull and analyze data needed to create solicitations to post for vendors to bid on, resulting in agreements of inventoried items on contract.

Average # of bids – Labor shortage has impacted vendors' ability to submit bids; they are bidding on what they can handle with their current staffing compliment, resulting in fewer bids being received by entities such as HRM.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
E-Sourcing Solution	Procurement implementation of an eSourcing solution. Increasing ability to impact social and community benefits. Increasing compliance and minimizing risk within the procurement process. Process efficiencies for Procurement, clients, social enterprise and the vendor community.	 Community Focused	T - Q4 2023/24
Fleet Inventory Service Delivery	Using performance excellence principles and in conjunction with Corporate Performance, review and initiate service Inventory's service delivery to Transit and Corporate Fleet. Specific initiatives are: Parts Request & Fulfillment, Alternative Procurement Methods, Warranty Management, Tire Management, Space Utilization.	 Exceptional Customer Service	T - Q4 2024/25

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Social Value Framework	Procurement will formally engage with vendor community, communities of interest and social enterprises to further refine the application and strategic approach of Council's approved Social Value Framework. This supports HRM's social strategy, economic growth and inclusive communities.	 Inclusive Communities	T - Q3 2023/24

## 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. In addition, responsible for Grants and Contributions and Tax & Fiscal Policy development.

### 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.

**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.

**Grants and Contributions Program Support.** Provision of leadership and support in the policy and program delivery regarding grants and non-profit taxation.

**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.

**Taxation Services.** This service is responsible for the billing and administration of property tax revenues.

**Transit and Parking Meter Revenue Processing.** This service is responsible for processing, depositing, and safeguarding the municipality's coin revenue.

**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 Performance Measures - Taxation

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Per cent of prior year's tax arrears not collected in the current year as a percent of the current year levy	2.00%	1.85%	2.00%	2.00%
Current year's tax arrears as a percent of current year levy	2.66%	1.75%	2.00%	2.00%
Operating cost to maintain property tax accounts per property tax account serviced	\$14.60	\$14.60	\$14.60	\$14.60

### Service Delivery Performance Measures – General Revenue


Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Per cent of billings outstanding over 90 days at year end	2.0%	3.11%	3.00%	3.00%
Bad debt write off as a percent of billed revenue	0.2%	0.3%	0.3%	0.3%
Operating cost of accounts receivable function per invoice	\$24.75	\$24.75	\$24.75	\$24.75
Average collection period (days)	15	15	15	15
% of resident inquiries completed within 2 business days	98%	89% <sup>1</sup>	98%	98%
Notes      1) This measure is lower due to a 25% increase in service requests.				

### Performance Measures Analysis

**Per cent of billing 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.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Tax and Fee Revenue Strategy	Implement new user fees that align with fees changed in other jurisdictions.	 Responsible Administration	T – Q1 2023/24

Summary of Net Expenditures - Finance & Asset Management						
Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
A663 Alderney Gate	180,658	180,230	187,500	191,700	11,470	6.4
A664 Bayers Road	193,212	239,775	188,705	252,800	13,025	5.4
A668 Musquodoboit Harbour	20,015	20,600	20,600	20,000	(600)	(2.9)
A661 Lkd Admin. & Storefr	-	-	-	-	-	-
** Customer Service Centres	393,885	440,605	396,805	464,500	23,895	5.4
A625 311 Contact Centre	2,147,999	2,230,395	2,206,795	2,142,100	(88,295)	(4.0)
*** Customer Contact Centres	2,541,885	2,671,000	2,603,600	2,606,600	(64,400)	(2.4)
A301 Administration - Finance	775,351	910,035	802,335	922,100	12,065	1.3
M351 Managers Contingency	78,979	102,700	102,700	102,700	-	-
*** Admin - Finance	854,330	1,012,735	905,035	1,024,800	12,065	1.2
A811 Community Grants	206,177	203,000	205,800	205,500	2,500	1.2
A810 Fiscal & Tax Policy	736,943	789,900	438,900	368,500	(421,400)	(53.3)
A311 Revenue - Administration	291,428	472,300	525,300	482,100	9,800	2.1
A312 Coin Room	279,847	230,500	263,200	232,800	2,300	1.0
A313 Cash Management	431,532	429,300	422,100	435,500	6,200	1.4
A314 General Revenue	(473,888)	(209,500)	(378,600)	(208,400)	1,100	(0.5)
A316 Taxation	(1,964,767)	(2,357,500)	(1,858,300)	(2,966,200)	(608,700)	25.8
A325 Collections	183,974	78,500	271,400	177,300	98,800	125.9
A360 Parking Meters	7,479	26,500	10,900	26,500	-	-
*** Revenue	(301,275)	(337,000)	(99,300)	(1,246,400)	(909,400)	269.9
A302 Corporate Planning	563,405	720,700	476,400	315,200	(405,500)	(56.3)
A307 Director CPPO	76,236	172,900	220,700	176,000	3,100	1.8
I102 Org PerformanceExcel	448,993	648,300	613,000	762,000	113,700	17.5
*** Corporate Planning	1,088,634	1,541,900	1,310,100	1,253,200	(288,700)	(18.7)
A321 Accounting Admin	297,262	407,800	575,000	564,700	156,900	38.5
A322 Payment Processing	650,031	651,400	672,800	648,400	(3,000)	(0.5)
A323 Accounting Ctrl's/Rpt	642,354	647,400	575,200	579,800	(67,600)	(10.4)
A324 Accounting Svce Del	952,792	1,006,400	1,587,200	1,626,700	620,300	61.6
** Accounting	2,542,438	2,713,000	3,410,200	3,419,600	706,600	26.0
A615 Payroll Ctrl's & Rptg	149,417	156,100	154,260	174,500	18,400	11.8
A616 Payroll Service Delivery	786,144	815,500	917,640	834,800	19,300	2.4
A617 Payroll Processing	262,739	321,400	294,200	254,600	(66,800)	(20.8)
** Payroll	1,198,300	1,293,000	1,366,100	1,263,900	(29,100)	(2.3)
A326 Planning and Reserves	-	-	189,400	288,200	288,200	-
*** Accounting & Financial Reporti	3,740,738	4,006,000	4,965,700	4,971,700	965,700	24.1
A331 General Purchasing	941,867	953,970	1,106,270	1,158,500	204,530	21.4
A332 Inventory Management	216,799	373,300	307,150	346,000	(27,300)	(7.3)
A333 BTC Inventory	615,117	582,000	570,550	582,300	300	0.1
A334 Corp Fleet & Gen Inv	542,141	588,050	597,250	596,900	8,850	1.5
A335 Procurement PSRs	675,944	675,700	676,100	677,200	1,500	0.2
A336 Procurement Staff	679,629	683,445	692,745	684,400	955	0.1
A337 Disp.of Surplus Equi	(2)	-	-	-	-	-
A338 RLT Inventory	497,889	506,800	518,100	506,000	(800)	(0.2)
A339 Inventory Administration	632,891	673,600	691,100	658,100	(15,500)	(2.3)
*** Procurement	4,802,274	5,036,865	5,159,265	5,209,400	172,535	3.4
W701 Asset Management	1,106,316	1,334,500	1,389,300	1,528,100	193,600	14.5
Net Total	13,832,901	15,266,000	16,233,700	15,347,400	81,400	0.5



## Summary Details - Finance & Asset Management

Expenditures	2021/22	2022/23	2022/23	Budget	2023/24	
	Actual	Budget	Projections		Δ 22/23 Budget	Δ %
6001 Salaries - Regular	13,464,715	14,734,400	15,044,205	15,430,500	696,100	4.7
6002 Salaries - Overtime	225,196	202,650	255,800	202,700	50	0.0
6005 PDP & Union Con Incr	(134,042)	-	(116,200)	-	-	-
6051 Shift Agreements	6,107	5,200	3,700	5,200	-	-
6054 Vacation payout	98,451	20,000	70,100	10,000	(10,000)	(50.0)
6099 Other Allowances	274	-	-	-	-	-
6100 Benefits - Salaries	2,860,504	2,962,600	3,055,745	3,103,300	140,700	4.7
6110 Vacancy Management	-	(533,250)	(33,600)	(848,300)	(315,050)	59.1
6152 Retirement Incentives	80,867	97,800	91,300	104,900	7,100	7.3
6154 Workers' Compensation	331,885	418,800	426,200	445,300	26,500	6.3
6155 Overtime Meals	1,966	2,900	2,900	2,900	-	-
6156 Clothing Allowance	2,400	4,100	4,100	4,100	-	-
6158 WCB Recov Earnings	655	-	-	-	-	-
6199 Comp & Ben InterDept	(142,615)	-	(70,500)	(58,000)	(58,000)	-
9200 HR CATS Wage/Ben	(17,884)	-	(46,000)	-	-	-
9210 HR CATS OT Wage/Ben	496	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>16,778,976</b>	<b>17,915,200</b>	<b>18,687,750</b>	<b>18,402,600</b>	<b>487,400</b>	<b>2.7</b>
6201 Telephone/Cable	33,479	9,350	22,690	9,300	(50)	(0.5)
6202 Courier/Postage	29,709	25,400	31,700	25,400	-	-
6203 Office Furn/Equip	14,196	18,300	16,380	18,300	-	-
6204 Computer S/W & Lic	3,443	3,700	37,700	53,700	50,000	1,351.4
6205 Printing & Reprod	-	2,900	2,000	2,900	-	-
6207 Office Supplies	27,497	38,445	29,926	38,800	355	0.9
6299 Other Office Expenses	-	1,000	-	1,000	-	-
<b>* Office</b>	<b>108,324</b>	<b>99,095</b>	<b>140,396</b>	<b>149,400</b>	<b>50,305</b>	<b>50.8</b>
6301 Professional Fees	72,623	278,435	225,435	378,400	99,965	35.9
6303 Consulting Fees	45,297	50,000	25,800	50,000	-	-
6304 Janitorial Services	(120)	-	150	-	-	-
6306 Property Survey	-	-	29,000	-	-	-
6310 Outside Personnel	192,995	214,000	202,000	272,000	58,000	27.1
6312 Refuse Collection	1,843	2,000	1,500	2,000	-	-
6316 Real Property Disb	4,370	10,000	6,000	10,000	-	-
6399 Contract Services	153,961	192,200	228,800	192,500	300	0.2
<b>* External Services</b>	<b>470,968</b>	<b>746,635</b>	<b>718,685</b>	<b>904,900</b>	<b>158,265</b>	<b>21.2</b>
6401 Uniforms & Clothing	4,909	12,800	12,800	12,800	-	-
6402 Med & First Aid Supp	20	500	500	500	-	-
6407 Clean/Sani Supplies	1,442	7,800	4,700	7,600	(200)	(2.6)
6409 Personal Protect Equ	1,827	1,900	1,900	1,900	-	-
<b>* Supplies</b>	<b>8,198</b>	<b>23,000</b>	<b>19,900</b>	<b>22,800</b>	<b>(200)</b>	<b>(0.9)</b>
6508 Ready Mix Concrete	(0)	-	-	-	-	-
<b>* Materials</b>	<b>(0)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	206	-	-	-	-	-
6610 Building - Exterior	-	-	150	-	-	-
6611 Building - Interior	574	-	-	-	-	-
6612 Safety Systems	500	-	-	-	-	-
<b>* Building Costs</b>	<b>1,280</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	4,098	2,500	19,600	2,500	-	-
6702 Small Tools	1,414	1,300	1,300	1,300	-	-
6703 Computer Equip/Rent	3,412	-	-	-	-	-
6704 Equipment Rental	11,263	54,200	34,200	54,200	-	-
6705 Equip - R&M	10,856	11,000	10,500	11,000	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6706 Computer R&M	396	100	100	100	-	-
6711 Communication System	1,705	2,200	2,200	2,200	-	-
<b>* Equipment &amp; Communications</b>	<b>33,144</b>	<b>71,300</b>	<b>67,900</b>	<b>71,300</b>	-	-
6802 Vehicle R&M	638	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>638</b>	-	-	-	-	-
6901 Membership Dues	396,384	356,600	373,000	357,600	1,000	0.3
6902 Conferences/Workshop	8,196	5,500	8,500	5,500	-	-
6903 Travel - Local	3,199	15,300	9,829	15,300	-	-
6904 Travel - Out of Town	-	9,300	7,900	9,300	-	-
6905 Training & Education	71,942	82,000	86,100	81,300	(700)	(0.9)
6906 Licenses & Agreements	375	300	1,000	300	-	-
6908 Medical Examinations	75	-	-	-	-	-
6910 Signage	-	500	500	500	-	-
6911 Facilities Rental	-	-	200	-	-	-
6912 Advertising/Promotio	42,394	44,000	44,500	44,000	-	-
6913 Awards	-	2,600	1,400	2,600	-	-
6915 Research Data Acquis	-	100	100	100	-	-
6917 Books and Periodicals	433	1,700	1,000	1,600	(100)	(5.9)
6918 Meals	4,747	4,600	7,850	4,600	-	-
6919 Special Projects	35,000	30,000	-	30,000	-	-
6933 Community Events	11,500	1,700	1,200	1,700	-	-
6938 Rewarding Excellence	3,888	20,300	75,510	20,300	-	-
6954 Cash over/under	(70)	-	-	-	-	-
6999 Other Goods/Services	121,840	21,600	70,350	21,600	-	-
<b>* Other Goods &amp; Services</b>	<b>699,904</b>	<b>596,100</b>	<b>688,939</b>	<b>596,300</b>	<b>200</b>	<b>0.0</b>
7008 ItnTrsf IT & Commun	7,779	-	400	-	-	-
7009 Internal Trfr Other	23,983	20,900	23,960	20,300	(600)	(2.9)
7011 Int Trf Record Check	53	-	120	-	-	-
7012 Int Trf Print/Reprod	5,724	400	6,000	400	-	-
<b>* Interdepartmental</b>	<b>37,538</b>	<b>21,300</b>	<b>30,480</b>	<b>20,700</b>	<b>(600)</b>	<b>(2.8)</b>
8030 Tfr Fr Resvs to Oper	(7,581)	-	(20,000)	-	-	-
<b>* Other Fiscal</b>	<b>(7,581)</b>	-	<b>(20,000)</b>	-	-	-
<b>** Total</b>	<b>18,131,388</b>	<b>19,472,630</b>	<b>20,334,200</b>	<b>20,168,000</b>	<b>695,370</b>	<b>3.6</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4909 False Alarm Recovery	(699,989)	(530,000)	(600,000)	(530,000)	-	-
4951 By-Law F300 Revenue	(1,545,480)	(1,696,300)	(1,696,300)	(1,696,300)	-	-
5204 Administration Fees	(300)	-	-	(14,000)	(14,000)	-
5205 Tax Certificates	(1,248,662)	(1,200,000)	(1,000,000)	(1,600,000)	(400,000)	33.3
5229 Tax Sale Admin Fees	(123,450)	(90,000)	(90,000)	(90,000)	-	-
5241 Tax Info Revenue	-	-	-	(200,000)	(200,000)	-
<b>* Fee Revenues</b>	<b>(3,617,881)</b>	<b>(3,516,300)</b>	<b>(3,386,300)</b>	<b>(4,130,300)</b>	<b>(614,000)</b>	<b>17.5</b>
5508 Recov External Parti	(652,352)	(590,330)	(658,200)	(590,300)	30	(0.0)
5600 Miscellaneous Revenue	(28,254)	(100,000)	(56,000)	(100,000)	-	-
<b>* Other Revenue</b>	<b>(680,606)</b>	<b>(690,330)</b>	<b>(714,200)</b>	<b>(690,300)</b>	<b>30</b>	<b>(0.0)</b>
<b>** Total</b>	<b>(4,298,487)</b>	<b>(4,206,630)</b>	<b>(4,100,500)</b>	<b>(4,820,600)</b>	<b>(613,970)</b>	<b>14.6</b>
<b>Net Total</b>	<b>13,832,901</b>	<b>15,266,000</b>	<b>16,233,700</b>	<b>15,347,400</b>	<b>81,400</b>	<b>0.5</b>

# INFORMATION TECHNOLOGY





## 2023/24 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.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

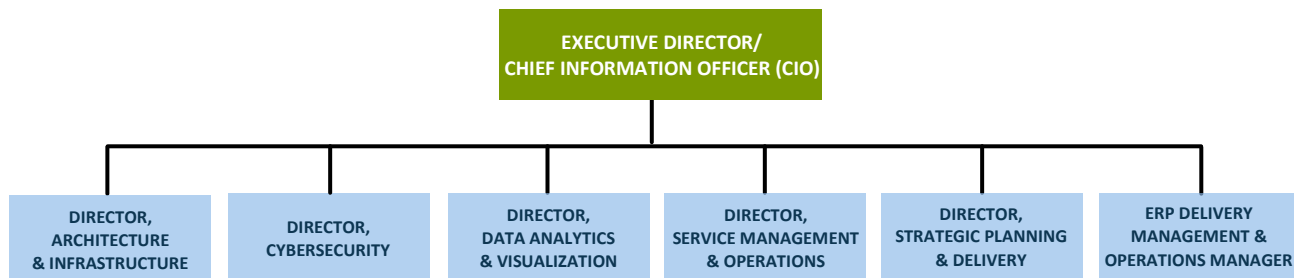
## OVERVIEW

Several of the Information Technology multi-year strategic initiatives continue in our current 2023/24 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 manage organization risk.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS

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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	<b>161.1</b>
New Positions:	
Business Analyst Intern	1.0
ServiceNow Application Development Intern	1.0
Capital Changes:	
Senior Business Analyst	(1.0)
Employee Services Specialist	(1.0)
Financial Business Partner	(1.0)
Supervisor Tax Resource	(1.0)
Policy & Business Initiatives Coordinator	(1.0)
HR Analyst Workforce Data Analytics	(1.0)
HR Generalist (Client Services)	(1.0)
Manager Accounting Service Delivery	(1.0)
Project Coordinator	(1.0)
SAP Specialist	(3.0)
Corporate Learning & Develop Specialist	(1.0)
Solution Architect (Recurring)	(2.0)
Project Coordinator	(2.0)
Senior Developer (Recurring)	(1.0)
Total Changes	(16.0)
<b>Total Budgeted 2023/24 FTEs</b>	<b>145.1</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Information Technology Strategic Plan</b>	IT will continue to execute the multi-year strategy developed in 2022/23 through review and enhancement of key IT processes, continued engagement with business units to identify opportunities to leverage technology, and updates to the IT strategic plan to ensure IT's activities in future years align with the needs of all business units. All areas of IT will be governed by the overarching IT Strategic Plan including: Architecture & Infrastructure, Cybersecurity, Data Analytics & Visualization, Strategic Planning & Delivery, Service Management & Operations, and Enterprise Resource Planning (ERP) Delivery Management & Operations.	 Innovative Performance Excellence

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Chief Information Office	\$ 1,335,504	\$ 1,234,650	\$ 1,200,100	\$ 6,102,250	\$ 4,867,600	394.2
Data Analytics & Visualization	2,525,702	3,037,500	3,050,400	3,071,700	34,200	1.1
Architecture & Infrastructure	5,756,753	7,014,000	6,612,750	7,593,000	579,000	8.3
Strategic Planning & Delivery	1,429,320	2,829,200	2,100,550	2,691,200	(138,000)	(4.9)
Service Management & Operations	12,873,674	16,285,800	16,808,510	12,344,200	(3,941,600)	(24.2)
Cybersecurity	816,547	1,016,750	915,200	964,950	(51,800)	(5.1)
<b>Net Total</b>	<b>\$ 24,737,500</b>	<b>\$ 31,417,900</b>	<b>\$ 30,687,510</b>	<b>\$ 32,767,300</b>	<b>\$ 1,349,400</b>	<b>4.3</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 10,768,892	\$ 13,959,400	\$ 12,913,300	\$ 13,482,650	\$ (476,750)	(3.4)
Office	7,287,946	8,146,850	8,456,300	8,846,400	699,550	8.6
External Services	4,666,804	7,033,900	6,958,800	7,984,900	951,000	13.5
Supplies	40	-	-	-	-	-
Equipment & Communications	2,083,339	2,214,900	2,290,800	2,390,700	175,800	7.9
Vehicle Expense	196	-	60	-	-	-
Other Goods & Services	33,249	71,450	107,250	71,250	(200)	(0.3)
Interdepartmental	(75,394)	-	(30,900)	-	-	-
<b>Total Expenditures</b>	<b>24,765,073</b>	<b>31,426,500</b>	<b>30,695,610</b>	<b>32,775,900</b>	<b>1,349,400</b>	<b>4.3</b>

Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Other Revenue	\$ (27,572)	\$ (8,600)	\$ (8,100)	\$ (8,600)	\$ -	-
<b>Total Revenues</b>	<b>(27,572)</b>	<b>(8,600)</b>	<b>(8,100)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 24,737,500</b>	<b>\$ 31,417,900</b>	<b>\$ 30,687,510</b>	<b>\$ 32,767,300</b>	<b>\$ 1,349,400</b>	<b>4.3</b>

### OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 31,417,900</b>
Compensation Changes:	
Position changes and salary adjustments	181,400
Overtime	20,300
Vacancy management	(678,450)
Other Budget Adjustments:	
Decrease in consulting requirements	(105,000)
Tax & Revenue management support contract	600,700
Increase in Microsoft licensing	300,300
New support agreements for core network infrastructure	201,300
Increase in other contract and license costs	655,700
Miscellaneous adjustments	173,150
<b>Total Changes</b>	<b>\$ 1,349,400</b>
<b>2023/24 Budget</b>	<b>\$ 32,767,300</b>

## SERVICE AREA PLANS

### ARCHITECTURE & INFRASTRUCTURE

The Architecture Team develops and maintains the blueprints for technology within the municipality. They maintain a Reference Architecture from which decisions are made regarding software products and supporting technologies that will be deployed and leveraged.

The Infrastructure Team focuses on the physical computer infrastructure upon which technology within Halifax Regional Municipality runs. This includes two data centers the municipality owns and operates along with the physical computer hardware, cloud-based infrastructure, and networking devices.

#### Services Delivered

**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.

#### Service Delivery Performance Measures



Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
Core network availability (excludes scheduled outages)	n/a	99.86%	99.99%	99.99%

#### Performance Measures Analysis

##### Core Network Availability (excluding scheduled outages for maintenance/upgrades)

These values represent the uptime of the municipality's core network services in our Data Centers. Downtime as a result of scheduled maintenance/changes is not represented in this value. For example, if there were unexpected interruptions in our core network services during the fiscal year which resulted in downtime/instability for 8h41m, the resulting uptime would be 99.9% of the year.



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Data Center Rebuild	The municipality operates two data centers; a primary and a secondary location. This year the team will migrate the infrastructure in the primary data center to a new location with new equipment. This is required due to equipment reaching end of life, a need for improved disaster recovery capabilities, and an expiring lease for the current data center location. The initiative will be delivered in multiple phases in 2023/24.	 Well-Managed	T – Q4 2023/24
Municipal Reference Architecture	This ongoing initiative ensures we have properly documented our current state architecture for Business Applications and Services we manage for the organization as well as defining a target state architecture that we are moving towards as an organization. These architectural views are continuously maintained as we introduce new solutions and integrations and retire systems that are no longer required within our environment. This year will see a full review and update of the current architecture.	 Well-Managed	T – Q4 2023/24

## CYBERSECURITY

The Cybersecurity Team provides strategies, tools, approaches, and education to Halifax Regional Municipality with the goal of managing the business continuity risk associated with the use of technology. In doing so they strike a balance between risk mitigation and enabling the organization to remain productive.

### Services Delivered

**Security Awareness.** Ensure the organization's security awareness program is updated frequently to address new technologies, threats, standards, and business requirements.

**Security Controls.** Regular monitoring of threats and remediation activities when attacks occur.

**Incident Management Planning.** Development of plans for response in the face of cybersecurity incidents.

**Resilience Planning.** Internal planning on disaster recovery.



## Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
Cybersecurity awareness training – completion rate	n/a	1,996 (53%) completed	3,400 (75%) projected to complete	3,400 (90%) projected to complete
Spam emails diverted from users	n/a	1,194,936 / month (1,344 / hour)	1,300,000 / month	1,430,000 / month
Cybersecurity incidents requiring intervention	n/a	Average of 28 / month	Average of 14 / month	Average of 10 / month

## Performance Measures Analysis

Cybersecurity Awareness Training Completion Rate – 1,996 users completed (53%), 1,009 users in progress (27%) and 791 users not started (21%).

Cybersecurity Incidents Requiring Intervention – The number of times an employee has encountered a cybersecurity threat of a strong enough severity that the Cybersecurity team needs to intervene.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Security Control Implementation Assessment	Cybersecurity will perform a review of the Cybersecurity practice including tools, policies, and procedures. Based on the findings, a roadmap will be created to implement any opportunities for improvement which are found and execution will commence on the roadmap.	 Well-Managed	T - Q4 2023/24
Security Awareness Program	A new Cybersecurity Awareness training program was launched in 2022/2023. This year will see operationalizing the ongoing monitoring and support of municipal employees to ensure the mandatory training is completed.	 Well-Managed	T - Q4 2023/24

## DATA ANALYTICS & VISUALIZATION

The Data Analytics & Visualization Team is comprised of our Business Intelligence, Geographic Information Systems (GIS) and Digital Services practices. In addition to ongoing maintenance of their programs, their roadmaps further reflect customer plans and future investments in these respective areas.

## Services Delivered

**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.

## Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Projected
Number of open data sets	145	180	208	238
Website visits (sessions)	4,550,378	5,267,580	6,180,136	5,900,000
Website average session duration	2:07	1:59	1:50	2:05

## Performance Measures Analysis


### Open Data




Expectation is to continue to release new data sets each quarter, staying consistent at 30 per year on average. The data sets have various refresh cycles depending on business need, ranges from daily, weekly, monthly to annually.

### Website Activity

Website Visits (Sessions) – The number of times a user visited website, consisting of one or more pageviews.

Average Session Duration (mm:ss) – A view of how long users are spending on website.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
GIS Strategy Refresh Year 1 Implementation	Implement year one of the updated Geographic Information Systems strategy, focusing on enhancing municipal services through expanded field data access, stakeholder engagement, and evaluating and prioritizing ArcGIS business solutions.	 Innovative Performance Excellence	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Business Intelligence Strategy Refresh	Update existing Business Intelligence strategy, focusing on the three pillars of Governance, Workforce, and Technical Capabilities, and develop a multi-year roadmap that supports municipal business units need for expedited and accurate decision making.	 Well-Managed	T - Q4 2023/24
Metadata Management	Based on the outcomes of the pilot conducted in Q4 2022/2023, implement a centralized metadata repository that catalogues the municipality's data assets in a way that provides relevant and current information, allows for search and discovery functionality for everyone in the organization, and enables proactive monitoring and impact assessment capabilities to improve decision making.	 Well-Managed	T - Q4 2023/24
Implementation of Web Governance & Service Delivery Model Updates	As both the municipality and the role of a corporate website have evolved since the launch of the current Halifax.ca, a review of governance and service delivery models was conducted in Q4 of 2022/2023. Focus this year will be on implementing recommendations, aligning roles and responsibilities with current needs and direction.	 Innovative Performance Excellence	T - Q4 2023/24

## ERP DELIVERY MANAGEMENT & OPERATIONS



The ERP Delivery Management & Operations department evolved from the SAP Program Management group to encompass delivery and support of enterprise resource planning solutions including both Financial and Human Resources (HR) systems.

### Services Delivered

**Business Efficiency Improvements.** Share responsibility with the business for achieving process improvements.

**Enhance Tools & Capabilities.** Deliver new and improved solutions based on business priorities and approved projects.

**ERP Operations Management.** Operate and maintain integrated ERP solutions.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Corporate Scheduling – Time & Attendance	<p>Initiate activities for the implementation of the Kronos software product to provide enhanced Time &amp; Attendance capabilities across Halifax Regional Municipality business units including advanced scheduling functionality for emergency services (HRFE).</p> <p>Deliverables will include project initiation activities, detailed planning, and commencement of implementation.</p>	 Well-Managed	T - Q4 2024/25
HR Project – Phase 2	<p>Following the successful roll out of the SAP SuccessFactors Employee Central module, the HR Project will focus on the planning of the enterprise Learning Management Systems (LMS), Recruiting and Onboarding modules. Deliverables will include project initiation, detailed planning, procurement of an implementation partner, and commencement of implementation on the first module.</p>	 Engaged & Skilled People	T - Q4 2024/25

## SERVICE MANAGEMENT & OPERATIONS

The Service Management & Operations Team is responsible for the ongoing execution, maintenance, and support of the applications and devices used at Halifax Regional Municipality. This includes the provisioning of personal devices, application administration, service desk, and contract management functions.

### Services Delivered

**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.

**Personal Computing Services.** This service provides mobile and personal computing technology, including provisioning, configuration, and technical support.

**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.

**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.

**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.


### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Total IT Service Desk inbound contact volume	30,609	21,220	35,000	35,000
Number of IT devices supported	n/a	n/a	4,568	4,800

### Performance Measures Analysis

Inbound contact includes telephone calls, emails, and tickets submitted through the self-serve portal.

IT devices include desktop and laptop computers, tablets, and mobile phones.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Mature IT Operational Processes to Grow Capabilities and Enable Customer Productivity	<p>In order to improve the operation of the IT Service Desk, several initiatives will be performed:</p> <ol style="list-style-type: none"> <li>1. Review of key Service Desk processes and implementation of changes to improve execution based on the findings of the review.</li> <li>2. Launch of the IT Service BI Dashboard to track performance of the Service Desk and enable data driven decisions for improvements.</li> <li>3. Enhance communications and self-service "Portal" options for customers.</li> <li>4. Develop Operating Level Agreements to govern the dependencies between departments within IT.</li> <li>5. Develop Service Level Agreements with key stakeholder business units to direct how services are provided by IT.</li> </ol>	 Innovative Performance Excellence	T - Q4 2023/24

## STRATEGIC PLANNING & DELIVERY


The Strategic Planning & Delivery Team is responsible for developing and maintaining relationships with all business units within Halifax Regional Municipality, developing strategies for leveraging technology within them, and overseeing the technology projects which implement solutions.

## Services Delivered

**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.

**Portfolio and Project Management.** 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 operational requirements.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Project Management Office (PMO) Project Delivery	<p>This year will see a new process implemented for approval of projects, priorities, and the IT Project Portfolio Plan. An IT Investment Committee will be leveraged to make business-driven decisions regarding the initiatives IT delivers.</p> <p>Deliverables from this process will include business cases developed for each proposed initiative, a portfolio plan for the execution of approved projects, and regular updates to senior management regarding progress within the portfolio.</p>	 Well-Managed	T - Q4 2023/24



## Summary of Net Expenditures - Information Technology

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
A746 IT GIS	1,418,009	1,557,150	1,587,750	1,649,550	92,400	5.9
A410 Digital Services	1,076,569	1,318,150	1,307,250	1,262,650	(55,500)	(4.2)
A728 Director Data A & V	31,125	162,200	155,400	159,500	(2,700)	(1.7)
<b>* Data Analytics &amp; Visualization</b>	<b>2,525,702</b>	<b>3,037,500</b>	<b>3,050,400</b>	<b>3,071,700</b>	<b>34,200</b>	<b>1.1</b>
A724 Enterprise Architect	432,609	731,200	521,750	711,000	(20,200)	(2.8)
A727 Director Infra Admin	60,061	162,200	169,200	171,600	9,400	5.8
A742 Technology Infrastructure	4,189,970	4,912,750	4,841,750	5,526,350	613,600	12.5
A745 Tech Systems Admin	1,074,113	1,207,850	1,080,050	1,184,050	(23,800)	(2.0)
<b>* Architecture &amp; Infrastructure</b>	<b>5,756,753</b>	<b>7,014,000</b>	<b>6,612,750</b>	<b>7,593,000</b>	<b>579,000</b>	<b>8.3</b>
A721 Chief Info Office	848,213	777,150	739,400	513,050	(264,100)	(34.0)
A751 Bus. Transformation	487,290	457,500	460,700	5,589,200	5,131,700	1,121.7
<b>* Chief Information Office</b>	<b>1,335,504</b>	<b>1,234,650</b>	<b>1,200,100</b>	<b>6,102,250</b>	<b>4,867,600</b>	<b>394.2</b>
A645 Strategic Plan/Deliv	351,377	618,950	697,050	560,750	(58,200)	(9.4)
A734 IT Proj Mgmt Office	981,805	1,363,750	1,024,750	1,678,100	314,350	23.1
A736 ICT Business Analysis	63,787	621,150	137,400	-	(621,150)	(100.0)
A747 IT Strategy & Portfolio	32,351	225,350	241,350	452,350	227,000	100.7
<b>* Strategic Planning &amp; Delivery</b>	<b>1,429,320</b>	<b>2,829,200</b>	<b>2,100,550</b>	<b>2,691,200</b>	<b>(138,000)</b>	<b>(4.9)</b>
A729 IT Contract Management	-	-	200,900	372,600	372,600	-
A421 ICT Corporate Services	3,666,294	3,689,400	-	-	(3,689,400)	(100.0)
A732 Business App Mgt	5,310,157	7,896,300	7,896,300	3,825,500	(4,070,800)	(51.6)
A741 Svc Mgt & Ops Admin	455,349	504,650	515,550	478,050	(26,600)	(5.3)
A743 IT Client Service	1,128,658	1,513,550	5,543,210	5,102,050	3,588,500	237.1
A744 IT Corporate Solutions	1,349,159	1,551,250	1,598,600	1,657,900	106,650	6.9
A749 IT Service Support	964,056	1,130,650	1,053,950	908,100	(222,550)	(19.7)
<b>* Service Management &amp; Operations</b>	<b>12,873,674</b>	<b>16,285,800</b>	<b>16,808,510</b>	<b>12,344,200</b>	<b>(3,941,600)</b>	<b>(24.2)</b>
A726 IT Cybersecurity	816,547	1,016,750	915,200	964,950	(51,800)	(5.1)
<b>* Cybersecurity</b>	<b>816,547</b>	<b>1,016,750</b>	<b>915,200</b>	<b>964,950</b>	<b>(51,800)</b>	<b>(5.1)</b>
<b>Net Total</b>	<b>24,737,500</b>	<b>31,417,900</b>	<b>30,687,510</b>	<b>32,767,300</b>	<b>1,349,400</b>	<b>4.3</b>

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6001 Salaries - Regular	10,742,312	11,595,900	11,344,500	11,714,000	118,100	1.0
6002 Salaries - Overtime	270,832	272,600	278,400	292,900	20,300	7.4
6005 PDP & Union Con Incr	(95,703)	-	(104,600)	-	-	-
6054 Vacation payout	53,733	-	19,500	-	-	-
6100 Benefits - Salaries	2,143,845	2,182,300	2,114,800	2,232,700	50,400	2.3
6110 Vacancy Management	-	(429,100)	-	(1,107,550)	(678,450)	158.1
6152 Retirement Incentives	61,242	75,100	69,600	76,700	1,600	2.1
6154 Workers' Compensation	205,183	262,600	247,400	273,900	11,300	4.3
6155 Overtime Meals	(17)	-	-	-	-	-
6190 Compensation OCC trf	(243,539)	-	-	-	-	-
6199 Comp & Ben InterDept	-	-	(60,000)	-	-	-
9200 HR CATS Wage/Ben	(2,368,997)	-	(995,200)	-	-	-
9210 HR CATS OT Wage/Ben	-	-	(1,100)	-	-	-
<b>* Compensation and Benefits</b>	<b>10,768,892</b>	<b>13,959,400</b>	<b>12,913,300</b>	<b>13,482,650</b>	<b>(476,750)</b>	<b>(3.4)</b>
6201 Telephone/Cable	1,314,484	1,275,800	1,474,900	1,325,250	49,450	3.9
6202 Courier/Postage	33,638	15,000	40,700	30,000	15,000	100.0
6203 Office Furn/Equip	32,271	17,250	23,700	15,850	(1,400)	(8.1)
6204 Computer S/W & Lic	5,848,707	6,423,800	6,776,600	7,027,000	603,200	9.4
6205 Printing & Reprod	381,198	411,000	431,000	444,300	33,300	8.1
6207 Office Supplies	5,443	4,000	4,100	4,000	-	-
6290 Office OCC Transfer	(329,107)	-	(313,000)	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6299 Other Office Expenses	1,313	-	18,300	-	-	-
<b>* Office</b>	<b>7,287,946</b>	<b>8,146,850</b>	<b>8,456,300</b>	<b>8,846,400</b>	<b>699,550</b>	<b>8.6</b>
6301 Professional Fees	1,292	3,500	3,400	3,500	-	-
6303 Consulting Fees	-	105,000	35,000	-	(105,000)	(100.0)
6311 Security	616	-	-	-	-	-
6390 Extnl Svcs OCC Trsf	(2,418,835)	-	(548,300)	-	-	-
6399 Contract Services	7,083,731	6,925,400	7,468,700	7,981,400	1,056,000	15.2
<b>* External Services</b>	<b>4,666,804</b>	<b>7,033,900</b>	<b>6,958,800</b>	<b>7,984,900</b>	<b>951,000</b>	<b>13.5</b>
6405 Photo Supp & Equip	40	-	-	-	-	-
<b>* Supplies</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	14,367	-	700	-	-	-
6702 Small Tools	410	-	-	-	-	-
6703 Computer Equip/Rent	1,585,560	1,562,000	1,697,900	1,558,100	(3,900)	(0.2)
6705 Equip - R&M	372	-	-	-	-	-
6706 Computer R&M	278,402	243,700	139,700	407,000	163,300	67.0
6711 Communication System	450,230	409,200	452,500	425,600	16,400	4.0
6790 Equipment OCC Trsf	(246,002)	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>2,083,339</b>	<b>2,214,900</b>	<b>2,290,800</b>	<b>2,390,700</b>	<b>175,800</b>	<b>7.9</b>
6802 Vehicle R&M	143	-	-	-	-	-
6804 Vehicle Fuel - Gas	53	-	60	-	-	-
<b>* Vehicle Expense</b>	<b>196</b>	<b>-</b>	<b>60</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	1,307	900	1,000	900	-	-
6902 Conferences/Workshop	1,134	10,200	10,200	10,200	-	-
6903 Travel - Local	20,032	14,050	27,300	13,850	(200)	(1.4)
6904 Travel - Out of Town	(2,005)	-	12,300	-	-	-
6905 Training & Education	6,818	37,500	43,950	37,500	-	-
6906 Licenses & Agreements	160	-	-	-	-	-
6911 Facilities Rental	-	600	-	600	-	-
6914 Recruiting	2,586	-	900	-	-	-
6918 Meals	110	3,450	2,850	3,450	-	-
6938 Rewarding Excellence	3,110	4,750	8,750	4,750	-	-
<b>* Other Goods &amp; Services</b>	<b>33,249</b>	<b>71,450</b>	<b>107,250</b>	<b>71,250</b>	<b>(200)</b>	<b>(0.3)</b>
7008 ItnTrsf IT & Commun	(68,035)	-	(31,500)	-	-	-
7009 Internal Trfr Other	(3,443)	-	600	-	-	-
7010 IntTrfr Insur Funds	(3,932)	-	-	-	-	-
7011 Int Trf Record Check	90	-	-	-	-	-
7012 Int Trf Print/Reprod	583	-	-	-	-	-
7099 Interdept Chargeback	(657)	-	-	-	-	-
<b>* Interdepartmental</b>	<b>(75,394)</b>	<b>-</b>	<b>(30,900)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>24,765,073</b>	<b>31,426,500</b>	<b>30,695,610</b>	<b>32,775,900</b>	<b>1,349,400</b>	<b>4.3</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5508 Recov External Parti	(27,572)	(8,600)	(8,100)	(8,600)	-	-
<b>* Other Revenue</b>	<b>(27,572)</b>	<b>(8,600)</b>	<b>(8,100)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(27,572)</b>	<b>(8,600)</b>	<b>(8,100)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>24,737,500</b>	<b>31,417,900</b>	<b>30,687,510</b>	<b>32,767,300</b>	<b>1,349,400</b>	<b>4.3</b>

# **HUMAN RESOURCES & CORPORATE COMMUNICATIONS**

**2023/24 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.

**HALIFAX**

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

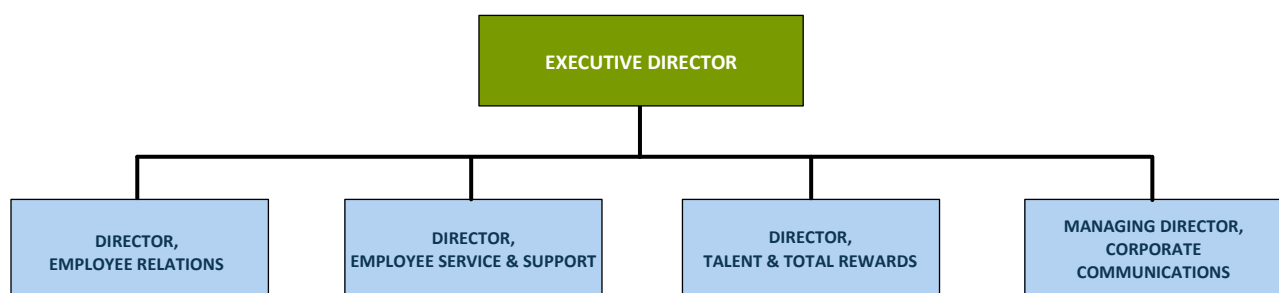
Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS







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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	98.6
Transferred Positions:	
Corporate Comms from ECC - Marketing Advisor	1.0
New Positions:	
Communications Specialist Intern	1.0
Director Employee Service & Support	1.0
Interoffice Courier	1.0
Manager Labour Relations	1.0
Manager Talent Acquisition	1.0
Records Management Intern	1.0
Team Lead Talent Development	1.0
Talent Recruitment Specialists	2.0
Police Psychologist	1.0
Occupational Health Nurse	1.0
Deleted Positions:	
Research & Development Specialist	(1.0)
Labour Relations Specialist	(1.0)
Administrative Assistant II	(1.0)
Director Organizational Development	(1.0)
Accommodations Specialist	(0.6)
Total Changes	7.4
<b>Total Budgeted 2023/24 FTEs</b>	<b>106.0</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Developing and Supporting Leaders</b>	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.	 Engaged & Skilled People

Initiative	Description	Priority & Outcome
<b>Strategic Human Resources Planning</b>	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.	 Engaged & Skilled People
<b>Diversity &amp; Inclusion Recruitment Strategy</b>	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.	 Diverse, Inclusive & Equitable Environment
<b>Corporate Safety Strategy</b>	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 and by providing expert guidance to Business Units on the development and maintenance of effective workplace safety plans, safe work practices, and workplace assessments.	 Healthy & Safe Workplace
<b>Community Engagement Strategy</b>	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.	 Community Focused
<b>Talent Acquisition Strategy</b>	Development of a new approach to recruiting employees which will include enhanced processes, outreach and communications. This strategy will also incorporate outcomes related to Employment Equity and Accessibility strategy.	 Engaged & Skilled People
<b>Performance Measurement Review</b>	Evaluation of Indicators by leveraging current technology and aligning support metrics to drive insight and improvement opportunities. As well, integrating measurement into program and policy development and implementation for more sustainable outcomes.	 Innovative Performance Excellence

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Human Resources	\$ 6,600,916	\$ 7,639,600	\$ 7,417,150	\$ 9,007,900	\$ 1,368,300	17.9
Corporate Communications	3,336,184	3,614,400	3,566,400	3,568,700	(45,700)	(1.3)
<b>Net Total</b>	<b>\$ 9,937,100</b>	<b>\$ 11,254,000</b>	<b>\$ 10,983,550</b>	<b>\$ 12,576,600</b>	<b>\$ 1,322,600</b>	<b>11.8</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 8,543,254	\$ 9,637,850	\$ 9,436,900	\$ 11,178,350	\$ 1,540,500	16.0
Office	933,044	1,183,850	894,250	856,750	(327,100)	(27.6)
External Services	451,241	494,500	518,800	491,700	(2,800)	(0.6)
Supplies	6,871	5,000	5,000	5,000	-	-
Equipment & Communications	4,467	11,000	11,000	16,000	5,000	45.5
Vehicle Expense	-	-	5,600	-	-	-
Other Goods & Services	384,864	521,800	510,200	368,800	(153,000)	(29.3)
Interdepartmental	(284,814)	(120,000)	(291,200)	(230,000)	(110,000)	91.7
<b>Total Expenditures</b>	<b>10,038,928</b>	<b>11,734,000</b>	<b>11,090,550</b>	<b>12,686,600</b>	<b>952,600</b>	<b>8.1</b>

Revenues	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
Other Revenue	\$ (101,828)	\$ (480,000)	\$ (107,000)	\$ (110,000)	\$ 370,000	(77.1)
<b>Total Revenues</b>	<b>(101,828)</b>	<b>(480,000)</b>	<b>(107,000)</b>	<b>(110,000)</b>	<b>370,000</b>	<b>(77.1)</b>
<b>Net Total</b>	<b>\$ 9,937,100</b>	<b>\$ 11,254,000</b>	<b>\$ 10,983,550</b>	<b>\$ 12,576,600</b>	<b>\$ 1,322,600</b>	<b>11.8</b>

### OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 11,254,000</b>
Compensation Changes:	
New FTEs & Salary adjustments	1,361,500
Additional reduction exercise	(469,300)
Internship program transferred from Fiscal	1,348,300
Bridging the Gap program reduction	(700,000)
Revenue Adjustments:	
Decrease in expected revenue from Halifax Water	370,000
Other Budget Adjustments:	
Decrease in expected courier and printing charges for Halifax Water	(370,000)
Decrease in external courier contract	(46,400)
Increase in recoveries for internal print jobs	(27,200)
Decrease in advertising	(10,000)
Decrease in special projects for Corporate Communications	(110,000)
Decrease in special projects for Human Resources	(30,000)
Miscellaneous adjustments	5,700
<b>Total Changes</b>	<b>\$ 1,322,600</b>
<b>2023/24 Budget</b>	<b>\$ 12,576,600</b>



## SERVICE AREA PLANS

### 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.

**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.

**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.

**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.

**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.

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Followers on @hfxgov Twitter	64,412	69,081	72,000	73,000
Followers on @hfxmoments Instagram	15,575	19,290	23,000	25,000
Followers via @hfxgov Facebook	20,026	22,735	26,000	28,000
Users on halifax.ca	2,166,812	2,514,927	2,500,000	2,600,000
Percentage of website traffic driven by social media	15%	16%	16%	16%
Registered users of Shape Your City Halifax	10,739	12,261	13,000	14,000
Actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	5,720	15,673	9,200	9,500
Posts via Employee Engagement Hub	152	196	160	120
Posts via new Employee Intranet (launching fall 2022)	N/A	N/A	N/A	40
Employee Bulletins (all staff emails)	45	47	47	50
Public Service Announcements, Media Releases and Statements <sup>1</sup>	505	696	720	750
Media inquiries	1,315	998	990	1,000

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Units printed <sup>2</sup>	3,126,000	2,454,939	2,900,000	3,000,000
Mail items processed (outgoing and incoming mail)	250,000 in 725,000 out	250,000 in 725,000 out	300,000 in 725,000 out	300,000 in 725,000 out
Notes:      1) All PSAs, media releases and statements are issued by Public Affairs in both English and French. 2) Significant increase in units planned to be printed in 2022/23 is primarily due to onboarding service provision for a public sector entity.				

## Performance Measures Analysis






Successful execution of the Social Media Strategy continues to drive 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. Development of a Rural Communications Strategy in 2023/24 will support ongoing efforts to reach those whose access to and use of online platforms is relatively lower by leveraging traditional communications channels such as radio, TV, daily and community newspapers.



Registered users and visitors to the municipality's online engagement portal, Shape Your City Halifax (SYC), continues to trend upwards. The number of engaged users increases in years when there are a greater number of municipal projects requiring the use of SYC for public engagement.

With the new employee intranet scheduled for launch in the fall of 2023, posts will migrate from the existing Employee Engagement Hub to the new intranet using a SharePoint platform.

The number of PSAs, media releases and issued statements has trended upward, largely due to the increase in collaboration with business unit clients – resulting from the successful adoption of the new Corporate Communications service model. A more precise methodology was adopted for tracking and calculating media inquiries, resulting in changes to the figures compared to previous years. The overall trend remains consistent. Fluctuations from year to year are generally the result of external factors such as storms, economic environment, COVID-19 pandemic, etc.

Aligned with objectives of HalifACT, the municipality's climate action plan, Print Services continues to increase efficiencies and reduce waste by printing more impressions per sheet and using lower grade paper stock, wherever possible, to reduce cost and overall paper consumption. It is worth noting that last year we had forecasted a significant increase in units printed for 2022/23 as we had entered negotiations to provide print services for a public sector entity. However, this organization decided not to proceed due to changes in its requirements.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
IT Intranet Communications Support	Corporate Communications supports IT in its efforts to launch a new employee intranet, powered by a SharePoint based content management platform. The new intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information.	 Engaged & Skilled People	T - Q3 2023/24
Community Engagement Strategy - Launch / Implementation	Corporate Communications facilitates the development of a revised Community Engagement Strategy (CES). This includes hosting a Working Group with representation from P&D, D&I/ASAIO, Halifax Transit and P&R to finalize the revised CES, targeted for completion in 2023/24. Once approved by the Steering Committee, Corporate Communications will provide communications support for the launch and implementation of the revised CES.	 Community Focused	T - Q2 2023/24
HalifACT Communications Support	Corporate Communications supports the HalifACT climate action plan through the execution of deliverables in the approved long-term communications strategy. Key deliverables include social media campaigns, production of the quarterly HalifACT Community Update (digital format) and maintenance of the communications toolkit for Regional Council which will be revised and refreshed with new content to reflect active communications efforts.	 Climate Resilience 	T - Q4 2023/24
Road Safety Communications Support	Corporate Communications supports Public Works through ongoing promotion of its Strategic Road Safety Plan – including engineering improvements, and all road safety initiatives, to achieve our Towards Zero approach focused on moving closer towards zero fatalities and injuries for people using any mode of transportation. Corporate Communications will also facilitate stakeholder outreach and identify opportunities for collaboration with other agencies to promote road safety messaging.	 Safe Communities	T - Q4 2023/24

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Talent Acquisition Communications	Corporate Communications supports Human Resources through ongoing promotion of its Talent Acquisition Strategy (TAS) – designed to recruit and retain top talent. Efforts will range from collaborating with HR in the development of the TAS to producing and executing a long-term communications strategy to support the TAS. This work will build upon successful campaign efforts in 2022/23, which included creation of a new visual identity and creative suite for promotion job opportunities with the municipality.	 Engaged & Skilled People	T - Q2 2023/24
Signage Standards Support	Corporate Communications will collaborate with business unit partners – including D&I/ANSAIO, PF&E, P&D, PW and Halifax Transit – to initialize corporate standards for municipal signage. This includes establishing protocols for design and production that ensure brand-compliance as well as consistent look and feel for signage across all municipal assets. Standards for signage will be informed by the Multilingual Strategy being developed by D&I/ANSAIO.	 Exceptional Customer Service	T - Q2 2023/24

## EMPLOYEE RELATIONS

Employee Relations consists of the Client Services, Labour Relations, Conflict Resolution, and Corporate Safety sections. These sections have staff who interact directly with clients, and their combined work provides enhanced service to the business units, as well as recognizing the importance and impact of safety within the municipality.

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, attendance support, duty to accommodate, change management, 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.

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

**Collective Bargaining.** On behalf of HRM administration, leads negotiations on collective agreements between HRM and its unions.

**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.

**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.

**Grievance Management.** Supporting and facilitating the administration of the grievance process.

**Human Resources Partnership.** Works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

**Labour Relations Expertise.** Providing consultative service and advice to management related to the unionized workforce.

**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.



## Service Delivery Performance Measures

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected
Number of workplace rights complaints filed	18	14	20	16
Number of grievances filed	57	50	68	75
Number of grievances resolved	38	75	56	65
# of Workplace Safety Assessments Completed	15	20	20	20


Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected
Total Accident Frequency*	10	9	9	8
Lost Time Accident Frequency*	4	4	4	4
Notes: 1) Percentage of permanent employees who resign from the organization.				

## Performance Measures Analysis

Many of these metrics have remained stable over the past several years, although there has been an increase in the Number of grievances filed. However, the Number of grievances resolved has also increased with an average resolution rate of 93.6% over the past four years.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Attendance Support Program	Development of an updated Attendance Support Program to assist employees in achieving and maintaining regular attendance and to provide leaders with tools to address attendance concerns in a constructive manner.	 Diverse, Inclusive & Equitable Environment	T - Q4 2023/24
Respectful Workplace Program Implementation	The Respectful Workplace Program will help employees and leaders to deal with conflict in the workplace. The goal of the Respectful Workplace Program is to promote a proactive approach to prevention and management of disrespectful workplace behaviors. The program will outline the resources available and the expectations of employees in reporting and responding to incidents as they occur. As part of the implementation of the Auditor Generals report called "Mgt of respectful workplace", this initiative seeks to address several the recommendations listed.	 Healthy & Safe Workplace	T - Q4 2023/24



2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Succession Planning Operationalization	The Client Services team will work with Business Unit leaders on the implementation and ongoing maintenance of the Succession Planning program within the workforce. As outlined in the Plan on a Page Administrative Priority Area, Our People, the Municipality is committed to fostering an engaged and skilled workforce in which employees have the skills and experience required to provide excellent customer service to our communities and inclusion and equity are fostered to support all our people in reaching their full potential. The Succession Planning Program is an extension of that commitment	 Well-Managed	T - Q4 2023/24

## EMPLOYEE SERVICE & SUPPORT

The Employee Service & Support divisions work together to provide direct support to employees in addressing HR-related questions, client inquiries, managing Human Resources data, administering group benefit plans and pension plan, and health and wellness initiatives.

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. The service area supports organizational effectiveness through process 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 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).

**MyHR Service.** The MyHR service provides a single point of access to Human Resources information and resources for employees.

**Benefit Plan and Pension Administration.** Administers group benefit plans and the pension plan for multiple union and non-union groups, including Halifax Public Libraries.

**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.


### Service Delivery Performance Measures

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected
PRL (Pre-Retirement Leave) Processing Time	2 Weeks	5 Days	5 Days	3 Days
My HR Service Request Response Times	2 Days	2 Days	2 Days	2 Days
Number of service requests to MyHR	6,375	7,168	8,067	8,470
Number of new health referrals received	629	519	796	800

### Performance Measures Analysis

As a result of ongoing improvements within the Employee Services team, Pre-Retirement Leave Processing Time has been reduced by approximately 78.6% over the past four years.

2021/22 continued to be impacted by Covid with new health files were received inconsistently and declined late in the year. New health files are expected to be stabilize and become consistent with the previous years' total.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Health & Wellness – Environmental Health & Safety Management (EHSM) Upgrades	Working with IT partners, Employee Services & Support will support the development of a replacement of our current EHSM workplace incident reporting/health file management system. This will enhance the process for the user as well as support improved reporting capabilities.	 Healthy & Safe Workplace	T - Q4 2023/24

### TALENT & TOTAL REWARDS

Talent & Total Rewards consists of Talent Acquisition, Talent Development and Total Rewards, working together to support training and development, employee recruitment, as well as the development and governance of compensation programs and services.

Talent Acquisition is committed to supporting administrative priorities through the delivery of employee recruitment strategies and programs which will attract the talent HRM needs to deliver services in alignment with HRM's Employment Equity and Accessibility objectives.

Talent 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.

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 governance.

## Services Delivered

**Benefits Administration.** Design and administration of HRM's benefit plans.

**Corporate Training and Leadership Development.** Researches, develops, improves, and delivers corporate training programs for employees and leaders.

**Employee Recognition.** Administration of HRM's Employee Recognition Program, Long Service Awards program, and Retirement Award Program.

**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.

**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.

**Pension Administration.** Pension reporting and reconciliation required for the employer.

**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.

**Retirement Benefit Administration.** Payment and processing of additional retirement compensation.

**Salary Administration.** Application of a salary policy and associated processes including job evaluation, compression analysis and non- union Individual Salary Adjustment program.

**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).

## Service Delivery Performance Measures





Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected
Number of jobs filled	1426	1215	1584	1520
Internal Promotion Rate	52%	49%	44%	45%
Voluntary Employee Turnover <sup>1</sup>	2.25%	1.43%	3.56%	4.91%
Number of training attendees	4,361	3,660	2,555	5,000

Performance Measures	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Projected
Notes (1):	Percentage of permanent employees who resign from the organization.			

## Performance Measures Analysis

While voluntary employee turnover has increased over the past two years, the number of jobs filled has kept pace to minimize impact to the organization.

2021/22 continued to be impacted by Covid with reduced gathering limits in the primary training room leading to lower in-class participation for most of the year. However, a late spike in training attendees has been observed due to the introduction of new self-paced and hybrid learning options.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Recruitment Brand Strategy	Implementation of a strategy to enhance HRM's Employment Brand to aid in attracting and retaining Talent.	 Engaged & Skilled People	T - Q2 2023/24
Total Rewards Communication	Development of tools and strategies to enhance both external candidate and internal staff appreciation of the Total Rewards offering from HRM.	 Engaged & Skilled People	T - Q4 2023/24
Blended Training Integration	Update course offerings for delivery in a hybrid environment by adjusting content, activities, group interaction, and accessibility. This improved delivery model will help to reach new learners access training that was previously accessible only through in-person training.	 Engaged & Skilled People	T - Q4 2023/24
Aspiring Leaders Program - Next Steps	Design a framework to link candidates with leadership opportunities (exposure to meetings, stretch assignments, projects, etc) to provide application of skills learned during training. This deliverable is also intended to support the broader deliverable of Succession Planning.	 Engaged & Skilled People	T - Q4 2023/24

Summary of Net Expenditures - HRCC						
Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
A124 Print Services	1,013,738	1,094,800	1,097,200	1,085,200	(9,600)	(0.9)
A620 Marketing	775,934	914,200	957,300	928,300	14,100	1.5
A622 Public Affairs	622,162	730,500	677,100	686,800	(43,700)	(6.0)
A623 Internal Communications	330,804	279,900	232,900	316,200	36,300	13.0
A624 LOCKED Brand Management	57,219	-	-	-	-	-
E112 Corp.Comm.Admin.	536,326	595,000	601,900	552,200	(42,800)	(7.2)
<b>* Corporate Communications</b>	<b>3,336,184</b>	<b>3,614,400</b>	<b>3,566,400</b>	<b>3,568,700</b>	<b>(45,700)</b>	<b>(1.3)</b>
A233 Talent Acquisition	-	-	-	39,600	39,600	-
A260 Admin Employee S&S	-	-	-	3,700	3,700	-
A250 Corporate Safety	-	-	341,800	348,300	348,300	-
F182 Health & Wellness	894,999	920,300	831,000	1,225,900	305,600	33.2
A240 Labour Relations	1,025,297	1,182,650	1,041,800	1,058,750	(123,900)	(10.5)
A235 Employee Services	1,092,236	1,136,000	1,052,500	1,253,800	117,800	10.4
A230 Total Rewards	695,649	813,500	1,220,200	1,871,700	1,058,200	130.1
A220 Client Services	1,570,292	1,738,700	1,457,700	896,400	(842,300)	(48.4)
A210 Org Dev Health&Well	909,234	1,138,350	963,900	962,150	(176,200)	(15.5)
A205 HR Administration	413,209	710,100	508,250	1,347,600	637,500	89.8
<b>* Human Resources</b>	<b>6,600,916</b>	<b>7,639,600</b>	<b>7,417,150</b>	<b>9,007,900</b>	<b>1,368,300</b>	<b>17.9</b>
<b>Net Total</b>	<b>9,937,100</b>	<b>11,254,000</b>	<b>10,983,550</b>	<b>12,576,600</b>	<b>1,322,600</b>	<b>11.8</b>

Summary Details - HRCC						
Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
6001 Salaries - Regular	7,234,318	8,077,900	7,956,000	9,006,100	928,200	11.5
6002 Salaries - Overtime	8,961	3,000	13,000	3,000	-	-
6005 PDP & Union Con Incr	(138,834)	-	(137,000)	-	-	-
6054 Vacation payout	32,818	-	-	-	-	-
6100 Benefits - Salaries	1,389,565	1,502,700	1,464,600	1,734,200	231,500	15.4
6110 Vacancy Management	-	(185,850)	-	(228,650)	(42,800)	23.0
6152 Retirement Incentives	40,775	50,400	50,500	56,300	5,900	11.7
6153 Severance	-	-	70,000	-	-	-
6154 Workers' Compensation	142,228	189,700	189,900	208,400	18,700	9.9
6155 Overtime Meals	13	-	-	-	-	-
6199 Comp & Ben InterDept	(101,273)	-	(61,200)	399,000	399,000	-
9200 HR CATS Wage/Ben	(65,317)	-	(108,900)	-	-	-
<b>* Compensation and Benefits</b>	<b>8,543,254</b>	<b>9,637,850</b>	<b>9,436,900</b>	<b>11,178,350</b>	<b>1,540,500</b>	<b>16.0</b>
6201 Telephone/Cable	11,425	5,000	4,000	5,000	-	-
6202 Courier/Postage	678,594	1,011,600	635,900	615,700	(395,900)	(39.1)
6203 Office Furn/Equip	8,005	9,000	7,000	9,000	-	-
6204 Computer S/W & Lic	18,718	13,600	16,100	13,600	-	-
6205 Printing & Reprod	209,010	136,500	220,000	205,300	68,800	50.4
6207 Office Supplies	6,944	8,150	10,950	8,150	-	-
6299 Other Office Expenses	349	-	300	-	-	-
<b>* Office</b>	<b>933,044</b>	<b>1,183,850</b>	<b>894,250</b>	<b>856,750</b>	<b>(327,100)</b>	<b>(27.6)</b>
6301 Professional Fees	142,759	150,000	150,000	150,000	-	-
6303 Consulting Fees	45,776	25,000	40,000	25,000	-	-
6309 Litigation Disburse	5,000	-	-	-	-	-
6399 Contract Services	257,705	319,500	328,800	316,700	(2,800)	(0.9)
<b>* External Services</b>	<b>451,241</b>	<b>494,500</b>	<b>518,800</b>	<b>491,700</b>	<b>(2,800)</b>	<b>(0.6)</b>
6405 Photo Supp & Equip	6,727	5,000	5,000	5,000	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6406 Bridge Tolls	23	-	-	-	-	-
6499 Other Supplies	122	-	-	-	-	-
<b>* Supplies</b>	<b>6,871</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	-	-
6701 Equipment Purchase	-	1,000	1,000	1,000	-	-
6702 Small Tools	339	-	-	-	-	-
6703 Computer Equip/Rent	816	-	-	-	-	-
6705 Equip - R&M	3,312	10,000	10,000	15,000	5,000	50.0
<b>* Equipment &amp; Communications</b>	<b>4,467</b>	<b>11,000</b>	<b>11,000</b>	<b>16,000</b>	<b>5,000</b>	<b>45.5</b>
6807 Vehicle Leases	-	-	5,600	-	-	-
<b>* Vehicle Expense</b>	<b>-</b>	<b>-</b>	<b>5,600</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	25,456	33,500	26,800	33,500	-	-
6902 Conferences/Workshop	2,427	23,200	15,400	20,700	(2,500)	(10.8)
6903 Travel - Local	1,002	9,000	7,600	8,000	(1,000)	(11.1)
6904 Travel - Out of Town	-	-	2,800	-	-	-
6905 Training & Education	36,558	59,000	50,100	59,500	500	0.8
6912 Advertising/Promotio	8,534	20,000	28,000	10,000	(10,000)	(50.0)
6914 Recruiting	20,823	16,000	85,000	16,000	-	-
6915 Research Data Acquis	5,214	5,000	8,400	5,000	-	-
6917 Books and Periodicals	6,362	5,700	6,300	5,700	-	-
6918 Meals	402	2,600	1,900	2,600	-	-
6919 Special Projects	134,575	177,800	89,600	37,800	(140,000)	(78.7)
6937 Corporate Training	120,499	150,000	160,000	150,000	-	-
6938 Rewarding Excellence	14,829	20,000	25,500	20,000	-	-
6999 Other Goods/Services	8,183	-	2,800	-	-	-
<b>* Other Goods &amp; Services</b>	<b>384,864</b>	<b>521,800</b>	<b>510,200</b>	<b>368,800</b>	<b>(153,000)</b>	<b>(29.3)</b>
7008 ItnTrsf IT & Commun	679	-	-	-	-	-
7009 Internal Trfr Other	2,248	-	(62,800)	-	-	-
7011 Int Trf Record Check	(28,609)	-	-	-	-	-
7012 Int Trf Print/Reprod	(259,132)	(120,000)	(228,400)	(230,000)	(110,000)	91.7
<b>* Interdepartmental</b>	<b>(284,814)</b>	<b>(120,000)</b>	<b>(291,200)</b>	<b>(230,000)</b>	<b>(110,000)</b>	<b>91.7</b>
<b>** Total</b>	<b>10,038,928</b>	<b>11,734,000</b>	<b>11,090,550</b>	<b>12,686,600</b>	<b>952,600</b>	<b>8.1</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5508 Recov External Parti	(101,828)	(480,000)	(107,000)	(110,000)	370,000	(77.1)
<b>* Other Revenue</b>	<b>(101,828)</b>	<b>(480,000)</b>	<b>(107,000)</b>	<b>(110,000)</b>	<b>370,000</b>	<b>(77.1)</b>
<b>** Total</b>	<b>(101,828)</b>	<b>(480,000)</b>	<b>(107,000)</b>	<b>(110,000)</b>	<b>370,000</b>	<b>(77.1)</b>
<b>Net Total</b>	<b>9,937,100</b>	<b>11,254,000</b>	<b>10,983,550</b>	<b>12,576,600</b>	<b>1,322,600</b>	<b>11.8</b>

# LEGAL & LEGISLATIVE SERVICES

2023/24 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.




**HALIFAX**



## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

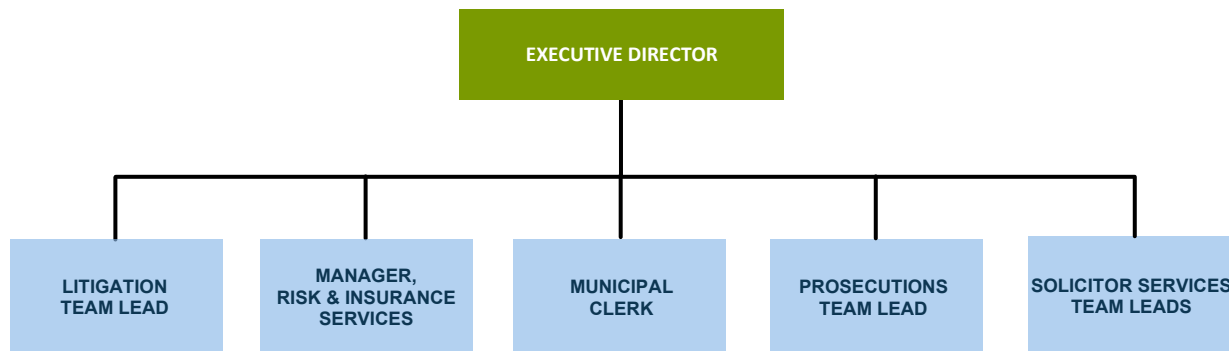
HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Reporting to the DCAO, Corporate Services, the Municipal Solicitor / Executive Director 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.

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS

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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2022/23 FTEs:</b>	77.2
New Positions:	
Public Appointments Coordinator	0.4
Training Development Intern	0.2
Total Changes	0.6
<b>Total Budgeted 2023/24 FTEs</b>	<b>77.8</b>

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

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Legal &amp; Legislative Services Business Unit Efficiencies</b>	Business processes and practices across the business unit are continually reviewed to maximize efficiency and effectiveness as well as aligning with the Diversity & Inclusion Framework. Individual division operational deliverables are in place to further this important work in service excellence.	 Exceptional Customer Service
<b>Enterprise Risk Management Framework</b>	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.	 Holistic Planning

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Director's Office	\$ 505,748	\$ 513,000	\$ 481,100	\$ 492,500	\$ (20,500)	(4.0)
Legal Services	4,064,753	4,838,300	4,726,000	4,796,800	(41,500)	(0.9)
Office of the Municipal Clerk	2,971,145	2,669,700	2,523,100	2,686,900	17,200	0.6
Risk & Insurance Services	674,670	709,000	656,500	711,800	2,800	0.4
<b>Net Total</b>	<b>\$ 8,216,316</b>	<b>\$ 8,730,000</b>	<b>\$ 8,386,700</b>	<b>\$ 8,688,000</b>	<b>\$ (42,000)</b>	<b>(0.5)</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 7,139,426	\$ 8,176,800	\$ 7,819,900	\$ 8,575,300	\$ 398,500	4.9
Office	137,088	115,400	131,600	156,600	41,200	35.7
External Services	(130,454)	443,900	429,200	1,107,700	663,800	149.5
Supplies	174	3,800	3,000	3,100	(700)	(18.4)
Equipment & Communications	750	3,000	1,900	42,500	39,500	1,316.7
Other Goods & Services	285,117	344,600	363,100	335,200	(9,400)	(2.7)
Interdepartmental	(509)	11,200	7,600	6,000	(5,200)	(46.4)
Other Fiscal	1,087,469	(110,000)	(107,500)	(1,168,700)	(1,058,700)	962.5
<b>Total Expenditures</b>	<b>8,519,062</b>	<b>8,988,700</b>	<b>8,648,800</b>	<b>9,057,700</b>	<b>69,000</b>	<b>0.8</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Fee Revenues	\$ (218,010)	\$ (204,200)	\$ (221,100)	\$ (227,500)	\$ (23,300)	11.4
Other Revenue	(84,736)	(54,500)	(41,000)	(142,200)	(87,700)	160.9
<b>Total Revenues</b>	<b>(302,747)</b>	<b>(258,700)</b>	<b>(262,100)</b>	<b>(369,700)</b>	<b>(111,000)</b>	<b>42.9</b>
<b>Net Total</b>	<b>\$ 8,216,316</b>	<b>\$ 8,730,000</b>	<b>\$ 8,386,700</b>	<b>\$ 8,688,000</b>	<b>\$ (42,000)</b>	<b>(0.5)</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ 8,730,000</b>
Compensation Changes:	
Position changes and salary adjustments	98,500
Revenue Adjustments:	
Property Information Requests	(67,200)
Insurance recovery	(21,600)
Increased revenue from Province - night court	(21,700)
Miscellaneous adjustments	(500)
Other Budget Adjustments:	
Software and licence cost increases	12,800
Reduction in fees for external services	(26,000)
2024 Election	1,160,700
Election reserve transfer	(1,160,700)
Miscellaneous adjustments	(16,300)
<b>Total Changes</b>	<b>\$ (42,000)</b>
<b>2023/24 Budget</b>	<b>\$ 8,688,000</b>

## SERVICE AREA PLANS

### 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 Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected
Number of Legal Files Opened	769	755	827
Number of Prosecution Files Opened	77	116	117
Number of Reports Reviewed	324	369	362

#### Performance Measures Analysis

As mentioned above, Legal Services supports all HRM Business Units with their day-to-day operations including general advice, litigation support in multiple areas of law including personal injury, labour issues, contract disputes, etc., as well as contract drafting and review, and providing general advice as outlined above. This year shows an

increase in the number of files of approximately 8.5% mainly in our corporate commercial, litigation and municipal law files, while property and prosecution files remain consistent.

## 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 tasked with ensuring consistent and transparent access to local government, the maintenance and integrity of the Municipality's public records, as well as administration and delivery of Municipal Elections.

### 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 completing the legislated UARB District Boundary Review Application and preparing for the 2024 municipal election.

## Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests	661	1,371 <sup>2</sup>	781
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	80% <sup>1</sup>	84%	80%
Percent of Regular Formal Freedom of Information Requests, Extensions, and 3rd Party Notices Completed Within Legislated Timelines	80% <sup>1</sup>	94%	95%
<b>Notes:</b> <ol style="list-style-type: none"> <li>1) Covid-19 Pandemic affected numerous programs and processes throughout the Municipality as well as the application and processing of FOIPOP requests.</li> <li>2) Spike in 2021/22 was due to a property FOIPOP request on a 400 unit building, where each unit had a separate civic address and was required to be processed separately.</li> </ol>			

## Performance Measures Analysis

The Access & Privacy office expects to process 781 applications this year, which included a significant number of high-volume requests on matters of public interest. In 2022, the office also underwent a structural re-organization which will allow the Municipality to better meet its legislative obligations. Updated employee training and requirements for Privacy Compliance Checklists and Privacy Impact Assessments guard private information collected by the municipality and increases the organization's overall privacy awareness.

2023/24 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
District Boundary Review - Hearing	Legal & Legislative Services will advance HRM's position with respect to the District Boundary Review in front of the NS Utility and Review Board in 2023.	 Involved Communities	T - Q1 2023/24
2024 Municipal Election	The Municipal Clerk's Office will lead a multi business unit approach for the delivery of the 2024 Municipal Election and its related processes.	 Innovative Performance Excellence	T - Q4 2025/26

## RISK & 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.

### Services 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 Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Projected	2023/24 Planned
Claims received by fiscal year	1,550	2,205	1,391	n/a

### Performance Measures Analysis

2022/23 projected claims are lower than last year due to a lack of significant weather events. Claims primarily result from snow removal operations and minor collisions due to congested streets. Absence of snow and ice certainly impacts the number of claims. Increased working from home initiatives also decrease claims due to reduced traffic.



## Summary of Net Expenditures - L&LS

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24	
					Δ 22/23 Budget	Δ %
A121 Municipal Clerk	1,183,279	1,331,500	1,280,100	1,290,300	(41,200)	(3.1)
A125 Elections	767,476	-	-	-	-	-
A722 Access & Privacy	419,697	574,000	543,600	605,100	31,100	5.4
A725 Information Management	600,692	764,200	699,400	791,500	27,300	3.6
<b>* Municipal Clerks</b>	<b>2,971,145</b>	<b>2,669,700</b>	<b>2,523,100</b>	<b>2,686,900</b>	<b>17,200</b>	<b>0.6</b>
A110 Legal Services	4,064,753	4,838,300	4,726,000	4,796,800	(41,500)	(0.9)
<b>* Legal Services</b>	<b>4,064,753</b>	<b>4,838,300</b>	<b>4,726,000</b>	<b>4,796,800</b>	<b>(41,500)</b>	<b>(0.9)</b>
A101 Director's Office-Admin	505,748	513,000	481,100	492,500	(20,500)	(4.0)
<b>* Director's Office</b>	<b>505,748</b>	<b>513,000</b>	<b>481,100</b>	<b>492,500</b>	<b>(20,500)</b>	<b>(4.0)</b>
A303 Risk & Insurance Services	674,670	709,000	656,500	711,800	2,800	0.4
<b>Net Total</b>	<b>8,216,316</b>	<b>8,730,000</b>	<b>8,386,700</b>	<b>8,688,000</b>	<b>(42,000)</b>	<b>(0.5)</b>

## Summary Details - L&LS

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24	
					Δ 22/23 Budget	Δ %
6001 Salaries - Regular	6,005,729	6,750,700	6,576,800	7,163,000	412,300	6.1
6002 Salaries - Overtime	57,014	27,000	20,900	27,000	-	-
6003 Wages - Regular	-	22,900	-	-	(22,900)	(100.0)
6005 PDP & Union Con Incr	(107,685)	-	(114,600)	-	-	-
6054 Vacation payout	8,300	-	2,000	-	-	-
6099 Other Allowances	9,068	-	-	-	-	-
6100 Benefits - Salaries	1,113,130	1,230,200	1,196,800	1,295,400	65,200	5.3
6110 Vacancy Management	-	(165,000)	-	(249,400)	(84,400)	51.2
6150 Honorariums	1,600	-	1,600	1,600	1,600	-
6152 Retirement Incentives	34,285	42,700	42,600	42,000	(700)	(1.6)
6154 Workers' Compensation	104,090	141,000	136,500	147,600	6,600	4.7
6155 Overtime Meals	15	-	-	-	-	-
6199 Comp & Ben InterDept	(29,090)	127,300	(30,000)	148,100	20,800	16.3
9200 HR CATS Wage/Ben	(57,029)	-	(12,700)	-	-	-
<b>* Compensation and Benefits</b>	<b>7,139,426</b>	<b>8,176,800</b>	<b>7,819,900</b>	<b>8,575,300</b>	<b>398,500</b>	<b>4.9</b>
6201 Telephone/Cable	7,177	7,500	10,400	7,500	-	-
6202 Courier/Postage	10,865	6,300	11,900	10,600	4,300	68.3
6203 Office Furn/Equip	13,260	14,000	11,000	26,000	12,000	85.7
6204 Computer S/W & Lic	75,027	58,500	69,300	71,300	12,800	21.9
6205 Printing & Reprod	470	900	700	15,900	15,000	1,666.7
6207 Office Supplies	25,296	28,200	27,800	25,300	(2,900)	(10.3)
6299 Other Office Expenses	4,994	-	500	-	-	-
<b>* Office</b>	<b>137,088</b>	<b>115,400</b>	<b>131,600</b>	<b>156,600</b>	<b>41,200</b>	<b>35.7</b>
6301 Professional Fees	(5)	11,000	7,800	1,000	(10,000)	(90.9)
6302 Legal Fees	11,922	100,000	110,000	100,000	-	-
6303 Consulting Fees	-	-	-	25,000	25,000	-
6309 Litigation Disburse	7,445	7,500	7,500	7,500	-	-
6310 Outside Personnel	(1,315)	-	-	-	-	-
6314 Prosecution Services	101,796	118,000	110,000	102,000	(16,000)	(13.6)
6316 Real Property Disb	3,889	10,000	7,500	8,000	(2,000)	(20.0)
6399 Contract Services	(254,185)	197,400	186,400	864,200	666,800	337.8
<b>* External Services</b>	<b>(130,454)</b>	<b>443,900</b>	<b>429,200</b>	<b>1,107,700</b>	<b>663,800</b>	<b>149.5</b>
6401 Uniforms & Clothing	-	300	300	300	-	-
6407 Clean/Sani Supplies	16	-	-	-	-	-
6409 Personal Protect Equ	111	-	-	-	-	-
6499 Other Supplies	48	3,500	2,700	2,800	(700)	(20.0)
<b>* Supplies</b>	<b>174</b>	<b>3,800</b>	<b>3,000</b>	<b>3,100</b>	<b>(700)</b>	<b>(18.4)</b>
6703 Computer Equip/Rent	750	1,500	500	41,500	40,000	2,666.7
6704 Equipment Rental	-	-	400	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6705 Equip - R&M	-	1,500	1,000	1,000	(500)	(33.3)
<b>* Equipment &amp; Communications</b>	<b>750</b>	<b>3,000</b>	<b>1,900</b>	<b>42,500</b>	<b>39,500</b>	<b>1,316.7</b>
6901 Membership Dues	138,714	151,500	151,800	144,200	(7,300)	(4.8)
6902 Conferences/Workshop	2,437	4,700	5,600	4,500	(200)	(4.3)
6903 Travel - Local	5,915	8,000	11,300	10,100	2,100	26.3
6904 Travel - Out of Town	-	-	5,000	13,500	13,500	-
6905 Training & Education	11,678	34,500	32,500	32,000	(2,500)	(7.2)
6911 Facilities Rental	156	1,900	1,900	1,000	(900)	(47.4)
6912 Advertising/Promotio	24,187	26,000	38,000	22,500	(3,500)	(13.5)
6917 Books and Periodicals	94,840	111,000	111,000	102,500	(8,500)	(7.7)
6918 Meals	829	2,000	1,600	1,100	(900)	(45.0)
6919 Special Projects	3,420	-	-	-	-	-
6938 Rewarding Excellence	1,882	4,500	3,700	3,300	(1,200)	(26.7)
6999 Other Goods/Services	1,059	500	700	500	-	-
<b>* Other Goods &amp; Services</b>	<b>285,117</b>	<b>344,600</b>	<b>363,100</b>	<b>335,200</b>	<b>(9,400)</b>	<b>(2.7)</b>
7008 ltnTrsf IT & Commun	2,846	-	2,600	-	-	-
7009 Internal Trfr Other	4,996	5,000	5,000	5,000	-	-
7010 IntTrfr Insur Funds	(8,729)	-	(2,400)	-	-	-
7012 Int Trf Print/Reprod	379	6,200	2,400	1,000	(5,200)	(83.9)
<b>* Interdepartmental</b>	<b>(509)</b>	<b>11,200</b>	<b>7,600</b>	<b>6,000</b>	<b>(5,200)</b>	<b>(46.4)</b>
8030 Tfr Fr Resvs to Oper	337,469	(110,000)	(107,500)	(1,168,700)	(1,058,700)	962.5
8031 Tfr To Resvs Fr Oper	750,000	-	-	-	-	-
<b>* Other Fiscal</b>	<b>1,087,469</b>	<b>(110,000)</b>	<b>(107,500)</b>	<b>(1,168,700)</b>	<b>(1,058,700)</b>	<b>962.5</b>
<b>** Total</b>	<b>8,519,062</b>	<b>8,988,700</b>	<b>8,648,800</b>	<b>9,057,700</b>	<b>69,000</b>	<b>0.8</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5250 Sales of Svcs-Other	(218,010)	(204,200)	(221,100)	(227,500)	(23,300)	11.4
<b>* Fee Revenues</b>	<b>(218,010)</b>	<b>(204,200)</b>	<b>(221,100)</b>	<b>(227,500)</b>	<b>(23,300)</b>	<b>11.4</b>
5508 Recov External Parti	(84,736)	(54,500)	(41,000)	(142,200)	(87,700)	160.9
<b>* Other Revenue</b>	<b>(84,736)</b>	<b>(54,500)</b>	<b>(41,000)</b>	<b>(142,200)</b>	<b>(87,700)</b>	<b>160.9</b>
<b>** Total</b>	<b>(302,747)</b>	<b>(258,700)</b>	<b>(262,100)</b>	<b>(369,700)</b>	<b>(111,000)</b>	<b>42.9</b>
<b>Net Total</b>	<b>8,216,316</b>	<b>8,730,000</b>	<b>8,386,700</b>	<b>8,688,000</b>	<b>(42,000)</b>	<b>(0.5)</b>

# **FISCAL SERVICES**

**2023/24 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
- Other Compensation Costs
- Grants and Tax Relief
- Valuation Allowance
- Summary Office Ticket Revenues

## SERVICE AREA BUDGET OVERVIEW

Service Area	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Debt Servicing	\$ 26,380,623	\$ 36,145,400	\$ 35,220,600	\$ 36,968,300	\$ 822,900	2.3
Transfers To Outside Agencies	8,003,496	7,240,000	7,240,000	7,540,000	300,000	4.1
Other Fiscal Services	60,483,442	39,726,300	33,399,400	45,216,400	5,490,100	13.8
Transfers to/fr Other Funds	57,274,034	97,074,900	97,474,900	106,809,100	9,734,200	10.0
Non-Departmental Revenue	(670,056,097)	(709,753,000)	(707,854,100)	(779,402,700)	(69,649,700)	9.8
<b>Net Total</b>	<b>\$ (517,914,502)</b>	<b>\$ (529,566,400)</b>	<b>\$ (534,519,200)</b>	<b>\$ (582,868,900)</b>	<b>\$ (53,302,500)</b>	<b>10.1</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2022/23 Budget</b>	<b>\$ (529,566,400)</b>
Compensation Changes:	
Salary adjustment provision	4,654,800
Revenue Adjustments:	
Decrease in Deed Transfer	7,000,000
Increase in Tax Revenue (Including Grants in Lieu)	(69,015,300)
Interest on over-due accounts (increase from 10%-15%)	(1,300,000)
Increase in Interest Revenue	(6,467,300)
Other Budget Adjustments:	
One-time surplus funding	12,765,000
Contractual & inflation increases	2,523,600
Insurance cost	400,000
Non-Profit (increase due to assessment increase)	738,600
Net increase in debt payment & interest	528,700
Decrease to Capital-from-Operating	(3,143,000)
Decrease in Valuation Allowence	(1,000,000)
Other changes	360,700
Budget Transfers:	
Internship program to HRCC	(1,348,300)
<b>Total Changes</b>	<b>\$ (53,302,500)</b>
<b>2023/24 Budget</b>	<b>\$ (582,868,900)</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Compensation and Benefits	\$ 12,645,626	\$ 23,636,300	\$ 26,995,100	\$ 26,942,800	\$ 3,306,500	14.0
Office	375,308	8,500	8,500	8,500	-	-
External Services	7,514,946	8,524,800	5,839,800	11,048,400	2,523,600	29.6
Supplies	25,664	3,000	3,000	3,000	-	-
Materials	6,061	-	-	-	-	-
Building Costs	697,347	419,300	419,300	419,300	-	-
Equipment & Communications	255,888	4,200	4,200	4,200	-	-
Vehicle Expense	6,517	10,000	10,000	10,000	-	-
Other Goods & Services	3,383,481	4,496,000	5,496,700	4,674,000	178,000	4.0
Interdepartmental	254,285	500,000	500,000	520,000	20,000	4.0
Debt Service	37,615,531	44,191,500	43,371,100	44,720,200	528,700	1.2
Other Fiscal	324,160,112	327,476,900	321,075,100	350,130,400	22,653,500	6.9
<b>Total Expenditures</b>	<b>386,940,765</b>	<b>409,270,500</b>	<b>403,722,800</b>	<b>438,480,800</b>	<b>29,210,300</b>	<b>7.1</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
Tax Revenue	\$ (613,663,439)	\$ (646,441,700)	\$ (639,447,600)	\$ (704,566,300)	\$ (58,124,600)	9.0
Area Rate Revenue	(198,180,148)	(204,405,300)	(204,405,300)	(221,229,600)	(16,824,300)	8.2
Tax Agreements	(12,507,856)	(12,692,200)	(12,947,200)	(13,028,100)	(335,900)	2.6
Payments in Lieu of taxes	(39,313,938)	(41,619,200)	(42,497,900)	(45,509,900)	(3,890,700)	9.3
Transfers from other Govts	(17,019,371)	(3,981,000)	(7,851,400)	(4,050,000)	(69,000)	1.7
Interest Revenue	(5,223,868)	(8,883,100)	(10,244,100)	(16,650,400)	(7,767,300)	87.4
Fee Revenues	-	(1,872,500)	(2,124,800)	(1,872,500)	-	-
Other Revenue	(18,946,646)	(18,941,900)	(18,723,700)	(14,442,900)	4,499,000	(23.8)
<b>Total Revenues</b>	<b>(904,855,266)</b>	<b>(938,836,900)</b>	<b>(938,242,000)</b>	<b>(1,021,349,700)</b>	<b>(82,512,800)</b>	<b>8.8</b>
<b>Net Total</b>	<b>\$ (517,914,502)</b>	<b>\$ (529,566,400)</b>	<b>\$ (534,519,200)</b>	<b>\$ (582,868,900)</b>	<b>\$ (53,302,500)</b>	<b>10.1</b>

## FISCAL SERVICES PLAN (2023/24)

### 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** – repaid 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 Commission, 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 of Nova Scotia at the value of the Provincial Education Rate times the Uniform Assessment. The estimate for 2023/24 is \$173.8 million, an increase of \$12.7 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 2023/24 is \$7.3 million, a decrease of \$21 thousand from the prior year.

### **Correctional Services**

HRM is required to make a mandatory contribution to the Province of Nova Scotia 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 2023/24 is \$6.8 million, an increase of \$33 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 2023/24 is \$4.5 million, an increase of \$100 thousand from the prior year.

<b>Provincial Area Rates</b>	<b>2022/23 Budget</b>	<b>2023/24 Budget</b>	<b>Δ 22/23 Budget</b>	<b>Δ %</b>
Mandatory Education	161,102,500	173,821,800	12,719,300	7.9%
Assessment	7,324,000	7,303,000	(21,000)	-0.3%
Correctional Services	6,837,000	6,870,000	33,000	0.5%
Housing	4,400,000	4,500,000	100,000	2.3%
<b>Total</b>	<b>\$179,663,500</b>	<b>\$192,494,800</b>	<b>\$ 12,831,300</b>	<b>7.1%</b>

## **Other Transfers**

### **Halifax Convention Centre (HCC)**

HRM has an agreement with the Province of Nova Scotia 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 offices, a hotel, retail and parking. For the 2023/24 fiscal year, HRM has budgeted an amount of \$8.6 million (before reserve withdrawals) for the HCC. This is \$0.5 million lower than 2022/23, which continues the trends of decreasing from the previous year as HCC recovers



following the pandemic. 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 2023/24 will be paid through a separate area rate. The estimate for 2023/24 is \$14.4 million, an increase of \$387 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 2023/24 is \$10.4 million, an increase of \$456 thousand from the prior year.

### **Stormwater Right-of-Way (Halifax Water Commission)**

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay 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 2023/24 is \$5.3 million, an increase of \$1.5 million from the prior year.

## **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 (\$6.3 million).

## **Valuation Allowance**

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2023/24 it is budgeted at \$2.0 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 deposits and withdrawals are budgeted for in both Fiscal Services and in individual business units.

## 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. For the 2023/24 Budget, that guidance was set aside to mitigate the tax increase. HRM wide capital from operating for 2023/24 has been decreased by \$3.2 million or 4.9 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, private organizations and private roads.

## Summary of Net Expenditures - Fiscal Services

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
M110 Debt & Interest Chg	22,812,646	33,450,600	28,389,000	36,648,900	3,198,300	9.6
M111 P&I Pmt Fnd by RESF	-	2,694,800	2,694,800	319,400	(2,375,400)	(88.1)
M113 Int.Pmt-Gen Govt	278,721	-	243,500	-	-	-
M114 Int.Pmt-Protect.Serv	182,594	-	340,000	-	-	-
M115 Int.Pmt-Transp.Serv.	2,163,658	-	2,631,400	-	-	-
M118 Int.Pmt - Plan & Dev.	334	-	100	-	-	-
M119 Int.Pmt - Rec & Cult	983,752	-	997,800	-	-	-
M533 LIC Water Supply	(2,072)	-	2,000	-	-	-
M534 LIC Fall River Water	(39,010)	-	(78,000)	-	-	-
<b>** Debt Servicing Net of Recoverie</b>	<b>26,380,623</b>	<b>36,145,400</b>	<b>35,220,600</b>	<b>36,968,300</b>	<b>822,900</b>	<b>2.3</b>
M230 Corrections Services	-	-	-	-	-	-
M240 Metro Housing Authority	-	-	-	-	-	-
M280 Mandatory Education	-	-	-	-	-	-
M318 Prop Valuation Serv	-	-	-	-	-	-
* Provincially Mandated Services	-	-	-	-	-	-
M250 Halifax Convention Centre	8,003,496	7,240,000	7,240,000	7,540,000	300,000	4.1
M288 Suppl Educ HRM-wide	-	-	-	-	-	-
M291 Fire Protection	-	-	-	-	-	-
M293 Stormwater ROW	-	-	-	-	-	-
* Other Outside Agencies	8,003,496	7,240,000	7,240,000	7,540,000	300,000	4.1
<b>** Transfers To Outside Agencies</b>	<b>8,003,496</b>	<b>7,240,000</b>	<b>7,240,000</b>	<b>7,540,000</b>	<b>300,000</b>	<b>4.1</b>
M270 Compensation PPP	4,973,694	4,320,000	4,235,300	3,280,000	(1,040,000)	(24.1)
M310 Other Fiscal Serv.	15,162,599	21,827,300	15,385,400	28,619,400	6,792,100	31.1
M311 Grants & Tax Concessions	6,616,819	7,991,000	8,190,700	8,729,000	738,000	9.2
M317 Oper Cost NewCap	4,810,588	2,516,000	2,516,000	2,516,000	-	-
M341 Surplus/Deficit	29,348,000	-	-	-	-	-
M361 District Activity Fund	66,721	72,000	72,000	72,000	-	-
M382 Rapid Housing Initiative	-	-	-	-	-	-
M451 Valuation Allowance	(494,979)	3,000,000	3,000,000	2,000,000	(1,000,000)	(33.3)
<b>** Other Fiscal Services</b>	<b>60,483,442</b>	<b>39,726,300</b>	<b>33,399,400</b>	<b>45,216,400</b>	<b>5,490,100</b>	<b>13.8</b>
M316 Strategic Growth Fund	12,800,000	1,000,000	1,000,000	1,000,000	-	-
M320 Insurance Claims	4,727,284	5,422,900	5,822,900	5,822,900	400,000	7.4
M411 Oper Stabiliz Resrv	17,716,400	32,000,000	32,000,000	32,000,000	-	-
M433 Waste Resource Cap R	505,000	3,000,000	3,000,000	3,000,000	-	-
M461 Capital Fr Operating	52,576,350	65,922,000	65,922,000	62,779,000	(3,143,000)	(4.8)
M471 Other Transfers	(31,051,000)	(10,270,000)	(10,270,000)	2,207,200	12,477,200	(121.5)
<b>** Transfers to/fr Other Funds</b>	<b>57,274,034</b>	<b>97,074,900</b>	<b>97,474,900</b>	<b>106,809,100</b>	<b>9,734,200</b>	<b>10.0</b>
M510 Property Tax	(541,449,893)	(571,370,300)	(574,162,100)	(636,555,300)	(65,185,000)	11.4
M520 Deed Transfer	(81,368,676)	(83,000,000)	(76,000,000)	(76,000,000)	7,000,000	(8.4)
M540 Grants in Lieu	(39,313,938)	(41,619,200)	(42,497,900)	(45,509,900)	(3,890,700)	9.3
M550 Own Source Revenue	(4,341,487)	(9,782,500)	(11,614,600)	(17,737,500)	(7,955,000)	81.3
M560 Unconditional Trans.	(3,582,103)	(3,981,000)	(3,579,500)	(3,600,000)	381,000	(9.6)
<b>** Non-Departmental Revenue</b>	<b>(670,056,097)</b>	<b>(709,753,000)</b>	<b>(707,854,100)</b>	<b>(779,402,700)</b>	<b>(69,649,700)</b>	<b>9.8</b>
<b>Net Total</b>	<b>(517,914,502)</b>	<b>(529,566,400)</b>	<b>(534,519,200)</b>	<b>(582,868,900)</b>	<b>(53,302,500)</b>	<b>10.1</b>

## Summary Details - Fiscal Services

Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
6001 Salaries - Regular	(1,792,099)	20,170,500	22,429,300	23,102,000	2,931,500	14.5
6002 Salaries - Overtime	3,223	-	-	-	-	-
6005 PDP & Union Con Incr	9,034,712	-	-	-	-	-
6100 Benefits - Salaries	834,758	700,000	700,000	700,000	-	-
6152 Retirement Incentives	3,674,351	2,500,000	2,500,000	2,875,000	375,000	15.0

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6154 Workers' Compensation	1,237	-	-	-	-	-
6190 Compensation OCC trf	245,539	-	-	-	-	-
6199 Comp & Ben InterDept	640,274	265,800	1,365,800	265,800	-	-
9200 HR CATS Wage/Ben	3,630	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>12,645,626</b>	<b>23,636,300</b>	<b>26,995,100</b>	<b>26,942,800</b>	<b>3,306,500</b>	<b>14.0</b>
6201 Telephone/Cable	2,670	3,000	3,000	3,000	-	-
6202 Courier/Postage	31	500	500	500	-	-
6204 Computer S/W & Lic	423	-	-	-	-	-
6290 Office OCC Transfer	367,907	-	-	-	-	-
6299 Other Office Expenses	4,276	5,000	5,000	5,000	-	-
<b>* Office</b>	<b>375,308</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	-	-
6301 Professional Fees	51,255	43,700	43,700	43,700	-	-
6302 Legal Fees	497,912	125,000	125,000	125,000	-	-
6303 Consulting Fees	210,611	616,500	711,500	120,000	(496,500)	(80.5)
6308 Snow Removal	20,127	15,000	15,000	15,000	-	-
6311 Security	3,981	1,800	1,800	1,800	-	-
6312 Refuse Collection	2,480	4,000	4,000	4,000	-	-
6390 Extnl Svcs OCC Trsf	3,174,876	-	-	-	-	-
6399 Contract Services	3,553,703	7,718,800	4,938,800	10,738,900	3,020,100	39.1
<b>* External Services</b>	<b>7,514,946</b>	<b>8,524,800</b>	<b>5,839,800</b>	<b>11,048,400</b>	<b>2,523,600</b>	<b>29.6</b>
6407 Clean/Sani Supplies	2,740	3,000	3,000	3,000	-	-
6490 Supplies OCC Transfer	3,100	-	-	-	-	-
6499 Other Supplies	19,824	-	-	-	-	-
<b>* Supplies</b>	<b>25,664</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	-	-
6501 Asphalt	3,061	-	-	-	-	-
6590 Materials OCC Trsf	3,000	-	-	-	-	-
<b>* Materials</b>	<b>6,061</b>	-	-	-	-	-
6602 Electrical	174	-	-	-	-	-
6603 Grnds & Landscaping	12,648	-	-	-	-	-
6606 Heating Fuel	24,458	22,000	22,000	22,000	-	-
6607 Electricity	20,914	13,300	13,300	13,300	-	-
6608 Water	214,769	221,500	221,500	221,500	-	-
6610 Building - Exterior	7,811	55,600	55,600	55,600	-	-
6611 Building - Interior	29,290	94,900	94,900	94,900	-	-
6612 Safety Systems	11,202	12,000	12,000	12,000	-	-
6690 Building OCC Transfer	320,464	-	-	-	-	-
6699 Other Building Cost	55,617	-	-	-	-	-
<b>* Building Costs</b>	<b>697,347</b>	<b>419,300</b>	<b>419,300</b>	<b>419,300</b>	-	-
6701 Equipment Purchase	4,142	-	-	-	-	-
6704 Equipment Rental	-	-	-	-	-	-
6705 Equip - R&M	-	-	-	-	-	-
6707 Plumbing & Heating	183	2,000	2,000	2,000	-	-
6708 Mechanical Equipment	485	2,000	2,000	2,000	-	-
6711 Communication System	76	200	200	200	-	-
6790 Equipment OCC Trsf	251,002	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>255,888</b>	<b>4,200</b>	<b>4,200</b>	<b>4,200</b>	-	-
6802 Vehicle R&M	6,517	10,000	10,000	10,000	-	-
<b>* Vehicle Expense</b>	<b>6,517</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	-	-
6903 Travel - Local	20	-	-	-	-	-
6905 Training & Education	-	-	-	-	-	-
6908 Medical Examinations	128,351	180,000	180,000	180,000	-	-
6910 Signage	460	-	-	-	-	-
6911 Facilities Rental	1,421	-	-	-	-	-
6912 Advertising/Promotio	3,184	-	-	-	-	-
6919 Special Projects	-	-	1,205,600	-	-	-
6928 Committee Expenses	334	-	-	-	-	-
6933 Community Events	130	-	-	-	-	-
6954 Cash over/under	(6,075)	-	-	-	-	-

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6990 Gds & Svcs OCC Trsf	444,700	-	-	-	-	-
6999 Other Goods/Services	2,810,955	4,316,000	4,111,100	4,494,000	178,000	4.1
<b>* Other Goods &amp; Services</b>	<b>3,383,481</b>	<b>4,496,000</b>	<b>5,496,700</b>	<b>4,674,000</b>	<b>178,000</b>	<b>4.0</b>
7009 Internal Trfr Other	20,423	-	-	20,000	20,000	-
7010 IntTrfr Insur Funds	189,437	500,000	500,000	500,000	-	-
7012 Int Trf Print/Reprod	44,425	-	-	-	-	-
<b>* Interdepartmental</b>	<b>254,285</b>	<b>500,000</b>	<b>500,000</b>	<b>520,000</b>	<b>20,000</b>	<b>4.0</b>
8010 Other Interest	146	200	200	200	-	-
8011 Interest on Debentur	5,445,346	4,983,900	5,672,400	5,302,500	318,600	6.4
8012 Principal on Debentu	32,167,606	39,204,900	37,696,000	39,415,000	210,100	0.5
8013 Loan Principal Repay	2,434	2,500	2,500	2,500	-	-
<b>* Debt Service</b>	<b>37,615,531</b>	<b>44,191,500</b>	<b>43,371,100</b>	<b>44,720,200</b>	<b>528,700</b>	<b>1.2</b>
8001 Transf Outside Agenc	197,873,824	203,949,800	202,515,600	216,693,300	12,743,500	6.2
8002 Insurance Claims	1,004,954	700,000	1,000,000	700,000	-	-
8003 Insurance Pol/Prem	3,394,063	4,203,000	4,203,000	4,603,000	400,000	9.5
8004 Grants	14,232,473	792,000	5,582,500	792,000	-	-
8005 Tax Exemptions	906,999	1,825,000	1,825,000	1,825,000	-	-
8006 Tax Concess Non Prof	5,147,802	5,596,000	5,800,900	6,334,000	738,000	13.2
8007 Tax Concess Commerci	3,779,425	4,256,300	4,051,600	3,914,900	(341,400)	(8.0)
8009 Fire Protection	7,685,187	9,899,400	9,899,400	10,354,900	455,500	4.6
8014 Capital from Operati	52,576,350	65,922,000	65,922,000	62,779,000	(3,143,000)	(4.8)
8015 Debenture Discount	189,677	226,300	226,300	1,000	(225,300)	(99.6)
8016 Provision for Allow	(494,979)	3,000,000	3,000,000	2,000,000	(1,000,000)	(33.3)
8017 Bank Charges	476,310	770,000	600,000	600,000	(170,000)	(22.1)
8022 Transf to/fr Trust	(23,213)	(40,000)	(110,000)	(40,000)	-	-
8024 Transf to/fr Capital	7,412,851	262,000	542,800	262,000	-	-
8026 Property Damage	73,179	94,200	94,200	94,200	-	-
8030 Tfr Fr Resvs to Oper	(45,108,166)	(21,395,000)	(31,505,800)	(8,630,000)	12,765,000	(59.7)
8031 Tfr To Resvs Fr Oper	70,782,548	46,234,800	46,234,800	47,159,700	924,900	2.0
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	5,316,000	1,481,000	38.6
9000 Prior Yr. Sur/Def	(6,461,141)	(4,616,200)	(4,616,200)	(6,446,400)	(1,830,200)	39.6
9001 Current Yr. Sur/Def	6,876,955	1,962,300	1,974,000	1,817,800	(144,500)	(7.4)
<b>* Other Fiscal</b>	<b>324,160,112</b>	<b>327,476,900</b>	<b>321,075,100</b>	<b>350,130,400</b>	<b>22,653,500</b>	<b>6.9</b>
<b>** Total</b>	<b>386,940,765</b>	<b>409,270,500</b>	<b>403,722,800</b>	<b>438,480,800</b>	<b>29,210,300</b>	<b>7.1</b>

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4001 Res. Property Taxes	(281,433,013)	(299,803,600)	(287,380,000)	(337,796,700)	(37,993,100)	12.7
4002 Comm. Property Taxes	(243,141,628)	(254,579,000)	(251,503,000)	(263,235,900)	(8,656,900)	3.4
4005 Resrc Property Taxes	(1,391,924)	(1,376,500)	(1,376,500)	(1,451,100)	(74,600)	5.4
4006 Rec. Non Profit	(24,096)	(17,000)	(24,600)	(17,000)	-	-
4007 Resource Forest Taxes	(40,828)	(42,000)	(39,500)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,937)	(89,000)	(89,000)	(89,000)	-	-
4014 Climate Action Tax	-	-	(18,099,600)	(18,000,000)	(18,000,000)	-
4100 Deed Transfer Taxes	(81,368,676)	(83,000,000)	(76,000,000)	(76,000,000)	7,000,000	(8.4)
4101 Capital Charges	(6,174,336)	(7,534,600)	(4,935,400)	(7,934,600)	(400,000)	5.3
<b>* Tax Revenue</b>	<b>(613,663,439)</b>	<b>(646,441,700)</b>	<b>(639,447,600)</b>	<b>(704,566,300)</b>	<b>(58,124,600)</b>	<b>9.0</b>
4201 Area Rate Residential	(160,433,022)	(169,540,000)	(169,540,000)	(184,638,500)	(15,098,500)	8.9
4202 Area Rate Commercial	(36,949,318)	(34,081,800)	(34,081,800)	(35,805,900)	(1,724,100)	5.1
4206 Area Rate Resource	(797,808)	(783,500)	(783,500)	(785,200)	(1,700)	0.2
<b>* Area Rate Revenue</b>	<b>(198,180,148)</b>	<b>(204,405,300)</b>	<b>(204,405,300)</b>	<b>(221,229,600)</b>	<b>(16,824,300)</b>	<b>8.2</b>
4501 Tax Agreement - NSLC	(724,626)	(692,000)	(772,200)	(809,500)	(117,500)	17.0
4502 Tax Agreement - NSPI	(4,547,146)	(4,698,500)	(4,866,100)	(4,603,000)	95,500	(2.0)
4503 Tax Agreement - Bell	(1,784,262)	(1,733,700)	(1,652,900)	(1,762,700)	(29,000)	1.7
4506 Tax Agreement - Mari	(819,135)	(803,800)	(841,000)	(810,000)	(6,200)	0.8
4507 Tax Agreement - Heri	(1,609,872)	(1,609,900)	(1,551,100)	(1,613,200)	(3,300)	0.2

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4508 Tax Agreement - HIAA	(1,648,031)	(1,648,000)	(1,648,000)	(1,722,400)	(74,400)	4.5
4509 Tax Agrmnt - Irving	(1,082,002)	(1,258,500)	(1,319,500)	(1,457,100)	(198,600)	15.8
4550 Tax Agreement - Other	(292,782)	(247,800)	(296,400)	(250,200)	(2,400)	1.0
<b>* Tax Agreements</b>	<b>(12,507,856)</b>	<b>(12,692,200)</b>	<b>(12,947,200)</b>	<b>(13,028,100)</b>	<b>(335,900)</b>	<b>2.6</b>
4601 Grant in Lieu-Fed	(25,363,805)	(25,645,300)	(26,715,700)	(28,817,500)	(3,172,200)	12.4
4602 Grant in Lieu-Prov.	(9,425,654)	(10,763,500)	(10,550,500)	(11,771,700)	(1,008,200)	9.4
4603 Grant in Lieu-CPC	(696,131)	(739,200)	(735,700)	(771,800)	(32,600)	4.4
4605 Grant Lieu-Hflx Port	(1,804,925)	(1,912,500)	(1,903,600)	(1,889,100)	23,400	(1.2)
4606 Grant in Lieu - CBC	(39,951)	(41,700)	(41,500)	(41,100)	600	(1.4)
4607 Grant Lieu -Via Rail	(148,077)	(159,200)	(191,100)	(170,100)	(10,900)	6.8
4608 Grant in Lieu - WCB	(123,806)	(133,100)	(132,500)	(138,600)	(5,500)	4.1
4609 Grant in Lieu- Citad	(1,636,003)	(1,746,100)	(1,751,200)	(1,831,200)	(85,100)	4.9
4610 Grant in Lieu-NRC	(62,242)	(464,500)	(462,200)	(64,600)	399,900	(86.1)
4650 Grant in Lieu - Other	(13,344)	(14,100)	(13,900)	(14,200)	(100)	0.7
<b>* Payments in Lieu of taxes</b>	<b>(39,313,938)</b>	<b>(41,619,200)</b>	<b>(42,497,900)</b>	<b>(45,509,900)</b>	<b>(3,890,700)</b>	<b>9.3</b>
4703 Cond.Grant NS(Other)	(835,000)	-	-	(450,000)	(450,000)	-
4704 Conditnl Grnts Other	(12,602,268)	-	(4,271,900)	-	-	-
4706 Uncond.Grant NS(oth)	(3,582,103)	(3,981,000)	(3,579,500)	(3,600,000)	381,000	(9.6)
<b>* Transfers from other Gov'ts</b>	<b>(17,019,371)</b>	<b>(3,981,000)</b>	<b>(7,851,400)</b>	<b>(4,050,000)</b>	<b>(69,000)</b>	<b>1.7</b>
4801 Int. Rev. - Tax	(3,008,040)	(6,550,000)	(3,300,000)	(4,300,000)	2,250,000	(34.4)
4803 Int. Rev. - Cap.Chrg	(504,493)	(283,100)	(359,100)	(265,400)	17,700	(6.3)
4850 Int. Rev. - Other	(120,741)	(85,000)	(85,000)	(85,000)	-	-
4860 Investment Income	(1,590,594)	(1,965,000)	(6,500,000)	(12,000,000)	(10,035,000)	510.7
<b>* Interest Revenue</b>	<b>(5,223,868)</b>	<b>(8,883,100)</b>	<b>(10,244,100)</b>	<b>(16,650,400)</b>	<b>(7,767,300)</b>	<b>87.4</b>
5256 SOT Revenue	-	(1,872,500)	(2,124,800)	(1,872,500)	-	-
<b>* Fee Revenues</b>	<b>-</b>	<b>(1,872,500)</b>	<b>(2,124,800)</b>	<b>(1,872,500)</b>	<b>-</b>	<b>-</b>
5502 HRWC Dividend	(6,466,171)	(6,803,000)	(6,530,000)	(6,586,100)	216,900	(3.2)
5504 StormWater ROW Levies	(3,775,497)	(3,922,000)	(3,922,000)	-	3,922,000	(100.0)
5508 Recov External Parti	(8,444,478)	(7,911,900)	(7,941,700)	(7,551,800)	360,100	(4.6)
5509 NSF Chq Fee	200	-	-	-	-	-
5600 Miscellaneous Revenue	(260,699)	(305,000)	(330,000)	(305,000)	-	-
<b>* Other Revenue</b>	<b>(18,946,646)</b>	<b>(18,941,900)</b>	<b>(18,723,700)</b>	<b>(14,442,900)</b>	<b>4,499,000</b>	<b>(23.8)</b>
<b>** Total</b>	<b>(904,855,266)</b>	<b>(938,836,900)</b>	<b>(938,242,000)</b>	<b>(1,021,349,700)</b>	<b>(82,512,800)</b>	<b>8.8</b>
<b>Net Total</b>	<b>(517,914,502)</b>	<b>(529,566,400)</b>	<b>(534,519,200)</b>	<b>(582,868,900)</b>	<b>(53,302,500)</b>	<b>10.1</b>

# RESERVES

2023/24 BUDGET AND BUSINESS PLAN



RESERVE FUNDS BUDGET					
Projected Net Available Balance as of March 31st of the Fiscal Year					
	2022/23 (as of December 31/22)	2023/24	2024/25	2025/26	2026/27
<b>Risk Reserve</b>					
Risk and Resilience - Q416	10,153,315	10,315,815	10,480,915	10,648,615	10,819,015
<b>Total</b>	<b>10,153,315</b>	<b>10,315,815</b>	<b>10,480,915</b>	<b>10,648,615</b>	<b>10,819,015</b>
<b>Obligation Reserve</b>					
Landfill Closure Costs - Q506	7,588,848	4,050,648	3,648,148	3,216,848	2,756,248
Municipal Election - Q511	2,788,617	2,517,517	373,417	1,243,017	2,126,517
Convention Centre - Q521	3,454,763	3,380,463	3,304,963	3,228,263	3,150,363
Central Library Recapitalization Reserve - Q536	8,439,468	9,648,568	10,877,068	12,125,168	13,393,268
Multi District Facilities Reserve - Q546	508,634	208,110	301,986	397,362	494,238
Solid Waste Facilities Reserve - Q556	15,377,862	17,527,862	18,915,762	22,743,962	25,668,162
Master Plan Reserve (new) - Q566	2,355,169	2,392,869	2,431,169	2,470,069	2,509,569
Business/Industrial Parks Expansion - Q616	23,817,143	17,797,443	(10,162,557)	(27,901,957)	(25,605,157)
Community and Events Reserve - Q621	952,680	1,010,552	1,061,252	1,112,752	1,165,052
<b>Total</b>	<b>65,283,184</b>	<b>58,534,032</b>	<b>30,751,208</b>	<b>18,635,484</b>	<b>25,658,260</b>
<b>Opportunity Reserve</b>					
Strategic Initiative Capital Reserve - Q666	158,224,632	188,533,632	224,062,132	260,159,132	296,833,632
Strategic Initiative Operating Reserve - Q667	4,446,291	4,883,191	5,087,291	5,294,691	5,505,391
Parkland Development Reserve - Q611	5,222,546	5,560,146	5,903,146	6,251,646	6,605,646
Gas Tax Reserve - Q626	6,733,572	2,167,672	2,202,372	2,237,572	2,273,372
Density Bonus - Q640	4,151,597	3,709,997	3,769,397	3,829,697	3,890,997
Options (Contingency) Reserve - Q421	10,952,061	2,801,661	2,846,461	2,891,961	2,938,261
Capital Fund - Q526	28,154,970	24,465,221	20,794,249	18,008,566	15,674,564
<b>Total</b>	<b>217,885,669</b>	<b>232,121,520</b>	<b>264,665,048</b>	<b>298,673,265</b>	<b>333,721,863</b>
<b>Total Reserve Projected Balances</b>	<b>293,322,168</b>	<b>300,971,367</b>	<b>305,897,171</b>	<b>327,957,364</b>	<b>370,199,138</b>

## RESERVE FUNDS BUDGET

April 1, 2023 to March 31, 2024

Reserve Name	Projected Net Available Balance, December 31, 2022	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance
<b>Risk Reserve</b>						
Risk and Resilience - Q416	\$10,153,315	\$0	\$162,500	\$0	\$0	\$10,315,815
<b>Total</b>	<b>10,153,315</b>	<b>-</b>	<b>162,500</b>	<b>-</b>	<b>-</b>	<b>10,315,815</b>
<b>Obligation Reserve</b>						
Landfill Closure Costs - Q506	7,588,848	-	63,800	(3,572,000)	(30,000)	4,050,648
Municipal Election - Q511	2,788,617	850,000	39,600	-	(1,160,700)	2,517,517
Convention Centre - Q521	3,454,763	8,502,500	53,200	-	(8,630,000)	3,380,463
Central Library Recapitalization Reserve - Q536	8,439,468	1,057,200	151,900	-	-	9,648,568
Multi District Facilities Reserve - Q546	508,634	1,111,176	3,300	(1,415,000)	-	208,110
Solid Waste Facilities Reserve - Q556	15,377,862	3,800,000	276,000	(1,926,000)	-	17,527,862
Master Plan Reserve (new) - Q566	2,355,169	-	37,700	-	-	2,392,869
Business/Industrial Parks Expansion - Q616	23,817,143	3,000,000	280,300	(9,000,000)	(300,000)	17,797,443
Community and Events Reserve - Q621	952,680	1,999,972	15,900	(250,000)	(1,708,000)	1,010,552
<b>Total</b>	<b>65,283,184</b>	<b>20,320,848</b>	<b>921,700</b>	<b>(16,163,000)</b>	<b>(11,828,700)</b>	<b>58,534,032</b>
<b>Opportunity Reserve</b>						
Strategic Initiative Capital Reserve - Q666	158,224,632	32,000,000	2,969,000	(4,660,000)	-	188,533,632
Strategic Initiative Operating Reserve - Q667	4,446,291	1,000,000	76,900	(640,000)	-	4,883,191
Parkland Development Reserve - Q611	5,222,546	750,000	87,600	(500,000)	-	5,560,146
Gas Tax Reserve - Q626	6,733,572	26,500,000	34,100	(31,100,000)	-	2,167,672
Density Bonus - Q640	4,151,596	-	58,400	-	(500,000)	3,709,996
Options (Contingency) Reserve - Q421	10,952,061	450,000	44,100	(7,800,000)	(844,500)	2,801,661
Capital Fund - Q526	28,154,971	338,951	385,300	(4,260,000)	(154,000)	24,465,222
<b>Total</b>	<b>217,885,669</b>	<b>61,038,951</b>	<b>3,655,400</b>	<b>(48,960,000)</b>	<b>(1,498,500)</b>	<b>232,121,520</b>
<b>Total</b>	<b>293,322,168</b>	<b>\$81,359,799</b>	<b>\$4,739,600</b>	<b>(\$65,123,000)</b>	<b>(\$13,327,200)</b>	<b>300,971,367</b>

## Statement of Reserve Withdrawals

Reserve	Withdrawals 2023/24	Amount	Total
Q416 Risk and Resilience Reserve	Operating	-	-
Q421 Options Reserve	Capital	7,800,000	
	Operating	844,500	8,644,500
Q506 Landfill Closure & Post Closure Reserve	Operating - Mengoni Environmental Monitoring	30,000	
	Capital	3,572,000	3,602,000
Q511 Municipal Election Reserve	Operating - Legal	1,160,700	1,160,700
Q521 Convention Centre Reserve	Operating - Convention Centre Operating Costs	8,630,000	8,630,000
Q526 Capital Fund Reserve	Operating - Real Estate Cost	116,000	
	Operating - Legal Cost Real Estate	8,000	
	Operating - Spencer House Renovations	30,000	
	Capital	4,260,000	4,414,000
Q546 Multi-District Facilities Reserve	Capital	1,415,000	1,415,000
Q556 Solid Waste Facilities Reserve	Capital	1,926,000	1,926,000
Q611 Parkland Development Reserve	Capital	500,000	500,000
Q626 Gas Tax Reserve	Capital	31,100,000	31,100,000
Q616 Business/Industrial Park Expansion	Operating - Real Estate Cost	50,000	
	Operating - Real Estate Salary Recovery	250,000	
	Capital	9,000,000	9,300,000
Q621 Community and Events Reserve	Operating - Cultural Events and Showcases Program	208,000	
	Operating - Public Art operating and program costs	90,000	
	Operating - Program Grant Costs	60,000	
	Operating - Hallmark, Tourism and Sporting events grant	603,500	
	Operating - Hosting	746,500	
	Capital	250,000	1,958,000
Q666 Strategic Initiative Capital	Capital	4,660,000	4,660,000
Q667 Strategic Initiative Operating	Operating	-	-
	Capital	640,000	640,000
Q640 Density Bonus Reserve	Operating	500,000	500,000
<b>Total Withdrawals</b>			<b>78,450,200</b>

## Statement of Reserve Contributions

Reserve		Contributions 2023/24	Amount	Total
Q421	Options Reserve	Operating	450,000	450,000
Q511	Municipal Election Reserve	Contribution - Fiscal Services	850,000	850,000
Q521	Convention Centre Reserve	Contribution - Fiscal Services	8,502,500	8,502,500
Q526	Capital Fund Reserve	Contribution - Tax Sale Surplus	108,653	
		Contribution - Mt. Hermon Cemetery Sale	1,500	
		Contribution - Springfield Lake	20,000	
		Contribution - Sale of Land/Buildings	95,000	
		Contribution - Sale of Vehicles and Equipment	100,000	
		Contribution- Spencer House and Southend Daycare Rent	13,798	338,951
Q536	Central Library Recapitalization Reserve	Contribution - Fiscal Services	1,057,200	1,057,200
Q546	Multi-District Facilities Reserve	Contribution - Nustadia (HRM 4 Pad)	220,800	
		Contribution - Scotiabank Centre	598,876	
		Contribution - Nustadia (RBC Centre)	291,500	1,111,176
Q556	Solid Waste Facilities Reserve	Contribution - Fiscal Services	3,000,000	
		Contribution - Capital Cost Contribution	800,000	3,800,000
Q611	Parkland Development Reserve	Contribution - Permit Fees	750,000	750,000
Q616	Business/Industrial Park Expansion Reserve	Contribution - Sale of Land/Buildings	3,000,000	3,000,000
Q621	Community and Events Reserve	Contribution - Fiscal Services	300,000	
		Contribution - Marketing Levy	1,699,972	1,999,972
Q626	Gas Tax Reserve	Contribution - Provincial Gas Tax Program Funding	26,500,000	26,500,000
Q666	Strategic Initiative Capital	Contribution - Fiscal Services	32,000,000	32,000,000
Q667	Strategic Initiative Operating	Contribution - Fiscal Services	1,000,000	1,000,000
<b>Total Contributions</b>				<b>81,359,799</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**

**2023/24 BUDGET AND BUSINESS PLAN**

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are disbursed or received (see Cash Basis).
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	Include program objectives, outcomes desired, resources required and 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 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 commercial 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.
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
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 and other information 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, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and 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, expressed 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.
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.
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	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 “Market” value and a “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 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 capped 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 Conseil 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	At 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.
Uniform Assessment	The total of the taxable property assessment plus the value of grants a municipality receives from special property tax arrangements.

# **APPENDIX**

**2023/24 BUDGET AND BUSINESS PLAN**

## Appendix A – HRM Total Outstanding Debt Repayment Schedule

HRM Total Outstanding Debt Repayment Schedule

Debt Name	Fiscal Year												
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
24-HBR-1	\$ 6,955,300	\$ 6,636,025	\$ 6,314,000	\$ 5,989,500	\$ 5,663,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2005 - B	\$ 7,607,199	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2009 - A	\$ 1,311,461	\$ 1,267,309	\$ 1,221,867	\$ 1,175,027	\$ 5,305,615	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010 - A	\$ 2,085,900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2010 - B	\$ 2,775,926	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011 - A	\$ 1,407,806	\$ 1,352,964	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011 - B	\$ 1,179,990	\$ 1,141,753	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GMIF-10309	\$ 250,008	\$ 245,984	\$ 241,984	\$ 237,970	\$ 234,002	\$ 229,984	\$ 225,984	\$ 221,976	\$ 217,995	\$ 213,984	\$ 209,984	\$ 205,982	\$ 201,989
2012 - A	\$ 1,604,409	\$ 1,556,220	\$ 1,505,752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2012 - B	\$ 1,046,304	\$ 1,019,136	\$ 990,336	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2013 - A	\$ 2,588,023	\$ 2,527,867	\$ 2,463,486	\$ 2,395,152	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2013 - B	\$ 415,954	\$ 404,926	\$ 392,995	\$ 380,263	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014 - A	\$ 2,484,344	\$ 2,426,539	\$ 2,363,408	\$ 2,295,639	\$ 2,224,108	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2014 - B	\$ 2,316,726	\$ 2,266,939	\$ 2,212,629	\$ 2,154,365	\$ 2,092,693	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2015 - A	\$ 3,058,277	\$ 3,005,775	\$ 2,946,564	\$ 2,881,089	\$ 2,811,146	\$ 2,737,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GMIF-12028	\$ 280,833	\$ 276,362	\$ 271,926	\$ 267,478	\$ 263,035	\$ 258,585	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2015 - B	\$ 1,161,409	\$ 1,142,138	\$ 1,120,515	\$ 1,096,472	\$ 1,070,401	\$ 1,042,548	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2016 - A	\$ 2,260,859	\$ 2,223,683	\$ 2,182,518	\$ 2,137,073	\$ 2,087,436	\$ 2,034,328	\$ 1,978,519	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2017 - A	\$ 956,899	\$ 944,001	\$ 929,517	\$ 913,368	\$ 895,666	\$ 876,624	\$ 856,400	\$ 835,064	\$ -	\$ -	\$ -	\$ -	\$ -
2017 - B	\$ 1,346,765	\$ 1,323,079	\$ 1,297,559	\$ 1,270,162	\$ 1,241,087	\$ 1,210,490	\$ 1,178,360	\$ 1,145,141	\$ -	\$ -	\$ -	\$ -	\$ -
2018 - A	\$ 2,450,571	\$ 2,402,153	\$ 2,349,879	\$ 2,294,651	\$ 2,237,168	\$ 2,177,607	\$ 2,116,166	\$ 2,053,141	\$ 1,988,981	\$ -	\$ -	\$ -	\$ -
2018 - B	\$ 1,464,738	\$ 1,434,075	\$ 1,401,660	\$ 1,367,722	\$ 1,332,810	\$ 1,296,833	\$ 1,259,997	\$ 1,222,417	\$ 1,184,218	\$ -	\$ -	\$ -	\$ -
2019 - B	\$ 3,497,128	\$ 3,439,823	\$ 3,381,580	\$ 3,321,033	\$ 3,258,325	\$ 3,193,910	\$ 3,127,277	\$ 3,058,654	\$ 2,988,324	\$ 2,916,743	\$ -	\$ -	\$ -
2021 - A	\$ -	\$ 576,102	\$ 9,091,307	\$ 9,052,924	\$ 8,996,642	\$ 8,917,172	\$ 8,815,904	\$ 8,694,829	\$ 8,555,775	\$ 8,401,050	\$ 8,231,967	\$ 8,049,514	\$ -
2022 - A	\$ -	\$ -	\$ 688,857	\$ 5,483,178	\$ 5,369,158	\$ 5,243,743	\$ 5,112,215	\$ 4,977,213	\$ 4,838,448	\$ 4,694,899	\$ 4,546,194	\$ 4,393,496	\$ 4,237,654
<b>Total</b>	<b>\$50,506,828</b>	<b>\$37,612,852</b>	<b>\$43,368,338</b>	<b>\$44,713,065</b>	<b>\$45,082,642</b>	<b>\$29,219,434</b>	<b>\$24,670,822</b>	<b>\$22,208,434</b>	<b>\$19,773,740</b>	<b>\$16,226,676</b>	<b>\$12,988,144</b>	<b>\$12,648,991</b>	<b>\$4,439,643</b>

## Appendix B – HRM Total Budget Summary

Summary Details - Total Halifax Budget						
Expenditures	2021/22 Actual	2022/23 Budget	2022/23 Projections	Budget	2023/24 Δ 22/23 Budget	Δ %
6001 Salaries - Regular	313,905,608	352,871,200	338,063,673	374,764,800	21,893,600	6.2
6002 Salaries - Overtime	25,252,019	15,929,450	27,504,306	15,448,600	(480,850)	(3.0)
6003 Wages - Regular	5,686,257	195,300	262,700	172,400	(22,900)	(11.7)
6004 Wages - Overtime	8,740	-	400	-	-	-
6005 PDP & Union Con Incr	-	-	(8,302,000)	-	-	-
6050 Court Time	786,575	1,285,700	1,146,500	1,317,800	32,100	2.5
6051 Shift Agreements	301,197	223,700	235,500	223,600	(100)	(0.0)
6052 Shift Differentials	262,313	419,600	346,000	419,600	-	-
6053 Extra Duty	606,376	612,400	1,441,400	1,988,400	1,376,000	224.7
6054 Vacation payout	1,078,089	20,000	698,900	10,000	(10,000)	(50.0)
6099 Other Allowances	16,023	19,500	24,700	19,500	-	-
6100 Benefits - Salaries	68,026,440	67,314,740	65,842,163	70,996,300	3,681,560	5.5
6101 Benefits - Wages	368,455	-	16,100	-	-	-
6110 Vacancy Management	-	(13,261,314)	(870,400)	(16,982,600)	(3,721,286)	28.1
6120 Comp OCC Budget Yr 1	-	1,084,600	-	1,084,600	-	-
6150 Honorariums	2,600,167	2,855,200	2,558,500	2,856,800	1,600	0.1
6151 Vehicle Allowance	10,675	-	-	-	-	-
6152 Retirement Incentives	6,126,816	5,291,100	5,261,500	5,974,100	683,000	12.9
6153 Severance	16,500	-	82,500	-	-	-
6154 Workers' Compensation	9,176,136	10,265,300	10,252,400	12,011,200	1,745,900	17.0
6155 Overtime Meals	74,809	20,200	19,200	20,200	-	-
6156 Clothing Allowance	653,943	708,400	709,800	709,300	900	0.1
6157 stipends	151,228	300,000	391,200	300,000	-	-
6158 WCB Recov Earnings	(72,028)	(18,300)	(113,200)	(18,300)	-	-
6164 On the Job injuries	270,806	244,400	100,000	244,400	-	-
6190 Compensation OCC trf	-	-	(92,000)	-	-	-
6194 Sick Bank allowance	(614,800)	-	-	-	-	-
6198 Non TCA Compensation	218	-	-	-	-	-
6199 Comp & Ben InterDept	1,513,222	5,639,000	1,831,400	3,532,100	(2,106,900)	(37.4)
9200 HR CATS Wage/Ben	(2,598,247)	6,315,100	6,832,601	6,518,800	203,700	3.2
9210 HR CATS OT Wage/Ben	(141,677)	(54,000)	(303,900)	(54,000)	-	-
9230 HR CATS OT Meals	(870)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>433,464,989</b>	<b>458,281,276</b>	<b>453,939,943</b>	<b>481,557,600</b>	<b>23,276,324</b>	<b>5.1</b>
6201 Telephone/Cable	2,159,945	2,048,700	2,370,390	2,147,050	98,350	4.8
6202 Courier/Postage	962,964	1,256,000	960,250	864,300	(391,700)	(31.2)
6203 Office Furn/Equip	509,961	399,800	1,036,380	445,800	46,000	11.5
6204 Computer S/W & Lic	7,093,361	7,696,800	8,148,400	8,359,300	662,500	8.6
6205 Printing & Reprod	911,214	853,700	955,300	963,700	110,000	12.9
6207 Office Supplies	590,506	569,895	674,826	591,866	21,971	3.9
6208 Binding	12,877	10,000	10,000	5,000	(5,000)	(50.0)
6290 Office OCC Transfer	-	6,000	(896,300)	6,000	-	-
6299 Other Office Expenses	186,124	193,400	237,300	261,700	68,300	35.3
<b>* Office</b>	<b>12,426,952</b>	<b>13,034,295</b>	<b>13,496,546</b>	<b>13,644,716</b>	<b>610,421</b>	<b>4.7</b>
6301 Professional Fees	595,262	842,435	739,185	943,000	100,565	11.9
6302 Legal Fees	729,937	332,600	738,600	442,600	110,000	33.1
6303 Consulting Fees	1,770,047	6,443,800	3,212,400	3,070,500	(3,373,300)	(52.3)
6304 Janitorial Services	4,945,044	4,872,100	5,191,650	5,051,900	179,800	3.7
6305 Property Appraisal	17,676	86,000	41,000	65,000	(21,000)	(24.4)
6306 Property Survey	23,139	54,500	83,500	45,000	(9,500)	(17.4)
6308 Snow Removal	2,739,778	2,263,300	2,347,900	2,469,900	206,600	9.1
6309 Litigation Disburse	62,445	7,500	7,500	7,500	-	-
6310 Outside Personnel	1,542,634	1,444,000	1,482,000	1,502,000	58,000	4.0
6311 Security	1,841,764	1,677,500	2,119,400	2,510,500	833,000	49.7
6312 Refuse Collection	385,392	386,900	596,200	440,800	53,900	13.9
6314 Prosecution Services	101,796	118,000	110,000	102,000	(16,000)	(13.6)
6315 Outside Policing	36,319,322	32,556,400	33,112,500	33,272,600	716,200	2.2
6316 Real Property Disb	8,358	20,000	13,500	18,000	(2,000)	(10.0)
6390 Extnl Svcs OCC Trsf	-	7,000	(943,000)	-	(7,000)	(100.0)

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6399 Contract Services	103,270,800	103,898,900	107,044,890	112,780,400	8,881,500	8.5
<b>* External Services</b>	<b>154,353,393</b>	<b>155,010,935</b>	<b>155,897,225</b>	<b>162,721,700</b>	<b>7,710,765</b>	<b>5.0</b>
6401 Uniforms & Clothing	1,349,269	1,767,800	1,854,700	1,833,300	65,500	3.7
6402 Med & First Aid Supp	120,491	100,900	119,800	109,300	8,400	8.3
6403 Patrol Equip Supplies	528,205	436,700	660,700	436,700	-	-
6404 Rec Prog Supplies	319,953	292,600	392,900	296,200	3,600	1.2
6405 Photo Supp & Equip	29,105	27,800	64,600	27,800	-	-
6406 Bridge Tolls	505,336	522,200	561,800	519,900	(2,300)	(0.4)
6407 Clean/Sani Supplies	567,050	601,600	613,000	522,700	(78,900)	(13.1)
6409 Personal Protect Equ	650,231	496,650	464,250	450,450	(46,200)	(9.3)
6490 Supplies OCC Transfer	-	19,700	(7,500)	19,700	-	-
6499 Other Supplies	383,174	306,700	376,700	284,784	(21,916)	(7.1)
<b>* Supplies</b>	<b>4,452,814</b>	<b>4,572,650</b>	<b>5,100,950</b>	<b>4,500,834</b>	<b>(71,816)</b>	<b>(1.6)</b>
6501 Asphalt	281,529	239,100	312,400	235,500	(3,600)	(1.5)
6502 Chemicals	103,816	178,200	57,200	188,600	10,400	5.8
6503 Fertilizer	44,682	46,000	62,000	46,000	-	-
6504 Hardware	177,008	216,700	275,300	221,000	4,300	2.0
6505 Lubricants	290,473	257,600	356,900	274,200	16,600	6.4
6506 Lumber	93,238	54,200	91,200	56,200	2,000	3.7
6507 Propane	173,278	161,700	195,300	161,200	(500)	(0.3)
6508 Ready Mix Concrete	145,989	211,700	104,400	167,000	(44,700)	(21.1)
6510 Road Oils	457	6,700	1,500	6,700	-	-
6511 Salt	1,934,407	1,441,100	1,446,200	1,485,100	44,000	3.1
6512 Sand	14,519	30,500	25,300	28,500	(2,000)	(6.6)
6513 Seeds & Plants	64,534	73,500	72,500	73,500	-	-
6514 Sods	4,055	11,700	11,600	11,700	-	-
6515 Stone and Gravel	32,290	99,400	63,000	93,900	(5,500)	(5.5)
6516 Topsoil	77,282	66,700	72,000	67,900	1,200	1.8
6517 Paint	268,490	309,100	334,000	336,100	27,000	8.7
6518 Metal	66,184	72,800	80,400	71,300	(1,500)	(2.1)
6519 Welding Supplies	8,666	12,800	11,400	12,300	(500)	(3.9)
6520 Salt-Sand Mix	425	-	-	-	-	-
6590 Materials OCC Trsf	-	-	(1,500)	-	-	-
6599 Other Materials	71,487	73,100	103,400	73,100	-	-
<b>* Materials</b>	<b>3,852,810</b>	<b>3,562,600</b>	<b>3,674,500</b>	<b>3,609,800</b>	<b>47,200</b>	<b>1.3</b>
6602 Electrical	993,246	970,900	1,164,000	1,005,700	34,800	3.6
6603 Grnds & Landscaping	81,142	128,600	126,300	146,100	17,500	13.6
6604 Bus Gates/Shltr-R&M	5,102	35,000	2,600	35,000	-	-
6605 Municipal Taxes	972,874	1,040,700	1,105,000	1,160,500	119,800	11.5
6606 Heating Fuel	974,121	751,100	1,143,000	693,100	(58,000)	(7.7)
6607 Electricity	8,587,071	8,775,250	8,723,900	9,042,200	266,950	3.0
6608 Water	1,015,662	1,013,300	1,191,168	1,001,900	(11,400)	(1.1)
6609 Elevator & Escalator	130,175	137,400	180,800	128,700	(8,700)	(6.3)
6610 Building - Exterior	807,090	657,600	1,200,350	957,600	300,000	45.6
6611 Building - Interior	657,981	668,700	1,239,300	708,700	40,000	6.0
6612 Safety Systems	752,472	483,100	743,600	485,100	2,000	0.4
6613 Overhead Doors	247,986	180,300	247,800	234,300	54,000	30.0
6614 Envir Assess/Cleanup	93,998	184,500	255,800	379,500	195,000	105.7
6615 Vandalism Clean-up	4,110	25,000	6,000	10,000	(15,000)	(60.0)
6616 Natural Gas-Buildings	1,756,424	1,342,600	1,661,100	1,390,100	47,500	3.5
6617 Pest Management	46,356	49,100	53,100	52,700	3,600	7.3
6690 Building OCC Transfer	-	-	(226,800)	-	-	-
6699 Other Building Cost	1,955,211	1,189,000	1,386,900	1,054,000	(135,000)	(11.4)
<b>* Building Costs</b>	<b>19,081,024</b>	<b>17,632,150</b>	<b>20,203,918</b>	<b>18,485,200</b>	<b>853,050</b>	<b>4.8</b>
6701 Equipment Purchase	1,399,701	1,582,900	1,717,800	1,508,700	(74,200)	(4.7)
6702 Small Tools	358,601	282,700	327,100	288,300	5,600	2.0
6703 Computer Equip/Rent	1,728,938	1,680,200	1,820,600	1,725,000	44,800	2.7
6704 Equipment Rental	211,745	222,100	269,200	194,300	(27,800)	(12.5)
6705 Equip - R&M	783,231	983,900	1,158,931	1,140,700	156,800	15.9

Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
6706 Computer R&M	353,489	282,400	159,100	430,700	148,300	52.5
6707 Plumbing & Heating	551,116	530,300	906,300	785,300	255,000	48.1
6708 Mechanical Equipment	1,387,553	1,139,300	1,674,800	1,515,600	376,300	33.0
6711 Communication System	1,606,907	1,723,900	1,623,300	1,704,400	(19,500)	(1.1)
6731 Airtime	253,014	258,700	253,000	258,700	-	-
6732 Mobile Data	92,002	92,000	92,000	92,000	-	-
6790 Equipment OCC Trsf	-	-	(100,000)	-	-	-
<b>* Equipment &amp; Communications</b>	<b>8,726,297</b>	<b>8,778,400</b>	<b>9,902,131</b>	<b>9,643,700</b>	<b>865,300</b>	<b>9.9</b>
6802 Vehicle R&M	10,571,462	11,405,600	11,647,600	11,391,000	(14,600)	(0.1)
6803 Vehicle Fuel - Diesel	12,391,055	11,779,400	20,926,400	19,430,600	7,651,200	65.0
6804 Vehicle Fuel - Gas	2,445,797	1,461,300	3,018,760	3,205,100	1,743,800	119.3
6805 Tires and Tubes	1,690,425	1,771,000	1,591,800	1,800,000	29,000	1.6
6806 Vehicle Rentals	303,705	146,000	580,000	326,300	180,300	123.5
6807 Vehicle Leases	514	-	28,900	-	-	-
6810 Comm Vehicle R&M	2,964,130	3,096,000	3,075,900	3,191,000	95,000	3.1
6811 Shop Supplies	81,264	107,000	117,900	112,500	5,500	5.1
6890 Vehicle OCC Transfer	-	495,700	(35,400)	495,700	-	-
6899 Other Vehicle Expense	1,043,747	783,700	801,200	770,900	(12,800)	(1.6)
<b>* Vehicle Expense</b>	<b>31,492,099</b>	<b>31,045,700</b>	<b>41,753,060</b>	<b>40,723,100</b>	<b>9,677,400</b>	<b>31.2</b>
6901 Membership Dues	881,116	829,500	842,300	864,600	35,100	4.2
6902 Conferences/Workshop	52,854	224,100	163,400	178,000	(46,100)	(20.6)
6903 Travel - Local	497,357	740,350	707,929	765,850	25,500	3.4
6904 Travel - Out of Town	208,038	467,200	714,900	518,300	51,100	10.9
6905 Training & Education	1,182,942	1,493,800	1,820,578	1,806,400	312,600	20.9
6906 Licenses & Agreements	812,762	924,100	1,036,800	1,077,600	153,500	16.6
6907 Commission Fees	241,116	300,000	300,000	300,000	-	-
6908 Medical Examinations	234,876	312,400	266,200	342,400	30,000	9.6
6909 Cost of Sales	525,397	470,470	368,770	383,970	(86,500)	(18.4)
6910 Signage	41,303	223,200	222,700	223,200	-	-
6911 Facilities Rental	6,770,498	7,438,674	7,527,000	7,890,400	451,726	6.1
6912 Advertising/Promotio	961,658	1,108,100	1,106,470	1,101,200	(6,900)	(0.6)
6913 Awards	116,852	122,500	84,700	122,500	-	-
6914 Recruiting	120,437	163,100	289,800	165,100	2,000	1.2
6915 Research Data Acquis	15,820	115,100	118,500	115,100	-	-
6916 Public Education	126,885	257,300	265,200	210,400	(46,900)	(18.2)
6917 Books and Periodicals	3,487,752	2,673,900	2,682,500	2,970,800	296,900	11.1
6918 Meals	89,190	150,750	200,300	197,550	46,800	31.0
6919 Special Projects	687,751	1,227,200	2,607,600	2,001,400	774,200	63.1
6928 Committee Expenses	5,190	16,900	13,900	11,400	(5,500)	(32.5)
6929 Procurement Card Clg	15,551	200	30,900	200	-	-
6932 Youth Pr Services	31,351	211,000	43,900	136,000	(75,000)	(35.5)
6933 Community Events	1,072,385	1,311,600	2,408,400	977,100	(334,500)	(25.5)
6936 Staff Relations	13,970	23,500	24,900	23,500	-	-
6937 Corporate Training	120,499	150,000	160,000	155,000	5,000	3.3
6938 Rewarding Excellence	231,657	144,050	216,732	142,150	(1,900)	(1.3)
6940 Fencing	341,432	197,800	307,100	176,300	(21,500)	(10.9)
6941 Playground Equipment	23,983	53,400	53,400	53,400	-	-
6942 Management Fees	532,301	671,130	554,130	577,330	(93,800)	(14.0)
6943 Health and Wellness	65,060	59,500	100,100	109,600	50,100	84.2
6946 Branch Programming	46,318	37,000	37,000	-	(37,000)	(100.0)
6947 Literacy/Heritage Pr	52,348	-	-	-	-	-
6950 Region.Serv.Program	414,191	394,000	394,000	181,000	(213,000)	(54.1)
6952 Team Serv. Program.	(58)	-	-	-	-	-
6954 Cash over/under	(6,465)	-	200	-	-	-
6990 Gds & Svcs OCC Trsf	-	-	(197,800)	-	-	-
6999 Other Goods/Services	3,076,506	4,394,100	4,741,350	4,629,400	235,300	5.4
<b>* Other Goods &amp; Services</b>	<b>23,090,822</b>	<b>26,905,924</b>	<b>30,213,859</b>	<b>28,407,150</b>	<b>1,501,226</b>	<b>5.6</b>
7008 ItnTrsf IT & Commun	(480)	-	(14,400)	-	-	-
7009 Internal Trfr Other	92,852	33,200	(388,975)	41,400	8,200	24.7



Expenditures	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
7010 IntTrfr Insur Funds	-	341,100	335,900	341,100	-	-
7011 Int Trf Record Check	-	6,200	12,420	6,200	-	-
7012 Int Trf Print/Reprod	(6,378)	5,600	(22,000)	(70,100)	(75,700)	(1,351.8)
7013 Int Trf Extra Duty	(104,154)	(130,000)	(317,600)	(594,100)	(464,100)	357.0
7015 Int Trf FacilityRent	-	(19,000)	(19,000)	(19,000)	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
<b>* Interdepartmental</b>	<b>(18,160)</b>	<b>237,100</b>	<b>(413,655)</b>	<b>(294,500)</b>	<b>(531,600)</b>	<b>(224.2)</b>
8010 Other Interest	146	200	200	200	-	-
8011 Interest on Debentur	5,445,346	4,983,900	5,672,400	5,302,500	318,600	6.4
8012 Principal on Debentu	32,167,606	39,204,900	37,696,000	39,415,000	210,100	0.5
8013 Loan Principal Repay	2,434	2,500	2,500	2,500	-	-
<b>* Debt Service</b>	<b>37,615,531</b>	<b>44,191,500</b>	<b>43,371,100</b>	<b>44,720,200</b>	<b>528,700</b>	<b>1.2</b>
8001 Transf Outside Agenc	211,406,593	216,898,950	215,357,050	229,390,200	12,491,250	5.8
8002 Insurance Claims	1,004,954	700,000	1,000,000	700,000	-	-
8003 Insurance Pol/Prem	3,461,964	4,275,100	4,276,900	4,672,100	397,000	9.3
8004 Grants	17,570,592	6,551,700	11,742,300	6,121,700	(430,000)	(6.6)
8005 Tax Exemptions	906,999	1,825,000	1,825,000	1,825,000	-	-
8006 Tax Concess Non Prof	5,147,802	5,596,000	5,800,900	6,334,000	738,000	13.2
8007 Tax Concess Commerci	3,779,425	4,256,300	4,051,600	3,914,900	(341,400)	(8.0)
8009 Fire Protection	7,685,187	9,899,400	9,899,400	10,354,900	455,500	4.6
8014 Capital from Operati	31,643,093	65,922,000	65,922,000	62,779,000	(3,143,000)	(4.8)
8015 Debenture Discount	189,677	226,300	226,300	1,000	(225,300)	(99.6)
8016 Provision for Allow	(494,979)	3,000,000	3,000,000	2,000,000	(1,000,000)	(33.3)
8017 Bank Charges	476,310	770,000	600,000	600,000	(170,000)	(22.1)
8022 Transf to/fr Trust	(56,846)	(40,400)	(195,400)	(40,400)	-	-
8024 Transf to/fr Capital	7,412,851	262,000	542,800	262,000	-	-
8026 Property Damage	73,179	94,200	94,200	94,200	-	-
8030 Tfr Fr Resvs to Oper	(47,154,286)	(25,607,850)	(37,464,850)	(13,327,200)	12,280,650	(48.0)
8031 Tfr To Resvs Fr Oper	76,250,347	46,775,000	46,739,000	47,672,000	897,000	1.9
8045 Amortization Expense	693,064	-	-	-	-	-
8046 Stormwater ROW Chg	3,835,012	3,835,000	3,835,000	5,316,000	1,481,000	38.6
9000 Prior Yr. Sur/Def	(6,461,141)	(4,596,300)	(4,596,300)	(6,426,500)	(1,830,200)	39.8
9001 Current Yr. Sur/Def	6,876,955	1,962,300	1,974,000	1,817,800	(144,500)	(7.4)
<b>* Other Fiscal</b>	<b>324,246,753</b>	<b>342,604,700</b>	<b>334,629,900</b>	<b>364,060,700</b>	<b>21,456,000</b>	<b>6.3</b>
<b>** Total</b>	<b>1,052,785,325</b>	<b>1,105,857,230</b>	<b>1,111,769,477</b>	<b>1,171,780,200</b>	<b>65,922,970</b>	<b>6.0</b>

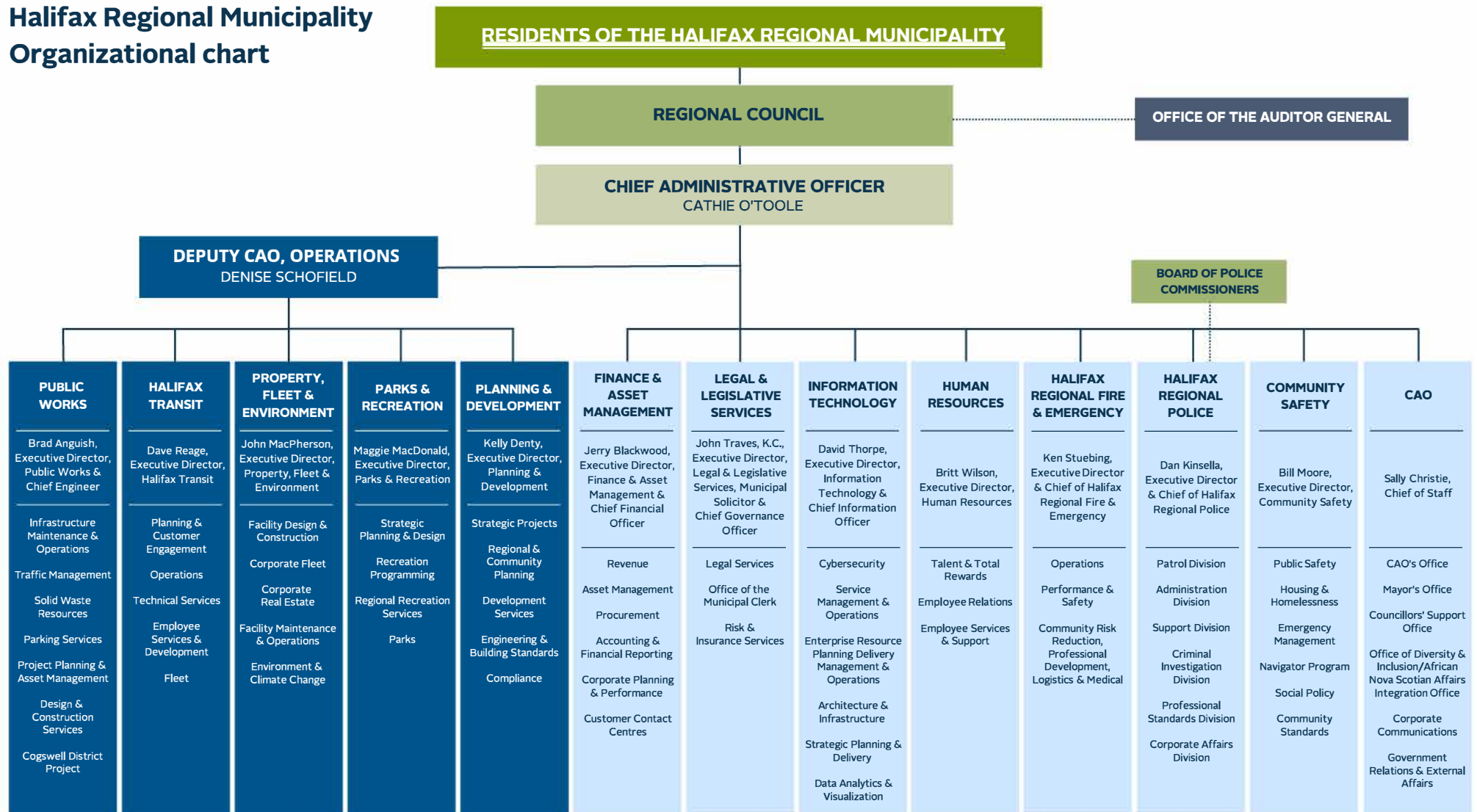
Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4001 Res. Property Taxes	(281,433,013)	(299,803,600)	(287,380,000)	(337,796,700)	(37,993,100)	12.7
4002 Comm. Property Taxes	(243,141,628)	(254,579,000)	(251,503,000)	(263,235,900)	(8,656,900)	3.4
4005 Resrc Property Taxes	(1,391,924)	(1,376,500)	(1,376,500)	(1,451,100)	(74,600)	5.4
4006 Rec. Non Profit	(24,096)	(17,000)	(24,600)	(17,000)	-	-
4007 Resource Forest Taxes	(40,828)	(42,000)	(39,500)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,937)	(89,000)	(89,000)	(89,000)	-	-
4014 Climate Action Tax	-	-	(18,099,600)	(18,000,000)	(18,000,000)	-
4100 Deed Transfer Taxes	(81,368,676)	(83,000,000)	(76,000,000)	(76,000,000)	7,000,000	(8.4)
4101 Capital Charges	(2,753,436)	(7,534,600)	(4,935,400)	(7,934,600)	(400,000)	5.3
<b>* Tax Revenue</b>	<b>(610,242,540)</b>	<b>(646,441,700)</b>	<b>(639,447,600)</b>	<b>(704,566,300)</b>	<b>(58,124,600)</b>	<b>9.0</b>
4201 Area Rate Residential	(160,433,022)	(169,540,000)	(169,540,000)	(184,638,500)	(15,098,500)	8.9
4202 Area Rate Commercial	(39,729,715)	(36,822,700)	(36,822,700)	(38,546,800)	(1,724,100)	4.7
4204 Area Rate Loc Transi	(32,797,555)	(35,371,100)	(35,371,100)	(37,364,800)	(1,993,700)	5.6
4205 Area Rate Reg Transp	(19,850,117)	(21,737,600)	(21,737,600)	-	21,737,600	(100.0)
4206 Area Rate Resource	(797,808)	(783,500)	(783,500)	(785,200)	(1,700)	0.2
<b>* Area Rate Revenue</b>	<b>(253,608,217)</b>	<b>(264,254,900)</b>	<b>(264,254,900)</b>	<b>(261,335,300)</b>	<b>2,919,600</b>	<b>(1.1)</b>
4501 Tax Agreement - NSLC	(724,626)	(692,000)	(772,200)	(809,500)	(117,500)	17.0
4502 Tax Agreement - NSPI	(4,547,146)	(4,698,500)	(4,866,100)	(4,603,000)	95,500	(2.0)
4503 Tax Agreement - Bell	(1,784,262)	(1,733,700)	(1,652,900)	(1,762,700)	(29,000)	1.7
4506 Tax Agreement - Mari	(819,135)	(803,800)	(841,000)	(810,000)	(6,200)	0.8

Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
4507 Tax Agreement - Heri	(1,609,872)	(1,609,900)	(1,551,100)	(1,613,200)	(3,300)	0.2
4508 Tax Agreement - HIAA	(1,648,031)	(1,648,000)	(1,648,000)	(1,722,400)	(74,400)	4.5
4509 Tax Agrmnt - Irving	(1,082,002)	(1,258,500)	(1,319,500)	(1,457,100)	(198,600)	15.8
4550 Tax Agreement - Other	(292,782)	(247,800)	(296,400)	(250,200)	(2,400)	1.0
<b>* Tax Agreements</b>	<b>(12,507,856)</b>	<b>(12,692,200)</b>	<b>(12,947,200)</b>	<b>(13,028,100)</b>	<b>(335,900)</b>	<b>2.6</b>
4601 Grant in Lieu-Fed	(25,422,193)	(25,696,100)	(26,766,500)	(28,868,300)	(3,172,200)	12.3
4602 Grant in Lieu-Prov.	(9,493,637)	(10,838,600)	(10,625,600)	(11,846,800)	(1,008,200)	9.3
4603 Grant in Lieu-CPC	(697,300)	(739,200)	(735,700)	(771,800)	(32,600)	4.4
4605 Grant Lieu-Hflx Port	(1,842,413)	(1,951,400)	(1,942,500)	(1,928,000)	23,400	(1.2)
4606 Grant in Lieu - CBC	(39,951)	(41,700)	(41,500)	(41,100)	600	(1.4)
4607 Grant Lieu -Via Rail	(152,506)	(164,400)	(196,300)	(175,300)	(10,900)	6.6
4608 Grant in Lieu - WCB	(123,806)	(133,100)	(132,500)	(138,600)	(5,500)	4.1
4609 Grant in Lieu- Citad	(1,636,003)	(1,746,100)	(1,751,200)	(1,831,200)	(85,100)	4.9
4610 Grant in Lieu-NRC	(62,242)	(464,500)	(462,200)	(64,600)	399,900	(86.1)
4650 Grant in Lieu - Other	(13,344)	(14,100)	(13,900)	(14,200)	(100)	0.7
<b>* Payments in Lieu of taxes</b>	<b>(39,483,395)</b>	<b>(41,789,200)</b>	<b>(42,667,900)</b>	<b>(45,679,900)</b>	<b>(3,890,700)</b>	<b>9.3</b>
4703 Cond.Grant NS(Other)	(9,919,800)	(9,074,300)	(9,074,300)	(9,524,300)	(450,000)	5.0
4704 Conditnl Grnts Other	(12,602,268)	-	(12,927,776)	-	-	-
4706 Uncond.Grant NS(oth)	(3,582,103)	(3,981,000)	(3,579,500)	(3,600,000)	381,000	(9.6)
4750 Other Grants	(3,965,764)	(3,283,000)	(4,038,000)	(3,387,000)	(104,000)	3.2
<b>* Transfers from other Gov'ts</b>	<b>(30,069,935)</b>	<b>(16,338,300)</b>	<b>(29,619,576)</b>	<b>(16,511,300)</b>	<b>(173,000)</b>	<b>1.1</b>
4801 Int. Rev. - Tax	(3,008,040)	(6,550,000)	(3,300,000)	(4,300,000)	2,250,000	(34.4)
4803 Int. Rev. - Cap.Chrg	(504,493)	(283,100)	(359,100)	(265,400)	17,700	(6.3)
4850 Int. Rev. - Other	(120,741)	(85,000)	(85,000)	(85,000)	-	-
4860 Investment Income	(1,590,594)	(1,965,000)	(6,500,000)	(12,000,000)	(10,035,000)	510.7
<b>* Interest Revenue</b>	<b>(5,223,868)</b>	<b>(8,883,100)</b>	<b>(10,244,100)</b>	<b>(16,650,400)</b>	<b>(7,767,300)</b>	<b>87.4</b>
4901 Parking Station Rev	(2,596,685)	(2,843,000)	(3,250,000)	(4,156,000)	(1,313,000)	46.2
4902 Fines Fees	(135,049)	(4,500)	(4,500)	(4,500)	-	-
4903 Building Permits	(8,002,605)	(11,767,000)	(6,000,000)	(8,060,000)	3,707,000	(31.5)
4904 Plumbing Permits	(209,237)	(240,000)	(164,000)	(150,000)	90,000	(37.5)
4905 St. Opening Permits	(514,655)	(570,000)	(590,000)	(595,000)	(25,000)	4.4
4906 Subdivision Applic.	(192,500)	(200,000)	(200,000)	(175,000)	25,000	(12.5)
4907 Taxi Licenses	(130,886)	(158,000)	(120,000)	(140,000)	18,000	(11.4)
4908 Animal Licenses	(145,853)	(175,000)	(175,000)	(175,000)	-	-
4909 False Alarm Recovery	(699,989)	(530,000)	(600,000)	(530,000)	-	-
4911 Zoning Fees	(122,100)	(115,000)	(100,000)	(90,000)	25,000	(21.7)
4912 Signs & Encroachments	(717,652)	(835,000)	(585,000)	(635,000)	200,000	(24.0)
4914 Grade Alterations	(211,150)	(240,000)	(160,000)	(200,000)	40,000	(16.7)
4915 Minor Variance	(40,000)	(30,000)	(35,000)	(35,000)	(5,000)	16.7
4916 Vending Licenses	(24,241)	(40,000)	(20,000)	(25,000)	15,000	(37.5)
4920 Development Permits	(687,000)	(850,000)	(650,000)	(600,000)	250,000	(29.4)
4921 Parking Permit Rev	(217,945)	(200,000)	(260,000)	(350,000)	(150,000)	75.0
4922 Parking Ticket Rev	(1,394,372)	(4,025,000)	(3,200,000)	(4,155,000)	(130,000)	3.2
4950 Other Lic. & Permits	(300,945)	(180,000)	(260,000)	(160,000)	20,000	(11.1)
4951 By-Law F300 Revenue	(1,545,480)	(1,696,300)	(1,696,300)	(1,696,300)	-	-
5101 Parking Rentals	(2,187,096)	(2,613,100)	(2,486,100)	(2,562,200)	50,900	(1.9)
5102 Facilities Rentals	(2,539,082)	(2,452,500)	(2,482,200)	(2,578,700)	(126,200)	5.1
5107 Rental Ball Fields	(170,443)	(262,500)	(272,500)	(277,000)	(14,500)	5.5
5108 Rental Sportsfields	(165,569)	(171,500)	(226,500)	(230,000)	(58,500)	34.1
5109 Rental Parks	(18,780)	(20,000)	(26,600)	(22,400)	(2,400)	12.0
5110 Rental Sports Courts	(13,205)	(50,000)	(20,500)	(20,400)	29,600	(59.2)
5111 RTAL Weather Fields	(243,485)	(410,000)	(427,600)	(429,000)	(19,000)	4.6
5150 Other Rental Revenue	(190)	(2,700)	-	(2,700)	-	-
5151 Lease Revenue	(732,948)	(767,600)	(896,200)	(955,700)	(188,100)	24.5
5201 Fare Revenue	(22,800,286)	(30,832,800)	(30,790,100)	(32,392,800)	(1,560,000)	5.1
5204 Administration Fees	(549)	(1,000)	(1,500)	(254,000)	(253,000)	25,300.0



Revenues	2021/22	2022/23	2022/23	2023/24		
	Actual	Budget	Projections	Budget	Δ 22/23 Budget	Δ %
5205 Tax Certificates	(1,248,662)	(1,200,000)	(1,000,000)	(1,600,000)	(400,000)	33.3
5206 Stipends	-	-	-	-	-	-
5209 Comm. Events Rev.	(224,102)	(88,000)	(960,000)	(88,000)	-	-
5210 Sport & Fitness Rev.	(487,926)	(912,500)	(1,028,300)	(978,000)	(65,500)	7.2
5212 Leisure Skills Rev.	(48,388)	(300,400)	(105,900)	(255,300)	45,100	(15.0)
5213 Play. & Camp Rev.	(575,331)	(893,600)	(1,047,000)	(478,100)	415,500	(46.5)
5215 Aquat.Rev.-Instuct.	(391,625)	(1,184,100)	(831,200)	(1,220,400)	(36,300)	3.1
5216 Aquat.Rev.-Recreat.	(102,933)	(215,400)	(160,600)	(215,400)	-	-
5219 Ice Rentals	(3,663,123)	(3,695,200)	(4,496,500)	(4,354,800)	(659,600)	17.9
5220 Public Skates	52	-	-	-	-	-
5225 Tipping Fees-Waste R	(1,300,439)	(1,625,000)	(1,645,000)	(1,735,000)	(110,000)	6.8
5227 Photocopier Revenue	(39,762)	(56,000)	(56,000)	(61,000)	(5,000)	8.9
5228 Membership Revenue	(444,842)	(655,700)	(587,800)	(605,700)	50,000	(7.6)
5229 Tax Sale Admin Fees	(123,450)	(90,000)	(90,000)	(90,000)	-	-
5239 Cultural Programs	(100,673)	(240,400)	(270,500)	(224,900)	15,500	(6.4)
5241 Tax Info Revenue	-	-	-	(200,000)	(200,000)	-
5250 Sales of Svcs-Other	(1,102,241)	(1,450,800)	(1,222,100)	(1,474,100)	(23,300)	1.6
5253 Subdiv Insp Fees	-	(10,000)	(10,000)	(10,000)	-	-
5256 SOT Revenue	1,355,731	(1,872,500)	(2,124,800)	(1,872,500)	-	-
5402 Sale of Bottles	(9,392)	-	(2,300)	-	-	-
5403 Sale-Other Recycle	(2,282,212)	(1,800,000)	(1,500,000)	(1,800,000)	-	-
5404 Canteen Revenue	-	(151,600)	-	-	151,600	(100.0)
5450 Other Sales Revenue	(203)	(88,600)	(39,500)	(68,100)	20,500	(23.1)
<b>* Fee Revenues</b>	<b>(57,549,498)</b>	<b>(78,812,300)</b>	<b>(72,877,100)</b>	<b>(78,988,000)</b>	<b>(175,700)</b>	<b>0.2</b>
5502 HRWC Dividend	(6,466,171)	(6,803,000)	(6,530,000)	(6,586,100)	216,900	(3.2)
5503 Advertising Revenue	(478,078)	(836,500)	(944,000)	(976,500)	(140,000)	16.7
5504 StormWater ROW Levies	(3,775,497)	(3,922,000)	(3,922,000)	-	3,922,000	(100.0)
5508 Recov External Parti	(31,091,240)	(22,551,330)	(24,618,700)	(23,597,800)	(1,046,470)	4.6
5509 NSF Chq Fee	200	-	-	-	-	-
5520 Donations	(129,142)	(20,000)	(20,000)	(20,000)	-	-
5600 Miscellaneous Revenue	(3,008,794)	(2,512,700)	(2,945,900)	(3,840,500)	(1,327,800)	52.8
<b>* Other Revenue</b>	<b>(44,948,722)</b>	<b>(36,645,530)</b>	<b>(38,980,600)</b>	<b>(35,020,900)</b>	<b>1,624,630</b>	<b>(4.4)</b>
<b>** Total</b>	<b>(1,053,634,031)</b>	<b>(1,105,857,230)</b>	<b>(1,111,038,976)</b>	<b>(1,171,780,200)</b>	<b>(65,922,970)</b>	<b>6.0</b>
<b>Net Total</b>	<b>\$ (848,706)</b>	<b>\$ -</b>	<b>\$ 730,501</b>	<b>\$ -</b>	<b>\$ -</b>	

## Halifax Regional Municipality Organizational chart



Effective March 17, 2023





# HALIFAX