

HALIFAX REGIONAL MUNICIPALITY

SERVICE CATALOGUE

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SERVICE CATALOGUE OVERVIEW

The Halifax Regional Municipality's Service Catalogue (the Catalogue) contains a listing of services provided by the municipality and is an informational resource to support the understanding of the services delivered by municipal business units. The Service Catalogue is aligned to the current municipal organizational structure, grouped under business units and offices within the areas of Corporate Services, Operations and Public Safety. Further services are provided for the Halifax Public Libraries and the Mayor's Office.

Each section of the Catalogue outlines the Service Areas, Services, Outputs and Service Standards. Service standards may be established by Regional Council, the business unit or office and may be aligned to legislative requirements. Service standards are subject to change based on Regional Council direction or by the administration and may be impacted by resource availability or other factors.

The Catalogue outlines the current state and is reviewed annually and updated as necessary. The administration continually reviews, evaluates and strives to improve and enhance services and service levels, processes and delivery methods to ensure community needs are met.

CORPORATE SERVICES

CAO BUSINESS UNIT

MISSION

To support Regional Council's priorities by leading the municipality with efficient, cost-effective and sustainable management that advances community well-being and ensures transparent, responsive governance for residents.

OVERVIEW

The Chief Administrative Office (CAO) provides strategic leadership to deliver high-quality public services and advance Regional Council's priorities. As legislated under the Halifax Regional Municipality Charter, the business unit supports and coordinates the work of Regional Council, Community Councils and Council-appointed Boards and Committees. It supports the Mayor and Council with legislative, administrative and strategic advice and ensures transparent governance, effective decision-making and responsive service delivery.

The business unit works to create an inclusive organizational culture that reflects the diverse Halifax Regional Municipality community by removing barriers and enabling full participation for all residents. It delivers strategic, integrated communications to maintain a positive municipal reputation and ensure clear, consistent messaging to residents and employees that builds understanding and support for key initiatives. In addition, it provides strategic guidance on priority initiatives through effective government relations, resident relations and administrative services, while ensuring transparent access to local government through the stewardship of public records, the management of access to information requests and the response to privacy breaches and complaints.

All Corporate Services business units report to the CAO: Finance & Asset Management, Human Resources, Information Technology and Legal, Risk & Insurance Services. The Commissioner of Operations (COO) and the Commissioner of Public Safety (CPS) also report to the CAO. The Office of the Commissioner of Operations oversees Halifax Transit, Parks & Recreation, Planning & Development, Property, Fleet & Environment, Public Works, Major Projects Office and Strategic Infrastructure & Transportation Planning, with a focus on improving strategic alignment, service delivery and operational

efficiency. The Office of the Commissioner of Public Safety provides administrative oversight and coordinates public safety services, enhancing integration and strategic planning across Halifax Regional Fire & Emergency, Halifax Regional Police and Community Safety.

SERVICE AREAS

Office of the CAO

Service	Outputs	Service Standards
<p>Oversight of all Municipal Business Units Oversight and management of all operational and strategic functions municipal business units and offices.</p>	<ol style="list-style-type: none"> 1. Oversight of Commissioner of Operations 2. Oversight of Commissioner of Public Safety 3. Oversight of all Corporate Services Business Units 	
<p>CAO Corporate Governance This service ensures that services are delivered to residents.</p>	<ol style="list-style-type: none"> 1. Executive Leadership Team meetings and mandate letters 2. Plan on a Page: set Strategic Priorities 3. Coordination of the CAO review and approval of other business unit plans/budgets/ briefing notes 	
<p>CAO Issue Coordination This service coordinates responses to resident issues, manages media relations and maintains stakeholder relations.</p>	<ol style="list-style-type: none"> 1. Stakeholder communication 2. Resident enquires response coordination 3. Media response coordination 	
<p>City Hall Administration This service manages the operations of City Hall.</p>	<ol style="list-style-type: none"> 1. Work with Corporate Security on the function in City Hall 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 2. Manage the use of Halifax Hall and Grand Parade 3. Book Illumination requests for City Hall 	
<p>Executive Administrative Support for the CAO This service delivers legislative and administrative support to the CAO.</p>	<ol style="list-style-type: none"> 1. Regional Council Reports coordination and approval 2. Regional Council meeting participation, including preparing and facilitating reports 3. Boards and commission reports facilitation and preparation 4. Boards and Commissions administrative representation 	
<p>Report Centre Production and Approval Manages the Regional Council reports process.</p>	<ol style="list-style-type: none"> 1. Manage the Report Centre platform 2. Guide and prepare reports for Regional Council 	

Office of the Commissioner of Operations

The Office of the Commissioner of Operations manages and coordinates key services across several operational business units. Its primary goal is to improve the integration and alignment of strategic planning and service delivery and operational efficiency across the departments it oversees including Halifax Transit, Parks & Recreation, Planning & Development, Property, Fleet & Environment, Public Works and the Offices of Major Projects and Strategic Infrastructure & Transportation Planning.

Service	Outputs	Service Standards
<p>Oversight of the Operations Business Units and Offices</p> <p>Oversight and management of all operational and strategic functions within the Operations business units and offices.</p>		

Office of the Commissioner of Public Safety

The Office of the Commissioner of Public Safety is accountable to the CAO for the administrative oversight and coordinated approach to public safety services within the municipality. The Office helps to enhance integration and strategic planning across Halifax Regional Fire & Emergency, Halifax Regional Police and Community Safety, along with the Board of Police Commissioners.

Service	Outputs	Service Standards
<p>Oversight of the Public Safety Business Units</p> <p>Oversight and management of all operational and strategic functions within the Public Safety business units.</p>		
<p>Police Transformation Project Management</p> <p>This service provides oversight for the implementation of the PwC Policing Model Transformation Study recommendations. This includes identifying program milestones, key activities and considerations to effectively transform the policing model.</p>	<ol style="list-style-type: none"> 1. New Policing model implementation plan 2. Operationalize new policing model 3. Implement new policing model 	

Executive Director City Hall Administration and Municipal Clerk

The Office of the Municipal Clerk is a legislated office under the Halifax Regional Municipality Charter. The Municipal Clerk is committed to supporting Regional Council priorities and is tasked with facilitating and supporting Regional Council, Community Councils, as well as the official Boards, Committees and Commissions of Regional Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality’s public records.

Service	Outputs	Service Standards
<p>Access and Privacy</p> <p>This service is responsible for processing and responding to access to information requests; providing advice, guidance and training related to access and privacy; the development, implementation and monitoring of access and privacy policies, procedures and guidelines; and the management of privacy breaches and privacy complaints.</p>	<ol style="list-style-type: none"> 1. FOIPOP request response 2. Privacy Impact Assessments 3. Access and privacy policies and procedures design and implementation 4. Access and privacy policies monitoring and reporting 5. Privacy breach and privacy complaint management 	<ol style="list-style-type: none"> 1. FOIPOP request response: 30 calendar days from request, or 60 calendar days if extension required Additional time can be requested from the OIPC if required (large volume of records)
<p>Clerk's Office</p> <p>Supports Regional Council by facilitating Council, Community Councils and official Boards. It ensures transparent access to local government, maintains public records and manages access and privacy requests, elections and corporate information management for the municipality.</p>	<ol style="list-style-type: none"> 1. Coordinate and facilitate Council and Community meetings 2. Provide legislative assistance for each meeting 3. Manage, submit and report on Access Requests 4. Information management service for the municipality 	
<p>Council Support</p> <p>This service is responsible for coordinating and facilitating the Council meeting process and coordination</p>	<ol style="list-style-type: none"> 1. Regional Council meeting support and coordination 	

Halifax Regional Municipality Service Catalogue

Service	Outputs	Service Standards
<p>of public and Councillor appointments to boards, committees and commissions in accordance with the <i>Halifax Regional Municipal Charter</i> and applicable administrative orders and policies for: Regional Council; Community Council, Standing Committees, other Committees of Council and Board Meetings; and public and Councillor appointments.</p>	<ol style="list-style-type: none"> 2. Community Council, Committee and Board meeting support and coordination 3. Public and Councillor appointments to Boards, Committees & Commissions 	
<p>Municipal Archives – Corporate Information Management</p> <p>This service provides municipal employees and the public with access to historically significant municipal records.</p>	<ol style="list-style-type: none"> 1. Archival records retrieval for staff 2. Historic records public access administration 	
<p>Municipal Elections</p> <p>This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and Conseil scolaire acadien provincial (CSAP) Board Members in accordance with the provincial Municipal Elections Act and Education Act. Elections can also include plebiscites as directed by Regional Council.</p>	<ol style="list-style-type: none"> 1. External authorities relationship management 2. Policies and procedures documentation in accordance with the Elections Act, Education Act and municipal by-laws 3. Election communications design and execution 4. Election execution in accordance with the Municipal Elections Act, Education Act, Halifax Regional Municipality Charter and related bylaws 5. Candidate Support 6. Election event coordination 	

Service	Outputs	Service Standards
	<ul style="list-style-type: none"> 7. Provincial (Department of Education, CSAP) funding transfer management 8. Election event management 9. Election results and records preparation and communication 10. Conducting Specified Procedures Audit 11. Election enquiry response 12. Election results reporting 	
<p>Municipal Records Centre - Corporate Information Management</p> <p>This service ensures accurate, transparent and secure storage of municipal records and the development of records management and retention policies and standards.</p>	<ul style="list-style-type: none"> 1. Internal records management and storage 2. Internal records retrieval 3. Record retention policy development, management and training 4. Records and archives management system administration and troubleshooting 5. Secure records transfer and disposal 6. Backup tape storage management 	

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.

Service	Outputs	Service Standards
<p>Communications Strategy</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Communications project management 2. Individual BU communications plans 3. Annual BU communications strategies 	
<p>Crisis Communication</p> <p>Crisis Communication provides leadership and expertise for emergencies, ensuring timely, accurate information and effective media relations to inform audiences during critical events.</p>	<ol style="list-style-type: none"> 1. Crisis communication planning and execution 2. Work with Emergency Management Office 3. Create and facilitate internal and external communication when EMO is activated during a crisis 	
<p>Internal Communications</p> <p>Development and execution of organization-wide communications, including content, tone/ voice to align with directives of the CAO and the corporate brand. Advises on approaches to employee communications that support effective engagement between business units, managers and employees and information sharing regarding the municipality's strategic plans in alignment with the organization's mission, values and priorities.</p>	<ol style="list-style-type: none"> 1. Internal issues management support 2. Internal communications plan development 3. Internal communications deliverables (e.g. memos, Employee Hub, posts, etc.) 	
<p>Marketing and Graphic Design</p>	<ol style="list-style-type: none"> 1. Promotional plan development (e.g. organic social media and 	

Service	Outputs	Service Standards
<p>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 stewarding the HALIFAX brand and protecting/ nurturing the municipality’s reputation and image with all external audiences.</p>	<ol style="list-style-type: none"> 1. media buys for digital, social, print, radio, etc.) 2. Digital ad purchasing / monitoring, traditional ad purchasing/ monitoring 3. Design collateral (e.g. ad, postcard, digital asset, bus boards) 4. Development/ activation of project pages via online platform to support BU community engagement efforts (e.g. Shape Your City Halifax) 5. Facilitation of outsourcing photography and videography services 6. Social media posts and monitoring 7. Social media requests processing 	
<p>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.</p>	<ol style="list-style-type: none"> 1. External postal walks (e.g. unaddressed mail covering a broad area/ neighbourhood) 2. Assessment of product needs 3. Internal print production 4. External print production 5. Standard print order production 6. Mail coordination 7. Interdepartmental mail collection 8. Interdepartmental mail delivery 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 9. External mail processing (e.g. applying postage) 10. External mail preparation (e.g. mail merges, shipping) 	
<p>Public Affairs</p> <p>Delivers strategic communications advice as well as organizational leadership for issues management and crisis/ emergency communications. Media relations expertise is provided to help protect the municipality's reputation and inform external audiences about services, programs and initiatives.</p>	<ol style="list-style-type: none"> 1. Media inquiry response 2. Media inquiry: prepare municipal employees for interviews 3. Issues management support 4. Emergency and crisis communication support 5. Media relations strategy (e.g. ad hoc counsel to clients, development of communications roll-outs, etc.) 6. Urgent media relations material development (e.g. Q&As, key messages, Municipal Statements, PSAs, News Releases, etc.) 7. Non-urgent media relations material development (e.g. Q&As, key messages, Municipal Statements, PSAs, News Releases, etc.) 	

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.

Service	Outputs	Service Standards
<p>Councillor Administrative Support The Councillors' Support Office provides administrative support for members of Regional Council.</p>	<ol style="list-style-type: none"> 1. Councillors' correspondence and calls response management 2. Calendars coordination including resident meetings, community engagements and others 3. Councillors travel support and approvals including hotel booking, flights, mileage, etc. 4. Councillors' administration support of advertising and promotion budget, discretionary funds and district capital funds 	
<p>Councillor Communication Support Ensures that Councillors have the tools, methods, training and advice necessary for communications.</p>	<ol style="list-style-type: none"> 1. Councillor newsletters 2. Councillor communication support 	
<p>Councillor Operational Support The Councillors' Support Office ensures that Councillors have the tools, methods, training and advice necessary for their position.</p>	<ol style="list-style-type: none"> 1. Onboarding and orientations of new council members 2. Internal and external Councillors training 3. Councillors' materials research and preparation including notice of motion, council request forms, petitions, etc. 4. Councillors' security facilitation and support 	
<p>Councillor-Citizen Relations Support</p>	<ol style="list-style-type: none"> 1. District Newsletters (Printed version and electronic version) 	

Service	Outputs	Service Standards
<p>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.</p>	<ol style="list-style-type: none"> 2. Attend meetings with residents, community groups, boards 3. Response to residents enquiries to councillors 	

Diversity & Inclusion/ African Nova Scotian Affairs Integration Office

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.

Service	Outputs	Service Standards
<p>Accessibility Services This service 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 in alignment with the <i>Nova Scotia Accessibility Act</i>.</p>	<ol style="list-style-type: none"> 1. Community engagement 2. Accessibility training 3. Accessibility Strategy 	
<p>African Nova Scotian Integration This service provides leadership, strategic direction and advisory support to municipal business units to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities.</p>	<ol style="list-style-type: none"> 1. ANS Economic Action Plan 2. Africville Visioning 3. Employee African Nova Scotian overview training 4. African Nova Scotian Community action planning 	

Service	Outputs	Service Standards
<p>Anti-Black Racism Action Planning</p> <p>This service is responsible for developing an Anti-Black Racism Strategy and a corporate action plan to guide municipal work with and in the African Nova Scotian communities.</p>	<ol style="list-style-type: none"> 1. Anti-Black Racism Grants administration 2. Employee Anti-Black Racism training 3. Anti-Black Racism education/ conference 4. Anti-Black Racism Action Plan 	
<p>Corporate Diversity Services</p> <p>This service develops and implements the municipal Diversity & Inclusion Framework that outlines corporate goals, activities, roles, responsibilities and performance measures with respect to diversity and inclusion. This service includes corporate diversity and inclusion training and support to municipal business units throughout diversity and inclusion initiatives.</p>	<ol style="list-style-type: none"> 1. Multilingual Policy 2. D.E.I.A. Lens support to Business Units on Council Reports 3. Employee diversity and inclusion training 4. Corporate Diversity & Inclusion Strategy 	
<p>Dismantling Hate and Racism Action Planning</p> <p>This service is responsible for developing an action plan for the Dismantling Hate and Racism Strategy.</p>		
<p>French Language Services</p> <p>This service 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.</p>	<ol style="list-style-type: none"> 1. Employee French Language training 2. French Services Strategy 	
<p>Gender Equity Action Planning</p> <p>This service is responsible for advancing social equity in the municipality by developing a gender equity strategy</p>	<ol style="list-style-type: none"> 1. Employee Gender Based Analysis training 2. Gender Equity Strategy 	

Service	Outputs	Service Standards
to support inclusion for all residents and reduce barriers to municipal services based on gender-identity and expression.		
<p>Immigration Services</p> <p>This service 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.</p>	<ol style="list-style-type: none"> 1. Immigrant Services Training 2. Immigration Strategy 	
<p>Indigenous Community Engagement</p> <p>This service delivers a municipal strategy to engage with the Indigenous community members using actions identified through the Truth and Reconciliation Commission, Cornwallis Taskforce recommendations and guided by Regional Council's reconciliation statement.</p>	<ol style="list-style-type: none"> 1. Cornwallis Taskforce Recommendations 2. Employee training related to Indigenous communities 3. Indigenous Services Strategy 	
<p>Local Immigration Partnership Implementation</p> <p>This service 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.</p>	<ol style="list-style-type: none"> 1. Local Immigration Partnership (Federal Grant) 	

Government Relations & External Affairs

Government Relations & External Affairs (GREA) is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

Service	Outputs	Service Standards
<p>Corporate Policy Development, Coordination and Support</p> <p>This service is responsible for providing support, coordinating and developing corporate policy and policy analysis and advice.</p>	<ol style="list-style-type: none"> 1. Strategic advisory support 2. Corporate policies 3. Economic and Social Policy 	
<p>Corporate Project Coordination and Management</p> <p>This service is responsible for coordinating complex projects based on identified Council and Administrative priorities.</p>	<ol style="list-style-type: none"> 1. Briefing Notes 2. Corporate project charter development 3. Policies 	
<p>External Partnership Relations</p> <p>This service is responsible for improving and or formalizing relationships with community partners / working with community leaders and organizations to achieve shared outcomes.</p>	<ol style="list-style-type: none"> 1. Strategic partnership engagement 2. Council Priority support 	
<p>Government Relations</p> <p>This service is responsible for ongoing management of relationships with other levels of government and internal coordination of approaches.</p>	<ol style="list-style-type: none"> 1. Government relations strategies 2. Developing and monitoring intergovernmental priorities 3. Legislative amendment tracking 4. Funding applications 	

FINANCE & ASSET MANAGEMENT

MISSION

We provide financial and strategic leadership through advice, governance, customer-focused services and policy.

OVERVIEW

Finance & Asset Management (FAM) supports Council priorities through strong financial stewardship, strategic planning, business planning, progress tracking and performance reporting and efficient service delivery to increase public trust and confidence in the municipality. The business unit oversees the operating and reserve budgets, annual financial statements, multi-year capital budget, asset management, revenues, procurement, service reviews and continuous improvement. In delivering key resident-focused services, accountability, customer service and fiscal sustainability is strengthened across the municipality.

SERVICE AREAS

Chief Financial Officer / CFO Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Finance & Asset Management Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		
<p>Tax and Fiscal Policy Development</p>	<ol style="list-style-type: none"> 1. Tax policy planning 2. Fiscal policy planning 	

Service	Outputs	Service Standards
<p>This service is responsible for the review and development of principles and policies to guide taxation and fiscal policy that is sustainable, including the development of a long-term financial plan.</p>	<ol style="list-style-type: none"> 3. Intergovernmental fiscal planning 4. Commercial tax incentives development 5. New area rates development 	

311 Customer Contact Centre

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.

Service	Outputs	Service Standards
<p>311 After-Hours Dispatch Services</p> <p>This service provides after-hours support and assistance to residents with urgent issues related to transportation, municipal operations, facilities, animal control services and illegally parked vehicles. This 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.</p>	<ol style="list-style-type: none"> 1. Resident support outside regular hours 	<ol style="list-style-type: none"> 1. Regular support outside regular hours: Immediate response
<p>311 Customer Contact Centre Services</p> <p>The 311 Customer 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</p>	<ol style="list-style-type: none"> 1. Tier 1 Receiving inquiries, complaints, requests and relaying details to business unit partners via service requests and/or dispatch 	<ol style="list-style-type: none"> 1. Tier 1 response: Immediate response 2. The ticket is entered immediately. Tier 2 response:

Service	Outputs	Service Standards
<p>customers who dial 311 or email contactus@311.halifax.ca. The 311 Contact Centre's regular hours of operation are Monday to Friday 8am-8pm and Saturday and Sunday 9am-5:30pm, closed on Statutory holidays.</p>	<p>2. Tier 2 Receive inquiries, complaints, requests and provide business unit specific services</p>	<p>Determined by business unit process</p>
<p>In-Person Customer Service Centres This services delivers professional, in-person service support to residents from two full-service locations and one satellite office. These locations provide support and assistance for financial transactions such as property tax, transit passes, permits, licenses and information related to programs and services offered by the municipality.</p>	<p>1. In-person assistance for financial transactions and support (property tax, transit passes, permits, licenses, etc.)</p>	<p>1. Immediate response after enquiry received. If referred to business unit, determined by business unit process / service standard.</p>

Asset Management Office

The practice of managing assets to minimize the total costs of owning and operating assets while delivering desired service levels, coordination and oversight of the multi-year Capital budget, projections and accounting.

Service	Outputs	Service Standards
<p>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.</p>	<p>1. Asset management framework and policy</p>	

Service	Outputs	Service Standards
<p>Asset Management Process, Tools and Training</p> <p>This service provides expertise, technology and training that enhance business units' ability to perform effective asset management.</p>	<ol style="list-style-type: none"> 1. Asset management training 2. Asset Management System Customer Experience Sessions 3. Asset Management System User Group and Change Review Board coordination 4. Asset management Community of Practice meetings 	
<p>Asset Management Systems Configuration and Support</p> <p>This service ensures that the Asset Management Systems are configured to support business processes and that users are provided training and support to use the systems correctly.</p>	<ol style="list-style-type: none"> 1. Asset management systems support 	
<p>Asset Portfolio and Capital Budget Coordination</p> <p>This service facilitates the capital budget development and its transformation from a single-year approach to a 10-year outlook, balancing long-term outcomes with the demand for growth. This service also coordinates with various stakeholders to enhance the municipality's asset investment capacity.</p>	<ol style="list-style-type: none"> 1. 10-year capital outlook 2. 4-year capital plan 3. Update reports to executive leadership 	
<p>Performance Reporting and Continuous Improvement Support</p> <p>This service provides leadership in evolving practices and technology and supports proactive asset management. Effectiveness and outcome reporting are used to guide improvement.</p>	<ol style="list-style-type: none"> 1. Asset management guides and practices 	

Corporate Planning & Performance

Corporate Planning & Performance (CPP) includes both Corporate Planning and Corporate Performance and provides corporate change management support to the organization. Corporate Planning (CPO) supports Regional Council and administrative priorities by administering and supporting business units in strategic planning, business planning, progress and accountability reporting and community engagement through various channels including the Resident Survey.

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.

Service	Outputs	Service Standards
<p>Accountability and Performance Reporting</p> <p>This service is responsible for coordinating and supporting the identification, implementation and maintenance of performance measures.</p>	<ol style="list-style-type: none"> 1. Strategic Performance Snapshot updates 2. Corporate Performance Dashboard updates 3. Service dashboards 4. KPI development consultations 	
<p>Business Planning</p> <p>This service facilitates and supports business units in their operational planning and decision-making and production of annual business plans, ensuring that these processes are aligned with the municipality's strategic priorities and budgeting processes.</p>	<ol style="list-style-type: none"> 1. Business plans per business unit 2. Progress Reports - business plans 3. Updated Service Catalogues 	
<p>Continuous Improvement Project Support</p> <p>This service support business units in the identification and implementation of continuous improvement projects.</p>	<ol style="list-style-type: none"> 1. Corporate Performance Excellence projects 	

Service	Outputs	Service Standards
<p>Corporate Performance Excellence Program Oversight</p> <p>This services is responsible for the continuous improvement of municipal services and programs and the delivery of training on performance excellence, continuous improvement and innovative thinking.</p>	<ol style="list-style-type: none"> 1. Yellow Belt training 2. Tracking and reporting of Performance Excellence training 3. Tracking and reporting of continuous improvement projects 	
<p>Corporate Planning and Performance Change Management</p> <p>This service enables Performance Excellence through effective change management and communication strategies. Facilitating alignment of attitudes, behaviors and actions at every level of the organization.</p>	<ol style="list-style-type: none"> 1. Change management plans 	
<p>Resident Engagement</p> <p>This service involves the solicitation of public opinion related to community priorities as well as the services provided by the municipality.</p>	<ol style="list-style-type: none"> 1. Report - Resident Survey Regional Council Report 	
<p>Strategic Planning</p> <p>This service supports Regional Council and the CAO in the development of an integrated strategic planning framework that reflects Council and Administrative priorities, guiding the development of initiatives to support these priorities.</p>	<ol style="list-style-type: none"> 1. Strategic planning framework 2. 4-year Strategic Plan 3. Strategic Plan update 	

Financial Management & Operations

Accounting & Financial Reporting is responsible for the development of annual Operating and Reserve budgets, Annual Financial Statements and regular financial reporting as well as providing services (payroll processing and payables

processing), 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.

Service	Outputs	Service Standards
<p>Accounting</p> <p>This service is responsible for preparing accurate and timely consolidated financial statements and management reports, while ensuring adequate controls.</p>	<ol style="list-style-type: none"> 1. Financial reports 2. Accounts reconciliation 3. Payroll remittances 4. Accounting service to Multi-District Facilities 	
<p>Accounts Payable Payment Processing</p> <p>This service is responsible for the accurate and timely processing and payment of the Halifax Regional Municipality invoices and other payments.</p>	<ol style="list-style-type: none"> 1. Invoice processing 2. Payment disbursements 3. Vendor statement reconciliation 	
<p>Budget Coordination</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Operating Budget coordination and consolidation 2. Operating and Reserve budgets creation 3. Tax rates set 4. Budget Book completion 	
<p>Financial Reporting and Analysis</p> <p>This service provides oversight of accounting functions and maintains effective internal controls.</p>	<ol style="list-style-type: none"> 1. Revenue and expenditure analysis and reports 	
<p>Financial Reserve Management</p> <p>Responsible for managing financial transactions, short-term and long-term projections for reserves.</p>	<ol style="list-style-type: none"> 1. Administration of business cases and reserve administrative order 2. Reserve balances and funding levels monitoring 	

Service	Outputs	Service Standards
<p>Financial Services Delivery</p> <p>Responsible for assisting business units with budget, projections, revenue and expenditure review and analysis.</p>	<ol style="list-style-type: none"> 1. Monthly projections report 2. Annual budget preparation support 3. Financial advice and support 4. Financial review of Council, Committee, CAO and Executive Director's reports 	
<p>Financial Strategy and Leadership</p> <p>This service enables the long-term financial sustainability of the municipality through the development, enhancement and implementation of practices and strategies for the municipality.</p>	<ol style="list-style-type: none"> 1. Long-term financial plan 	
<p>Payroll Services</p> <p>This service provides payroll administration to the Halifax Regional Municipality and Agencies, Boards and Commissions.</p>	<ol style="list-style-type: none"> 1. Employee hourly audit and approval 2. Record of Employment processing 3. T4 processing 4. WCB hours reporting 5. Establishing and revising payroll policies and procedures 6. Payroll processing and audit 7. Audit and complete data transfers from Success Factors into SAP 	
<p>Regional Council Financial Report Review and Support</p> <p>This service provides support, financial review and sign-off to the Regional Council report process.</p>	<ol style="list-style-type: none"> 1. Council reports review 	

Procurement

Procurement coordinates the acquisition of goods, services and the administration of contracts, surplus storage and disposal and management and warehousing of inventory.

Service	Outputs	Service Standards
<p>Fuel Management and Distribution</p> <p>This service is responsible for procuring, storing and distributing automotive fuel to municipal departments and agencies, including reporting to Government per applicable legislation.</p>	<ol style="list-style-type: none"> 1. Ensure fuel availability at all times 	
<p>Inventory Management</p> <p>This service is responsible for stocking, storing and issuing goods from warehouses, salt domes and fuel depots. This includes working with Business Units' staff on specifications for solicitations for both stock and non-stock items.</p>	<ol style="list-style-type: none"> 1. Manage inventory levels to meet the municipality's operational needs 2. Stock and non-stock inventory distribution 3. Inventory contracts optimization 	
<p>Procurement Services</p> <p>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. This also includes enforcing Regional Council's Social Value Framework.</p>	<ol style="list-style-type: none"> 1. Monitoring and reporting of non-compliant purchases 2. Apply appropriate procurement strategies based on the desired outcome of the project. 3. Ensure social value considerations are included in all municipal procurement projects. 4. Risk mitigation through contract administration 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> Engage with local industry associations, businesses and lobby groups 	
<p>Purchasing</p> <p>This service is responsible for stocking, storing and issuing goods from warehouses, salt domes and fuel depots. This includes working with Business Units' staff on specifications for solicitations for both stock and non-stock items.</p>	<ol style="list-style-type: none"> Procurement of stock and non-stock goods and services Meet internal client service expectations 	
<p>Salt Management</p> <p>This service is responsible for procuring, storing and distributing salt and associated snow and ice control products for municipal departments and external contractors.</p>	<ol style="list-style-type: none"> Salt delivery coordination (for winter works program) Ensure availability during the season Salt pickups monitoring Invoice Salt users 	
<p>Surplus Asset Disposal</p> <p>This service is responsible for arranging the sale of surplus assets that cannot be redistributed to other departments (excluding real estate).</p>	<ol style="list-style-type: none"> Sell municipal surplus via public auction Donate surplus assets Internal surplus assets redistribution coordination 	
<p>Warranty Management</p> <p>Oversees the administration, tracking and resolution of warranties, ensuring claims are processed efficiently, compliance is maintained and customer satisfaction is supported throughout the warranty lifecycle.</p>	<ol style="list-style-type: none"> Administration and tracking of asset warranties Processing and resolution of warranty claims 	

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.

Service	Outputs	Service Standards
<p>Cash Management</p> <p>This service provides receipts processing, coordination of banking services, monitoring of deposits and administration of internal cash controls and Payment Card Industry (PCI) Compliance.</p>	<ol style="list-style-type: none"> 1. Pre-authorized payment arrangements 2. Respond to enquiries regarding taxpayer payments 3. Posted tax and general revenue payments to accounts 4. Cash deposits in bank accounts 5. Miscellaneous payments processing 6. Transactions in general ledger (SAP) 	<ol style="list-style-type: none"> 2. Respond to taxpayer payment enquiries: 2 business days
<p>Collections</p> <p>This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.</p>	<ol style="list-style-type: none"> 1. Funds collected on overdue accounts 2. Tax sale administration 3. Funds from tax sales held 4. Write-off report for Regional Council 5. Providing small claims court legal representation 	
<p>General Revenue Processing</p> <p>This service is responsible for the collection, processing and deposit of cash that is deposited in transit fare</p>	<ol style="list-style-type: none"> 1. Billing for general revenue items including false alarms, solid waste and local improvement charges 	

Service	Outputs	Service Standards
boxes (including ferry terminals) and parking meter revenue semi-annually.	<ol style="list-style-type: none"> 2. Marketing Levy submissions from accommodation operators 3. Receivable ledger balance and updates 	
<p>Grants and Contributions Program Support</p> <p>This service is responsible for the provision of leadership and support in the policy and program delivery regarding grants and non-profit taxation.</p>	<ol style="list-style-type: none"> 1. Recommendation for Grants to Regional Council 2. Business Improvement District Contribution Fund support 3. Tax Relief for Non-Profits Program support 4. Tax bill adjustments for Fire Protection Tax Concessions 5. Private Road By-law Administration 	
<p>Taxation Services</p> <p>This service is responsible for the billing and administration of property tax revenues.</p>	<ol style="list-style-type: none"> 1. Responding to inquiries (taxpayers and law firms) 2. Tax and property-related revenue budgeting 3. Tax bills provided to property owners/ administrators 4. Updated assessment account information 5. Valuation allowance 6. Administering the assessment roll 7. Managing tax accounts 	
<p>Treasury Services</p> <p>Responsible for making investments in accordance with the Halifax Regional Municipality Investment Policy and</p>	<ol style="list-style-type: none"> 1. Treasury investments in accordance with Investment Policy 2. Cash flow projections 	

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Service	Outputs	Service Standards
<p>manages changes to the policy through consultation with the Halifax Regional Municipality Investment Policy Advisory Committee. In addition, this service safeguards the municipality's treasury assets.</p>	<ul style="list-style-type: none"> 3. Banking controls 4. Coin processing in Revenue Room (Transit and Parking) 	

HUMAN RESOURCES

MISSION

Committed to providing innovative, practical strategies and solutions that address business needs and promote service excellence.

OVERVIEW

Human Resources (HR) provides strategic leadership and services to ensure a respectful, safe and supportive workplace where employees are engaged, valued and aligned to advance Council and Administrative Priorities. The business unit delivers expertise in employee relations, wellbeing, talent management and total rewards to support a positive workplace culture, promote health and safety, attract and develop talent, and administer compensation, benefits and HR systems. Together, these services enhance organizational effectiveness and ensure the municipality is equipped with a skilled, resilient workforce to deliver high-quality public services.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
Oversight and Administration of Human Resources Business Unit Oversight and management of all operational and strategic functions within the business unit.		

Service	Outputs	Service Standards
<p>Business Continuity</p> <p>This service provides a detailed business continuity plan for how business unit operations will continue in the event of an emergency.</p>	<p>1. Business Continuity Plan</p>	
<p>CAO Review Committee Liaison</p> <p>This service provides a liaison for the CAO Review Committee.</p>	<p>1. CAO review committee schedule 2. Annual CAO Performance review facilitation</p>	
<p>Monitoring and Managing Operational Risk</p> <p>This service provides inputs into overall enterprise risk register including identification, measurement and mitigation strategies for operational risks.</p>	<p>1. Operational Risk Register</p>	

Employee Relations

Employee Relations consists of the Client Services, Labour Relations and Respectful Workplace divisions working together to support the organization in achieving its business objectives and ensuring a respectful workplace.

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 HR to drive employee engagement to meet or exceed operational mandates. Areas of delivery include employee engagement and retention, duty to accommodate, change management, performance 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 positive union-management relations, collaborative problem-

solving, collective agreement administration, training/ education/ coaching, ensuring procedural fairness in fact finding/investigation, collective bargaining and grievance management.

The Respectful Workplace Division is committed to supporting administrative priorities through providing coaching and advice to business unit leaders and employees in dealing with workplace behaviours that do not align with the municipality’s commitment to respect as a core value. The team encourages a proactive approach to addressing behaviours at the earliest opportunity. The team coordinates and/or conducts informal resolutions such as mediation and formal resolution such as investigations in accordance with the organization’s Respectful Workplace Program.

Service	Outputs	Service Standards
<p>Collective Bargaining</p> <p>This service leads negotiations of union collective agreements on behalf of Halifax Regional Municipality’s administration.</p>	<ol style="list-style-type: none"> 1. Collective Agreement negotiation 2. Collective bargaining financial target coordination 3. Collective Agreement ratification coordination 4. Collective Agreement implementation/ roll-out 5. Interest Arbitration process support 	
<p>Conflict Resolution</p> <p>This service provides expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. This includes supporting business unit leaders in dealing with conflict and harassment within their teams.</p>	<ol style="list-style-type: none"> 1. Respectful Workplace complaints intake and analysis 2. Respectful Workplace complaint investigation 3. Alternate dispute resolution 4. Leaders conflict resolution and policy training 5. Workplace Assessments and reporting 6. Respectful Workplace complaint tracking and reporting 	

Service	Outputs	Service Standards
<p>Duty to Accommodate Support</p> <p>This service supports leaders with accommodation requests and issues to ensure compliance with the municipality's legal and human rights obligations.</p>	<ol style="list-style-type: none"> 1. Provide advice and support on accommodation needs and requests for employees 2. Duty to Accommodate Agreements 	
<p>Grievance Management</p> <p>This service supports and facilitates the administration of the grievance process.</p>	<ol style="list-style-type: none"> 1. Grievance investigation, research and analysis 2. Grievance responses, settlement, agreements and briefing notes 3. Grievance arbitration support to Legal 4. Grievance settlement and arbitration award implementation 5. Grievance activity tracking and reporting 	
<p>Labour Relations Expertise</p> <p>This service provides consulting services and advice to management related to the unionized workforce.</p>	<ol style="list-style-type: none"> 1. Labour relations advice and collective agreement interpretation 2. Labour relations strategies 3. Labour Management Meeting attendance and support 4. Labour Relations training 	
<p>Leadership Support for Employee Absenteeism and Health</p> <p>This service provides leaders with support and guidance on issues related to absenteeism and employee health concerns.</p>	<ol style="list-style-type: none"> 1. Absenteeism file review 2. Return to Work plan implementation support 3. Substance Misuse file guidance and support 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 4. Attendance Support Policy guidance 	
<p>Leadership Support for Job Design</p> <p>This service supports the Total Rewards and Talent Acquisition teams and provides leadership support on job design and compensation inquires.</p>	<ol style="list-style-type: none"> 1. Individual Salary Adjustment process support 2. Mid-year salary increase support 3. Salary recommendation support 4. Organizational Change Approval drafting and review support 5. Job description development and review assistance 6. Union inclusion/ exclusion analysis of new and revised positions 	
<p>Performance Management</p> <p>This service provides advice and support to leaders in addressing culpable and non-culpable behaviour.</p>	<ol style="list-style-type: none"> 1. Performance management coaching 2. Misconduct investigations support 3. Disciplinary/ termination action support and documentation 4. Performance improvement plans and letters support 5. Performance management, misconduct and progressive discipline training 	
<p>Policy Development and Review</p>	<ol style="list-style-type: none"> 1. HR policy development 2. HR policy review 3. HR policy implementation 	

Service	Outputs	Service Standards
This service develops and reviews human resources policies to ensure the organization meets its legal obligations and remains in alignment with best practices.		
<p>Succession Planning</p> <p>This service partners with business units to support their succession planning efforts.</p>	<ol style="list-style-type: none"> 1. Succession Planning tool support 	

Employee Wellbeing

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.

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.

The Employee Wellbeing service area is committed to supporting our people through the support of a psychological safe workplace with the promotion of the psychological workplace standards.

Service	Outputs	Service Standards
<p>Corporate Health and Wellness</p> <p>This service provides leadership and expertise to support a healthy and productive workplace including coordination of work connectedness initiatives (stay-at-work and return-to-work programs), ergonomic assessments, health monitoring, health and wellness promotion, the support of a psychological safe workplace</p>	<ol style="list-style-type: none"> 1. Work Connectedness (Stay-at-Work and Return-to Work) accommodation and support 2. Workers Compensation Board/ Long Term Disability administration 3. Ergonomic Assessments 4. Health and Wellness Programing 	

Service	Outputs	Service Standards
and the Employee and Family Assistance Program (EFAP).	<ol style="list-style-type: none"> 5. Employee Family Assistance Program 6. Crisis Intervention/ Management 	
<p>Corporate Safety</p> <p>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 prevent and reduce incident/accident trends and risk. Corporate Safety also provides leadership and expertise to support a “safety first” culture.</p>	<ol style="list-style-type: none"> 1. Safety Investigations 2. Workplace Inspections 3. Corporate Safety Training 4. Safety audits 5. Workplace safety advice and support 6. Safe Work Practices documentation development 7. Emergency Management Office (EMO) support 	
<p>Employee Engagement</p> <p>This service is responsible for developing, implementing and tracking initiatives to improve employee engagement across the municipality.</p>	<ol style="list-style-type: none"> 1. Support Employee Engagement Committees 2. Engagement Survey 3. Business Unit Engagement Plans advice and support 4. CAO Awards of Excellence 	

Talent Management

Talent Management consists of Talent Acquisition and Talent Development working together to support acquisition of new talent and the learning and development of existing talent to meet the current and future needs of the municipality.

Talent Acquisition is committed to supporting administrative priorities through the delivery of employee recruitment strategies and programs which will attract the talent the municipality needs to deliver services in alignment with Halifax Regional Municipality’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.

Service	Outputs	Service Standards
<p>Corporate Learning and Development</p> <p>This service researches, develops, improves and delivers corporate training and employee development programs to support employee success at all levels.</p>	<ol style="list-style-type: none"> 1. Corporate training design 2. Corporate training delivery 3. Corporate training reports 4. Custom training design and delivery 5. Corporate training administration 	
<p>Employee Development</p> <p>This service develops and delivers employee development training and support tools. This includes partnering with municipal business units to support internal talent to achieve professional development goals and prepare employees for future opportunities within the municipality.</p>	<ol style="list-style-type: none"> 1. Employee and Leadership development, programs, tools and training 2. Success Planning Program development and tool support 	
<p>Employee Immigration Support</p> <p>This service focus is to ensure employer compliance and, support current employees on a work permit who may be eligible to apply through a Permanent Residence immigration stream.</p>	<ol style="list-style-type: none"> 1. Work Authorization and Permit Support 2. Employee Permanent Residency Support 	
<p>Recruitment and Talent Acquisition Support</p> <p>This service supports the recruitment and selection of qualified candidates to join our business units in support of meeting organizational objectives and providing excellent service to the public. This includes designing dynamic recruitment strategies and community</p>	<ol style="list-style-type: none"> 1. Provides advice and guidance to leaders in all recruitment and hiring activities 2. Community and outreach event attendance 3. Provides advice and support on accommodation needs during 	

Service	Outputs	Service Standards
engagement strategies to increase diversity in our workforce to reflect the communities we serve.	the recruitment and selection process 4. Determination of hard to fill positions and development of strategies to address identified challenges 5. Executive recruitment	

Total Rewards

Total Rewards consists of Benefits & Employee Services, HR Systems & Reporting and Compensation working together to support client inquiries, manage Human Resources data, manage and administer benefit, pension and compensation plans.

Benefits & 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 general employee HR inquiries, benefit and pension administration and the administration of Employee Recognition Programs. Other areas of delivery include benefit plan design, pension and benefits consulting and recognition program design.

HR Systems & Reporting is committed to supporting the organization in the management and reporting of Human Resources data. This service area supports the Organizational Structure, administration of employee transactions and data analysis to develop workforce reports and dashboards, identify trends and support the organization in making data driven decisions.

Service	Outputs	Service Standards
Benefits Administration	1. Benefits administration 2. Benefits plan design	

Service	Outputs	Service Standards
<p>This service designs and administers the municipality's benefit plans.</p>	<ol style="list-style-type: none"> 3. Benefits contribution reconciliation 4. Leave of Absence process management 	
<p>Employee Recognition This service administers the municipality's Employee Recognition Program, Long Service Awards program and Retirement Award Program.</p>	<ol style="list-style-type: none"> 1. Contribution Reconciliation 2. Long Service Awards Program 3. Administration of KUDOS program 	
<p>HR Reporting This service prepares corporate human resources reports and dashboards to provide business units with information and tools to support operational decision-making.</p>	<ol style="list-style-type: none"> 1. Human Resources reports 2. Human Resources Dashboard(s) 3. Exit Surveys 4. Vacancy reporting 	
<p>MyHR Service This service provides a single point of access to Human Resources information and resources for employees.</p>	<ol style="list-style-type: none"> 1. Information and advice on HR programs, policies and processes 2. Intake of employee HR services requests 	
<p>Organizational and Employee Data Management This service maintains the integrity of organizational structure and employee data, conducts data analysis and provides reports to support the organization in making data-driven decisions.</p>	<ol style="list-style-type: none"> 1. Organizational structure and employee data maintenance 2. HR data analysis 3. Personnel file administration 	
<p>Pension Plan Employer Administration</p>	<ol style="list-style-type: none"> 1. Employee Pension Plan Enrollment 	

Service	Outputs	Service Standards
<p>This service administers the municipality's obligations with respect to pension plan administration as an employer.</p>	<ol style="list-style-type: none"> 2. Municipal pension data annual submission to pension plan office 	
<p>Retirement Benefit Administration This service provides payment and processing of additional retirement compensation.</p>	<ol style="list-style-type: none"> 1. Additional compensation processing 	
<p>Salary Administration This service applies salary policies and associated processes including job evaluation, analysis and the non-union Individual Salary Adjustment program.</p>	<ol style="list-style-type: none"> 1. Job Evaluation 2. Salary Market Analysis 3. Individual Salary Adjustment Program 4. Non-Union salary recommendations (New hires, promotions, etc.) 5. Off-cycle increases 6. Other salary adjustments (Special duties, compression, etc.) 	
<p>Total Compensation Design This service conducts 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).</p>	<ol style="list-style-type: none"> 1. Salary, benefits, pension and other compensation program development 2. Compensation advice 	

INFORMATION TECHNOLOGY

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.

OVERVIEW

Information Technology (IT) supports Regional Council and Administrative priorities by aligning the corporate vision with technology architecture and driving the municipality's growth as a modern digital service delivery organization. The business unit delivers performance excellence through secure and reliable infrastructure, resilient business systems, strengthened cybersecurity, advanced analytics and responsive customer service. Its core priorities focus on protecting business continuity, enabling data-driven decision-making, supporting enterprise resource systems and providing efficient frontline technology services.

IT enhances operational effectiveness by ensuring reliable access to devices and applications, refining foundational systems and embedding cybersecurity best practices. The team invests in advanced data analytics, geographic information systems and digital services to empower informed decision-making and foster innovation across the municipality.

Through strategic planning, service management and collaborative delivery leveraging technology solutions, including the use of AI, IT builds strong partnerships with business units and ensures technology investments generate measurable value. These efforts sustain daily operations while enabling long-term transformation, strengthening organizational resilience and enhancing services for the municipality and its residents.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Information Technology Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		

Architecture & Infrastructure

The Architecture Team develops and maintains the blueprints for technology and business solutions 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 maintains and supports the enterprise network and server infrastructure upon which technology within Halifax Regional Municipality runs as well as our Microsoft 365 platform. This includes two data centers, one of which the municipality owns and operates and a co-location facility, along with hardware, cloud-based infrastructure and networking devices.

Service	Outputs	Service Standards
<p>IT Architecture Management</p> <p>This service develops reference architectures which guide the selection and implementation of technology solutions for the organization. Provides the technology landscape to support the municipality in the most sustainable, consistent, reliable and cost-effective manner possible.</p>	<ol style="list-style-type: none"> 1. Architecture documentation and governance 2. Reference architecture 	

Service	Outputs	Service Standards
<p>IT Infrastructure Management</p> <p>This service provides servers, network and infrastructure to support the operation of and access to business applications and IT services. This includes the operation and maintenance of infrastructure and applications and disaster recovery planning.</p>	<ol style="list-style-type: none"> 1. Patch and maintain server, network infrastructure and applications 2. Incident management 3. Network hardware refresh 	

Cybersecurity

The Cybersecurity program provides strategies, tools, approaches and education to the 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.

Service	Outputs	Service Standards
<p>Information Security Program Management</p> <p>This service is responsible for ensuring the organization’s security awareness program is updated frequently to address new technologies, threats, standards and business requirements.</p>	<ol style="list-style-type: none"> 1. Organizational security awareness 	
<p>Security Monitoring and Compliance Oversight</p> <p>This service consists of regular monitoring of threats and vulnerabilities and implementing remediation activities when appropriate.</p>	<ol style="list-style-type: none"> 1. Security control roadmap 	
<p>Security Policy Development and Maintenance</p>	<ol style="list-style-type: none"> 1. Alignment of security policies, plans and procedures with risks and regulatory requirements. 	

Service	Outputs	Service Standards
This service is responsible for the development of plans and procedures for responding in the face of cybersecurity incidents.		

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.

Service	Outputs	Service Standards
<p>Data Management and Analytics</p> <p>This service manages spatial and non-spatial data, including the design and development of solutions to enable decision-making. This includes working with municipal business units to design and develop solutions to collect, transform and share data both internally and externally.</p>	<ol style="list-style-type: none"> 1. Reports and dashboards 2. Mapping applications 3. Data collection and management tools 	
<p>Evidence Based Decision Support</p> <p>Provides data-driven insights and solutions to support informed decision-making for municipal business units, enhancing strategic planning and operational effectiveness.</p>	<ol style="list-style-type: none"> 1. Business unit engagement through workshops and education sessions 2. Corporate data collaboration through communities of practice 3. Strategic reports and dashboards 	
<p>Web Solutions and User Centric Design</p>	<ol style="list-style-type: none"> 1. Halifax.ca 2. Micro sites (French, etc.) 	

Service	Outputs	Service Standards
<p>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.</p>	<p>3. Data Analytics & Mapping Hub</p>	

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.

Service	Outputs	Service Standards
<p>Enhance ERP Tools and Capabilities This service delivers Enterprise Resource Planning (ERP) solutions based on business priorities and requested enhancements to support process and service improvements.</p>	<ol style="list-style-type: none"> 1. New ERP systems and services 2. ERP process and system enhancements 	
<p>ERP Operations Management Operate and maintain integrated ERP solutions providing reliable tools to support financial and human resource management functions within the organization.</p>	<ol style="list-style-type: none"> 1. Incident management (Break/Fix) 2. Application enhancement request processing 	

Service Management & Operations

The Service Management & Operations Team is responsible to provide front line customer service and support for all IT services. The IT Process Coordinators define and implement operational processes to incrementally increase value to

customers and enable efficient execution of IT service delivery. This includes the Service Desk, system access management, provisioning and deployment of personal devices such as computers or phones, ongoing maintenance and support for business applications, oversight of managed IT services and contract management functions for all IT Services.

Service	Outputs	Service Standards
<p>Business Applications Management</p> <p>This service is responsible for the operation, maintenance and support of business applications. This includes enhancements to enable business process improvements.</p>	<ol style="list-style-type: none"> 1. IT business applications incident management 2. IT business application implementations and maintenance 3. Functional support 	
<p>Field Support and Asset Management</p> <p>This service provides mobile and personal computing technology (laptops, desktop computers, tablets and peripherals), including provisioning, configuration and technical support.</p>	<ol style="list-style-type: none"> 1. Field support incident management 2. Hardware asset deployment and refresh 	
<p>Service Desk</p> <p>This service provides a single point of contact for all municipal employees for technical support. This includes incident troubleshooting and restoration of service (break/fix), as well as the management of service requests.</p>	<ol style="list-style-type: none"> 1. IT incident management (break/fix) 2. IT service request fulfillment 	
<p>Service Management and Process Optimization</p> <p>This service ensures IT services delivered are meeting customer expectations and delivering the intended value. This function includes ensuring system changes are adequately assessed for business unit impact, communicated and risk mitigated. Data is analyzed to look for trends and opportunities to optimize process.</p>	<ol style="list-style-type: none"> 1. IT operating process and knowledge management 2. IT change management 	

Service	Outputs	Service Standards
Operate and maintain integrated Enterprise Resource Planning (ERP) solutions providing reliable tools to support financial and human resource management functions within the organization.		

Strategic Planning & Delivery

The Strategic Planning & Delivery Team is responsible for developing and maintaining relationships with all business units, developing strategies for leveraging technology within them and overseeing the technology projects which implement solutions.

Service	Outputs	Service Standards
<p>Business Relationship Management</p> <p>This service supports business units and senior management to translate business needs into solutions by partnering with appropriate resources to facilitate the creation of ideas, business cases and strategic plans.</p>	<ol style="list-style-type: none"> 1. Idea Assessments 2. Business unit strategic technology roadmap development 	
<p>Portfolio and Project Management Office</p> <p>This service delivers a multi-year strategic plan that guides technology investments and works with business units delivering IT projects, including system replacements, upgrades and business transformation.</p>	<ol style="list-style-type: none"> 1. Capital IT project delivery 2. Opportunity assessments and business cases 3. Fit Gap Assessments 	

LEGAL, RISK & INSURANCE SERVICES

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.

OVERVIEW

Legal, Risk & Insurance Services supports Council and Administrative Priorities by providing professional support to Halifax Regional Municipality through the provision of legal, risk and insurance services. The business unit ensures strong governance and oversight by supporting compliance with legal, regulatory and policy requirements across the organization.

The team provides legal advice and support to Regional Council, its agencies, boards, commissions, committees and the municipal business units. It also delivers risk management, manages claims involving the municipality and manages financing of municipal risk through insurance and reserves. The business unit identifies, analyzes and mitigates loss exposure while managing the municipal insurance portfolio for Halifax Regional Municipality, Halifax Water, the Library Commission and other agencies, boards and commissions.

SERVICE AREAS

Chief Governance Officer & Executive Director’s Office

Service	Outputs	Service Standards
<p>Chief Governance Officer / Municipal Solicitor’s Office</p> <p>This office provides legal advice for Council and the municipality as the Municipal Solicitor and Chief Governance Officer.</p>	<ol style="list-style-type: none"> 1. Reports to business units regarding their legal files and current status 2. Governance and policy review 3. Municipal Solicitor attendance at Regional Council, Executive Standing Committee and Audit & Finance Standing Committee meetings 	
<p>Oversight and Administration of Legal, Risk & Insurance Services Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		

Legal Services

Legal Services is committed to supporting Regional Council priorities through the delivery of quality legal services that support Regional Council, its agencies, boards, commissions and committees and the municipal business units.

Service	Outputs	Service Standards
<p>Corporate Governance</p> <p>Provides legal support and governance oversight to the organization, ensuring compliance and effective management.</p>	<ol style="list-style-type: none"> 1. Develops and updates policy governing the maintenance of the Governance Framework document 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> Ensures Framework compliance when legislation and policy is updated 	
<p>Litigation Services</p> <p>This service advises and represents the municipality 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 forms.</p>	<ol style="list-style-type: none"> Municipal civil claims defence Civil claim initiation on behalf of the municipality Dispute Resolution Municipal representation in labour matters Litigation matters – general advice 	
<p>Prosecution Services</p> <p>This service provides training to Halifax Regional Police and municipal employees and prosecutes violations under the <i>Motor Vehicle Act, Liquor Control Act, Fire Safety Act, Protection of Property Act, 911 Act, Off Highway Vehicle Act, Smoke Free Places Act, 911 Act, Emergency Management Act, Health Protection Act, Building Code, Land use violations, Development Agreement violations, violations of municipal By-laws and various regulatory infractions as well as municipally-issued parking tickets, including all related applications and appeals.</i></p>	<ol style="list-style-type: none"> Municipal representation as the Crown in Provincial Act violations and appeals Provide training to HRP, Fire and By-law enforcement employees including how to keep records and court requirements Legal advice to municipal business units regarding prosecution matters 	
<p>Solicitor Services</p> <p>This service provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions and business units. Also works with business units on the creation and revision of by-laws,</p>	<ol style="list-style-type: none"> Municipal business legal advice Real estate transactions legal support and assistance Contracts and legal agreements development and legal assistance 	

Service	Outputs	Service Standards
memorandum of understanding and legal agreements, assisting them in negotiations and real estate transactions, including property transactions, land acquisition and disposal.	4. Intergovernmental documentation and legislation development and legal assistance 5. Council and committee meeting participation	

Risk & Insurance Services

Risk & 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 the municipality; and
- the management of financing of municipal 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 the municipality, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

Service	Outputs	Service Standards
<p>Claims Management</p> <p>This service provides adjusting, investigation and settlement of claims against and for the municipality including Halifax Water, Halifax Public Libraries and other agencies, boards and commissions.</p>	1. Insurance claim investigation 2. Insurance claim negotiation or settlement	
<p>Contractual Risk Management</p> <p>This service reviews and provides insurance and risk management language, advice and protocols.</p>	1. Contract and agreement advice to municipal entities	

Service	Outputs	Service Standards
<p>Enterprise Risk Management</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Enterprise Risk Management framework oversight and monitoring 2. Enterprise Risk Management support 3. Risk Register updates 4. Risk Committee management and support 5. Strategic Risk update to Audit and Finance Standing Committee 	
<p>Insurance Placement</p> <p>This service manages insurance for various entities, including the Mayor, Regional Council and municipal operations, as well as boards and commissions like Halifax Water and Halifax Public Libraries, based on contractual obligations.</p>	<ol style="list-style-type: none"> 1. Insurance coverage for municipal assets and staff 	
<p>Operational Risk Management</p> <p>This service provides the application of hazard based risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims and other risks to the municipality, its entities and the public.</p>	<ol style="list-style-type: none"> 1. Business Unit risk advice 	

OPERATIONS

HALIFAX TRANSIT

MISSION

Working together to provide a safe, reliable and sustainable transit system.

OVERVIEW

Halifax Transit advances Council Priorities by operating a transit network including 369 conventional buses, 5 ferries and 47 Access-A-Bus vehicles. With a workforce of over 1,000 employees, the business unit manages two transit maintenance and storage centres, three ferry terminals, 11 bus terminals and 14 Park & Ride lots, providing reliable transportation across the municipality.

Access-A-Bus Service delivers specialized, demand-based, door-to-door transit for individuals who cannot use conventional transit due to physical or cognitive disabilities and who are registered as eligible riders. This service complements the fixed-route system, serving locations within 1,000 metres of a conventional route. Operating 47 vehicles and travelling nearly 2 million kilometres annually, Access-A-Bus expands mobility options for residents with accessibility needs.

Conventional Bus Service offers an extensive network of routes across the service area, providing nearly 19 million passenger trips annually and travelling more than 21 million kilometres. Ferry Services operate two routes within Halifax Harbour, with terminals in Dartmouth (Alderney and Woodside) and Downtown Halifax providing 1.7 million passenger trips annually. Halifax Transit supports these ferry operations through dedicated repair and preventative maintenance services.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Halifax Transit Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>	<ol style="list-style-type: none"> 1. Accountable oversight and good governance 2. Integrated operational and strategic performance 	

Employee Support & Development

Employee Support & Development is responsible for the training and development of frontline ATU staff, offering employee support and assistance and investigating accidents and claims.

Service	Outputs	Service Standards
<p>Employee Support</p> <p>This service is responsible for providing employee training and development.</p>	<ol style="list-style-type: none"> 1. Transit employee training program 2. Health and safety and accident investigations oversight 	

Planning & Customer Engagement

Planning & Customer Engagement is responsible for transit planning, scheduling, infrastructure and customer support and engagement.

Service	Outputs	Service Standards
<p>Bus Stop Improvements</p> <p>This service is responsible for 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.</p>	<ol style="list-style-type: none"> 1. Bus stop maintenance and enhancements 	
<p>Capital and Long-term Service Planning</p> <p>This service is responsible for the 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.</p>	<ol style="list-style-type: none"> 1. Transit funding opportunities - investigation and application 2. Long-term Transit service and infrastructure planning 3. Transit infrastructure recapitalization and enhancements 4. Transit capital project management 	
<p>Customer Support</p> <p>This service is responsible for providing communication, customer service and engagement.</p>	<ol style="list-style-type: none"> 1. Customer Engagement 2. Response to enquiries, complaints and compliments 3. Transit Communications Plan coordination 	
<p>Sustainable Transportation Programs</p> <p>This service is responsible for developing, delivering and managing a variety of programs to encourage use of sustainable forms of transportation.</p>	<ol style="list-style-type: none"> 1. Transit Program administration to support community transit use 	

Service	Outputs	Service Standards
<p>Transit Planning and Scheduling</p> <p>This service is responsible for planning short, medium and long term service changes and strategies and creating all Bus Operator schedules.</p>	<ol style="list-style-type: none"> 1. Transit scheduling and optimization 2. Transit Annual Service Plan 3. Transit data analysis and reporting 4. Create and administer conventional operator work schedule 	

Transit Fleet

Transit Fleet is responsible for the management, storage and maintenance of Halifax Transit’s fleet of vehicles.

Service	Outputs	Service Standards
<p>Bus Fleet Planning, Acquisition and Disposal</p> <p>This service is responsible for 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.</p>	<ol style="list-style-type: none"> 1. Transit fleet asset management and capital planning 2. Transit fleet data analysis and reporting 	
<p>Conventional Service Maintenance</p> <p>This service is responsible for the servicing and cleaning of Halifax Transit conventional buses and providing maintenance and repair to keep buses in good running order, compliant with legislation and fit for use.</p>	<ol style="list-style-type: none"> 1. Corrective maintenance and repair of conventional bus and equipment 2. Conventional bus inspections and preventative maintenance 3. Conventional bus cleaning 	

Service	Outputs	Service Standards
<p>Paratransit Service Maintenance</p> <p>Responsible for maintaining and repairing paratransit vehicles to keep them in good running order, compliant with legislation and fit for use.</p>	<ol style="list-style-type: none"> 1. Access-A-Bus unplanned vehicle maintenance 2. Access-A-Bus vehicle inspections and preventative maintenance 	

Transit Operations

Transit Operations is responsible for the operation of conventional bus, ferry and paratransit (Access-A-Bus) services.

Service	Outputs	Service Standards
<p>Ferry Service</p> <p>Responsible for a network of fixed routes providing public transit services within Halifax Harbour. There are currently two fixed routes.</p>	<ol style="list-style-type: none"> 1. Ferry service operation 2. Create and administer ferry crew work schedule 3. Identify and propose ferry and marine infrastructure capital projects 	
<p>Ferry Service Maintenance</p> <p>Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good running order, fit for use and compliant with Federal legislation and regulations.</p>	<ol style="list-style-type: none"> 1. Ferry and marine infrastructure preventative maintenance 2. Ferry and marine infrastructure corrective maintenance 	
<p>Operating Conventional Transit Routes</p> <p>This service provides fixed-route conventional transit and Regional Express routes to rural areas.</p>	<ol style="list-style-type: none"> 1. Conventional and Express Transit service operation 2. Special event transit support 3. Emergency management transit support 	<ol style="list-style-type: none"> 1. Conventional and Express Transit service: 85% on-time performance

Service	Outputs	Service Standards
<p>Paratransit Service This service delivers services for persons who are unable to use the conventional transit system.</p>	<ol style="list-style-type: none"> 1. Access-A-Bus service operation 2. Access-A-bus registration and scheduling 3. Create and administer Paratransit Operator work schedule 	
<p>Transit Safety This service is responsible for working to advance the protection of passengers, employees, property and the service.</p>	<ol style="list-style-type: none"> 1. Data collection and analysis of safety incidents 2. Administering T-1200, the Transit By-Law (suspension of persons from transit use and appeals) 3. Safety-related Initiatives and Programs 	

Technical Services

Technical Services is responsible for the implementation and maintenance of transit technology.

Service	Outputs	Service Standards
<p>Technology Support This service is responsible for providing support related to administration and technology.</p>	<ol style="list-style-type: none"> 1. Technical program planning and support 	

MAJOR PROJECTS OFFICE

MISSION

The office of major projects delivers complex, high-value infrastructure projects with centralized leadership and expert risk management. We are committed to executing transformative, multi-partner projects efficiently, effectively and with a lasting impact.

OVERVIEW

The Major Projects Office leads the delivery of complex, high-value infrastructure projects, typically exceeding \$100 million. By providing centralized leadership, strategic alignment and proactive risk management, the Office ensures efficient, transparent and accountable project execution that drives economic growth and enhances community well-being. The Office advances Regional Council’s priorities and champions innovation, delivering transformative infrastructure that generates long-term economic, environmental and social benefits.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
Oversight and Administration of the Major Projects Office Oversight and management of all operational and strategic functions within the office.		

Burnside Transit Centre Eco-Rebuild

The Burnside Transit Centre Eco-Rebuild will be designed and rebuilt to replace the aging building with a new net-zero facility to accommodate and allow operations of existing diesel buses and for planning of other potential fueling alternatives.

Service	Outputs	Service Standards
<p>Project Management and Delivery</p> <p>Oversees complex infrastructure projects, ensuring strategic alignment with council priorities, risk management and efficient execution for transformative, high-value community outcomes.</p>		

Bus Rapid Transit

Bus Rapid Transit (BRT) is a network of four fixed-route bus corridors that provide frequent and reliable all-day two-way service. BRT is intended to be the spine of the transit system and will be supported by and connected to, the ferries and local, express and regional buses. The BRT network will provide fast, reliable and frequent (10 minute frequency) public transit to 250,000 current residents within 800 metres of the network while increasing access to jobs, services and major destinations such as hospitals and universities. This supports the creation of complete communities by orienting land use towards transit and reducing the need to invest in road expansions.

Service	Outputs	Service Standards
<p>Project Management and Delivery</p> <p>Oversees complex infrastructure projects, ensuring strategic alignment with council priorities, risk management and efficient execution for transformative, high-value community outcomes.</p>		

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. The urban street grid will be reinstated creating development blocks capable of supporting both residential and commercial environments, along with dedicated cycling lanes, multi-use trails, new parks and open spaces, transforming the district into a liveable pedestrian friendly area for people to live, work and play.

Service	Outputs	Service Standards
<p>Project Management and Delivery</p> <p>Oversees complex infrastructure projects, ensuring strategic alignment with council priorities, risk management and efficient execution for transformative, high-value community outcomes.</p>		

Mill Cove Ferry Service Project

The Mill Cove Ferry Service Project will provide a new ferry service to Bedford that includes the construction of two state-of-the-art net-zero ferry terminals, the acquisition of electric ferries and the development of essential supporting infrastructure, such as access roads, a maintenance facility and a temporary terminal in Halifax to maintain existing ferry service throughout the project.

Service	Outputs	Service Standards
<p>Project Management and Delivery</p> <p>Oversees complex infrastructure projects, ensuring strategic alignment with council priorities, risk management and efficient execution for transformative, high-value community outcomes.</p>		

Windsor Street Exchange Redevelopment Project

The Windsor Street Exchange Redevelopment project is a transformative project that will address congestion, improve access to the North Port of Halifax and enhance multimodal transportation connections at one of the municipality’s most critical intersections. This project focuses on the redesign of the intersection where Bedford Highway, Highway 111, Windsor Street and Lady Hammond Road converge, a vital gateway to the Halifax Peninsula and downtown core.

Service	Outputs	Service Standards
<p>Project Management and Delivery</p> <p>Oversees complex infrastructure projects, ensuring strategic alignment with council priorities, risk management and efficient execution for transformative, high-value community outcomes.</p>		

PLANNING & DEVELOPMENT

MISSION

Planning & Development is leading the Halifax Regional Municipality'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.

OVERVIEW

Planning & Development advances Regional Council's priorities through service delivery designed to build a healthy, vibrant and sustainable municipality. The business unit oversees regional and community planning, urban design, heritage planning, land development, development-related compliance and regulation, infrastructure and growth analysis and building standards. Through efficient, accurate and coordinated service delivery, the team fosters strong relationships with residents, the development industry, partner departments and Regional Council.

SERVICE AREAS

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, service excellence and administrative matters.

Service	Outputs	Service Standards
<p>Oversight and Administration of Planning & Development Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		
<p>Customer Inquiry Management</p> <p>This service is responsible for responding to inquiries regarding Planning & Development.</p>	<ol style="list-style-type: none"> 1. Planning & Development Council and Media inquiries 	
<p>Permit Management</p> <p>This service is responsible for the strategic management of permit processing and approval, including land use, engineering, building and construction.</p>	<ol style="list-style-type: none"> 1. Building permits and completion/ occupancy certificates 2. Construction permits and completion Certificates 3. Land use permits 4. Engineering permits and completion certificates 	<ol style="list-style-type: none"> 1. Building Permits; Completion/Occupancy Certificates: <ul style="list-style-type: none"> • Low Density/ Complexity - 10 Business days (14 calendar days) • High Density/ Complexity - 30 business days (42 calendar days) 2. Construction Permits and Completion Certificates: 10 business days (14 calendar days) 3. Land Use Approval Permits: 10 business days (14 calendar days) 4. Engineering Permits; Completion Certificates: <ul style="list-style-type: none"> • Low Density/ Complexity - 10 business days (14 calendar days)

Service	Outputs	Service Standards
		<ul style="list-style-type: none"> High Density/ Complexity - 30 business days (42 calendar days)
<p>Strategic Planning and Growth</p> <p>The service is responsible for the strategic management and leadership of regional and community planning, infrastructure planning, land development, housing policy, socio-economic plans and planning requests and applications.</p>	<ol style="list-style-type: none"> 1. Planning application decision (approval or denial) 2. Municipal plans, land-use bylaws, infrastructure policy and socio-economic plan designs, implementation and maintenance 3. Subdivision Approval 4. Strategic Planning and Growth public engagement 	

Development Services

Development Services is responsible for the administration, enforcement 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.

Service	Outputs	Service Standards
<p>Customer Inquiry Management</p> <p>This service is responsible for responding to inquiries regarding development, engineering and building standards, processes, standards and approvals.</p>	<ol style="list-style-type: none"> 1. Land Use Inquires 2. Online System and Application Status Assistance 3. Planning Inquires 	<ol style="list-style-type: none"> 1. Contact customer once initial inquiry submitted: 3-5 business days 2. Contact customer once initial inquiry submitted: 2 business days

Service	Outputs	Service Standards
		3. Contact customer once initial inquiry submitted: 3 business days
<p>Land Use and Development Permitting</p> <p>This service is responsible for permit intake, land use and development permit reviews, issuance and land use inspections.</p>	<ol style="list-style-type: none"> 1. Land use review (approval/denial) 2. Permit application administration 3. Permit Issuance 4. Land use inspections 	<ol style="list-style-type: none"> 3. Building permit issuance: <ul style="list-style-type: none"> • Building Permit (low density/ low complexity) – 10 business days (14 calendar days) • Building Permit (high density/ high complexity) – 30 business days (42 calendar days) • Construction Permits – 10 business days (14 calendar days) • Land Use Approval Permits – 10 business days (14 calendar days) • Dev. Engineering Permit (low density/ low complexity) – 10 business days (14 calendar days) • Dev. Engineering Permit (high density/ high complexity) – 30 business days (42 calendar days) 4. Land use inspection request: 5 business days
<p>Land Use and Engineering Compliance</p>	<ol style="list-style-type: none"> 1. Land use and Engineering compliance investigation 	

Service	Outputs	Service Standards
<p>This service is responsible for responding to requests for land use and engineering compliance concerns including required investigation and enforcement action.</p>	<ol style="list-style-type: none"> 2. Land use and Engineering compliance enforcement 	
<p>Planning Application This service is responsible for planning application reviews facilitation, engagement and feedback.</p>	<ol style="list-style-type: none"> 1. Land use review and recommendation (approval/denial) 2. Planning application administration 	
<p>Subdivision Application Processing and Approvals This service is responsible for Subdivision application processing and approvals.</p>	<ol style="list-style-type: none"> 1. Subdivision Design Approval 2. Subdivision Registration 	

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, building approvals and minimum standards.

Service	Outputs	Service Standards
<p>Development Engineering Policy This service is responsible for developing and updating 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.</p>	<ol style="list-style-type: none"> 1. Red Book Design Standards 	

Service	Outputs	Service Standards
<p>Customer Inquiry Management</p> <p>This service is responsible for responding to inquiries regarding development engineering and building standards, processes, standards and approvals.</p>	<ol style="list-style-type: none"> 1. Building and Construction Inquires 2. Development Engineering Inquires 	<ol style="list-style-type: none"> 1. Contact with customer once initial inquiry submitted: 1-3 business days 2. Contact with customer once initial inquiry submitted: 3 business days
<p>Engineering and Building Permitting</p> <p>This service is responsible for permit reviews and inspections.</p>	<ol style="list-style-type: none"> 1. Building standards review (approval/ denial) 2. Buildings engineering reviews (approval/ denial) 3. Building engineering inspections 4. Building Inspections 	<ol style="list-style-type: none"> 3. Engineering inspection request: 2 business days 4. Building inspection request: 2 business days
<p>Planning Application Support</p> <p>This service is responsible for providing review, direction and advice and approval/ denial of engineering aspects and specifications of Planning Applications.</p>	<ol style="list-style-type: none"> 1. Plans review and recommendation (approval/denial) 	
<p>Standards for Residential Occupancies compliance</p> <p>This service is responsible for responding to requests for building structure, construction site and residential occupancy standards compliance concerns including required investigation and enforcement action and managing the Residential Rental Registry.</p>	<ol style="list-style-type: none"> 1. Residential occupancy inspections 2. Occupancy standards violation investigation and enforcement 3. Residential Rental Registry 	
<p>Subdivision Approvals and Takeover</p> <p>This service is responsible for Subdivision Application intake through to completion/ takeover, specific to</p>	<ol style="list-style-type: none"> 1. Engineering review and recommendation (approval/ denial) 2. Subdivision approval engineering inspections 	

Service	Outputs	Service Standards
subdivisions with new and/or updated engineering related infrastructure.	3. Municipal subdivision assets takeover review and approval	

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), Housing Accelerator Fund and priority plans such as the Green Network Plan and Affordable Housing.

Service	Outputs	Service Standards
<p>Affordable Housing Programs</p> <p>This service is responsible for developing and delivering programs that support more affordable housing within the region.</p>	1. Affordable Housing Funding Programs and Grants	
<p>Community Planning</p> <p>This service develops the objectives of the Regional Plan at the local level through community planning and design. Ongoing work includes the Centre Plan, the Suburban Plan and the Rural Plan. These projects will modernize all the existing planning policy and by-laws and create development and design standards.</p>	<ol style="list-style-type: none"> Community land use policies, regulations and maintenance Community Planning public engagement 	
<p>Customer Inquiry Management</p> <p>This service is responsible for responding to inquiries regarding Regional & Community Planning.</p>	1. Regional & Community Planning Inquiries	

Service	Outputs	Service Standards
<p>Environmental, Social and Economic Planning</p> <p>This service area involves the creation of plans and frameworks to support coordination between business units, allowing for better service delivery in key environmental, social and economic issue areas. Examples of these services include leading the Green Network Plan and Community Action Plans for African Nova Scotian Communities.</p>	<ol style="list-style-type: none"> 1. Strategic plans, priority plans and community action plans 	
<p>Regional Planning</p> <p>This service develops long-range, region-wide settlement policies outlining where, when and how future growth and development should take place. This 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 and input into development and infrastructure projects.</p>	<ol style="list-style-type: none"> 1. Regional land use policies, regulations and maintenance 2. Regional Planning public engagement 3. Growth planning for population, housing and employment 	

Strategic Projects

Strategic Projects is responsible for planning projects associated with the formulation of local planning policies and standards for planned growth areas, future serviced communities, special planning areas, regional growth centres, special project areas, culture and heritage planning, as well as planning information services and civic addressing.

Service	Outputs	Service Standards
<p>Civic Addressing, Asset and Commemorative Naming</p>	<ol style="list-style-type: none"> 1. Civic address assignment 2. Street name assignment 	

Service	Outputs	Service Standards
<p>This service is responsible for assignment and correction of civic addresses, street naming and renaming, community names/boundary delineation and implementation of the Asset and Commemorative Naming Policy.</p>	<ol style="list-style-type: none"> 3. Community naming, signage and boundary lines 4. Additional asset naming 	
<p>Comprehensive Area Planning</p> <p>This service is responsible for proactively planning for the development and design of new and future serviced communities including business parks, future growth nodes and other major city-building projects.</p>	<ol style="list-style-type: none"> 1. Comprehensive Area Planning policies, regulations and maintenance. 2. Comprehensive area planning and development public engagement 3. Identification of strategic city building initiatives, including partnerships, funding and infrastructure expansion. 	
<p>Culture and Heritage</p> <p>This service administers the heritage property program including identifying, researching and designating municipal heritage properties, implementing heritage conservation districts and dispersing conservation grants. This includes the implementation and administration of all requirements of the Heritage Property Act, the HRM Heritage Property By-law and heritage conservation district by-laws and actions as directed by the Sharing Our Stories Plan.</p>	<ol style="list-style-type: none"> 1. Heritage Property Program and Grants 2. Heritage standards review (approval/denial/recommendation) 3. Heritage registration and deregistration 4. Heritage policies, regulations and maintenance 	
<p>Customer Inquiry Management</p> <p>This service is responsible for responding to inquiries regarding civic addressing and heritage properties.</p>	<ol style="list-style-type: none"> 1. Civic addressing inquiries 2. Heritage inquiries 3. Neighbourhood Planning inquiries 	<ol style="list-style-type: none"> 1. Contact customer once initial inquiry submitted: 3-5 business days

Service	Outputs	Service Standards
		2. Contact customer once initial inquiry submitted: 3-5 business days
<p>Planning Information Systems</p> <p>This service 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.</p>	<ol style="list-style-type: none"> 1. Create and maintain geo-spatial information 2. Population, employment and housing data visualization and reporting 3. Population and housing projections 	

Transformation & Innovation

Transformation & Innovation leads Planning & Development’s strategic change through service excellence, continuous improvement and business intelligence to achieve the municipality's Planning & Development goals, objectives and outcomes. Services include business process and change management, staff and client engagement and strategic and transformation management.

Service	Outputs	Service Standards
<p>Strategic and Transformation Management</p> <p>This service is responsible for overseeing the strategic transformation of Planning & Development; recommending policies, programs and initiatives to improve efficiencies and customer experience.</p>	<ol style="list-style-type: none"> 1. Business process improvements recommendation and implementation 2. Service policy and programs recommendations, support and implementation 3. Technology improvements recommendation and implementation 	

Service	Outputs	Service Standards
<p>Business Continuity Planning</p> <p>This service is responsible for the development and maintenance of the business unit’s Business Continuity Plan.</p>	<ol style="list-style-type: none"> 1. Planning & Development Business Continuity Plan 	
<p>Customer Inquiry Management</p> <p>This service is responsible for responding to inquiries regarding Planning & Development services and systems and escalation management.</p>	<ol style="list-style-type: none"> 1. Planning & Development Service inquiries 2. System and Process Support inquiries 	
<p>Planning & Development Records Management</p> <p>This service is responsible for the development and delivery of records and information management services for Planning & Development.</p>	<ol style="list-style-type: none"> 1. Access to Planning & Development records 2. Preservation of Planning & Development records 3. Planning & Development record management policy and process development and implementation 	
<p>Service Delivery and Data Management</p> <p>This service is responsible for overseeing efficient and effective delivery of Planning & Development services; managing and monitoring resources and data and leading program and service delivery procedures.</p>	<ol style="list-style-type: none"> 1. Open data and analytics dashboard design and maintenance 2. Operational support and change management 3. Data reporting to other levels of government and partners 4. Internal performance reporting 	
<p>Staff and Client Engagement</p> <p>This service is accountable for supporting the design and implementation of engagement, communication and</p>	<ol style="list-style-type: none"> 1. Planning & Development resident, organizations and 	

Service	Outputs	Service Standards
training programs required to support Planning & Development's business requirements.	business engagement campaigns 2. Planning & Development Staff training and engagement programs 3. Planning & Development communication and content material	

PROPERTY, FLEET & ENVIRONMENT

MISSION

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

OVERVIEW

Property, Fleet & Environment (PFE) advances Regional Council and Administrative Priorities by managing municipal assets sustainably and driving climate action for a healthier, more resilient future. By focusing on efficiency, reliability and sustainability, the business unit strengthens organizational capacity, supports excellence in public service delivery and contributes to the long-term well-being of residents. PFE divisions include: Corporate Fleet, Corporate Real Estate, Facility Design & Construction, Facility Maintenance & Operations and Environment & Climate Change.

PFE maintains and renews more than 1,600 vehicles and equipment assets, ensuring reliable and safe support for frontline and operational services. It acquires, develops and manages property to enable economic growth, community development and integrated mobility, while providing strategic advice on real estate matters. PFE leads the implementation of HalifACT, strengthens environmental stewardship and advances climate adaptation and emission reduction initiatives across the municipality in collaboration with community partners. The business unit also ensures the safety, cleanliness and functionality of more than 240 municipal facilities through preventative and lifecycle maintenance, while delivering major capital projects such as recreation centres, transit terminals and garages, fire stations, libraries and administrative buildings.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Property, Fleet & Environment</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		

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 1,600 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 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.

Service	Outputs	Service Standards
<p>Fleet Assets Acquisition and Disposal</p> <p>This service is responsible for the procurement of fleet assets and equipment including the appropriate disposal</p>	<ol style="list-style-type: none"> 1. Fleet asset acquisition 2. Fleet asset disposal 	

Service	Outputs	Service Standards
<p>of assets when they are no longer suitable for use by the municipality.</p>		
<p>Fleet Maintenance and Repairs</p> <p>This service provides maintenance and repair to maintain Corporate Fleet vehicles (excluding Halifax Transit buses). 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.</p>	<ol style="list-style-type: none"> 1. Preventative maintenance of municipal fleet 2. Unplanned maintenance of municipal fleet 3. Municipal fleet collision repairs 4. Municipal fleet towing 	
<p>Fleet Planning and Optimization</p> <p>This service is responsible for fleet lifecycle planning, analysis and reporting. This includes improving fleet data to support evidence-based decision-making, the ability to anticipate trends, making projections with a higher level of accuracy and assisting with fleet rationalization and optimization.</p>	<ol style="list-style-type: none"> 1. Fleet assets 10-Year capital plan 	
<p>Fleet Regulatory Compliance</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Mechanic license recertification monitoring 2. Motor Vehicle Inspections 3. Facility Motor Vehicle Safety Inspection License renewals 4. Facility and equipment safety inspections 	

Corporate Real Estate

Corporate Real Estate (CRE) is committed to supporting Regional Council priorities 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.

Service	Outputs	Service Standards
<p>Industrial Park Development</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Serviced Industrial Park lots for purchase and immediate development 2. Zoned Lands for construction of streets and services 	
<p>Property Leasing and Tenant Services</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Corporate Accommodations Program delivery and administration 2. Lease space acquisition services 3. Leasing of municipally owned spaces 4. Lease portfolio management 5. Municipally owned spaces – tenant support services 	
<p>Real Estate Acquisition and Disposal</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Sale or disposal of real property 2. Acquisition of real property 	

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.

Service	Outputs	Service Standards
<p>Climate Resilience</p> <p>This service develops, oversees and supports projects, policies and programs that enhance the resiliency of municipal services, infrastructure, natural systems and communities under a changing climate.</p>	<ol style="list-style-type: none"> 1. Extreme Heat Strategy 2. Resilient Home Retrofit Program Pilot 3. Build Back Better program 4. Resilience Retrofit Guidebook 5. Climate resilience policy and by-law creation and amendment 6. Critical Infrastructure Inventory and Condition Assessment 7. Climate hazard mapping 8. Climate Resilience Framework 	
<p>Enabling Climate Action</p> <p>This service facilitates the shared implementation of actions under HalifACT through the provision of tools, resources, education, engagement, collaboration and support to both internal and external stakeholders.</p>	<ol style="list-style-type: none"> 1. HalifACT oversight and governance 2. Environmental Implications Training for Council Reports 3. HalifACT Stakeholder Network 4. HalifACT Virtual Hub 5. Community climate action grants and training 	
<p>Environmental Protection and Sustainability</p>	<ol style="list-style-type: none"> 1. LakeWatchers Program 2. Beach Monitoring Program 	

Service	Outputs	Service Standards
<p>This service develops, oversees and supports projects, policies and programs that promote healthy and protected ecosystems and support biodiversity and connected habitats.</p>	<ol style="list-style-type: none"> 3. Blue-green algae monitoring 4. Natural assets valuation 5. Environmental risk management 	
<p>Net-Zero Emissions</p> <p>This service 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.</p>	<ol style="list-style-type: none"> 1. Renewable energy projects 2. Green energy procurement contract facilitation 3. Community Retrofit, Renewables and Resilience Program 4. Solar City Program 5. Electric vehicle strategy implementation e.g. installing charging infrastructure, developing fee structure and By-Law, coordinating charging for municipal fleet and educating public 	<ol style="list-style-type: none"> 4. Solar City Program - Respond to request: 5 business days 5. Level of Service: 97% Direct Current Fast Charging station uptime / 98% L2 Uptime / 24–48-hour repair time.

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, HRFE stations, libraries, depots, Halifax Transit terminals and garages, administrative buildings and HRP facilities.

Service	Outputs	Service Standards
<p>Facilities Energy Efficiency</p>	<ol style="list-style-type: none"> 1. Deep Energy Retrofit 2. Recommissioning 	

Service	Outputs	Service Standards
<p>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.</p>	<p>3. Energy audits</p>	
<p>Facilities Growth Planning and Delivery This service involves planning, design and delivery (project management) of new construction and enhancement projects for municipally-owned facilities and buildings.</p>	<p>1. Final building and facility design 2. Project management of capital growth projects</p>	
<p>Facility Asset Renewal and State of Good Repair This service is responsible for the delivery of capital improvements, renovation and replacement of municipally owned facilities and buildings.</p>	<p>1. Asset renewal design (municipal buildings and facilities) 2. Project management of asset renewal projects 3. Building condition assessments 4. Accessibility Audits</p>	

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.

Service	Outputs	Service Standards
<p>Aquatics and Recreation Facilities Maintenance</p> <p>This service provides operations services including maintenance and repair for municipal indoor and outdoor swimming pools, splash pads and the Emera Skating Oval.</p>	<ol style="list-style-type: none"> 1. Preventative and corrective maintenance of aquatics facilities and the Emera Oval. 	
<p>Automated External Defibrillators (AEDs) Maintenance</p> <p>This service provides maintenance of all wall mounted Automated External Defibrillators in municipally owned and serviced buildings.</p>	<ol style="list-style-type: none"> 1. Automated External Defibrillators maintenance 	
<p>Facilities Operations and Maintenance</p> <p>This service provides maintenance and operations services and project management expertise for municipally owned and leased buildings.</p>	<ol style="list-style-type: none"> 1. Preventive maintenance of municipal buildings including structural, heating, ventilation, electrical, fuel pumps and plumbing 2. Corrective maintenance of municipal buildings including structural, heating, ventilation, electrical, fuel pumps and plumbing 3. Safety equipment monthly inspections 4. Asset and building inspections 	
<p>Facilities Contract Management</p> <p>This service encompasses the management of facility service contracts including but not limited to contracts for cleaning, parking lot snow and ice control, elevator service, pest control and waste and source separation.</p>	<ol style="list-style-type: none"> 1. Coordination and Management of Municipal Facilities Contracts including tendering, awards, amendments, 	

Service	Outputs	Service Standards
	compliance monitoring and evaluation.	
<p>Security and Access Control</p> <p>This service is responsible for the security planning and initiatives for all municipally owned and leased facilities and properties, including Halifax Transit, Halifax Public Libraries and HRP facilities.</p>	<ol style="list-style-type: none"> 1. Preventative Security Requirements for safe and secure facilities. 2. 24/7 Security Operations Centre management 3. Corporate ID badges 4. Contracted security guard services 5. Closed Circuit Television footage review 6. Monitoring intrusion and panic alarms 7. Security policy and training programs 8. Threat and risk assessments 9. Security projects and installations 	

PARKS & RECREATION

MISSION

Parks & Recreation works to create a municipality where everyone has access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities and sustainable environment. We make a difference.

OVERVIEW

Parks & Recreation supports Council and Administrative Priorities by providing accessible and inclusive programs, services and facilities that promote physical, mental and social well-being across the municipality. Through the maintenance and enhancement of parks, trails, playgrounds, sports fields and green spaces, the Parks division fosters community connection and leisure opportunities. Recreation Programming delivers a broad range of structured and unstructured activities, including aquatic and dryland services, youth-at-risk initiatives and inclusion programs. Strategic Planning & Design contributes through policy development, capital planning, parkland acquisition and cultural initiatives such as the Poet Laureate program and arts grants. Regional Recreation Services strengthens community engagement through facility scheduling, civic event delivery, event grants and coordination and recreation software management, ensuring responsive and empowered service delivery; it also manages relationships with community partners who deliver services on behalf of the municipality.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Parks & Recreation Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		

Parks

The Parks division supports the recreational and leisure needs of the municipality. Parkland, both maintained and natural, enhances 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, neighborhood and municipality.

The Parks division 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 trails.

Service	Outputs	Service Standards
<p>Asset Control and Service Delivery</p> <p>This service is responsible for processing, scheduling and tracking service requests, maintenance work, preventative maintenance activities and the inspection of park assets.</p>	<ol style="list-style-type: none"> 1. Service request response 2. Asset maintenance reporting 3. Work orders and operational cost management 4. Parks temporary sign request management 5. Parks Civic Support Program (Gifts for Parks) 	<ol style="list-style-type: none"> 1. Service request response: 3 business days 4. Parks temporary sign request management: 5 business days

Service	Outputs	Service Standards
<p>Cemetery Management</p> <p>This service is responsible for operating and maintaining municipally owned cemeteries.</p>	<ol style="list-style-type: none"> 1. Columbaria operations and maintenance 2. Burial plots and niches sale 3. Cemetery graves operations 4. Cemetery landscaping and assets maintenance 5. Burial records maintenance 	<ol style="list-style-type: none"> 4. Varies depending on the location
<p>Geographic Information System (GIS) Services for Parks</p> <p>This service is responsible for updating and maintaining outdoor recreation assets within Parks in the GIS system.</p>	<ol style="list-style-type: none"> 1. Polygon updates 2. Asset information updates 	
<p>Horticulture Management</p> <p>This service is responsible for preparing and maintaining shrub beds, flower beds, hanging baskets and delivery of park and right-of-way grass maintenance.</p>	<ol style="list-style-type: none"> 1. Outdoor recreation asset grass mowing 2. Municipal areas, facilities and schools grass mowing 3. Right of ways and boulevards grass mowing 4. Horticultural services and invasive species management 	<ol style="list-style-type: none"> 1. Outdoor recreation asset grass mowing: <ul style="list-style-type: none"> • Regular: 1 cut per 7-9 days • Peak growth period - 2 cuts per 7-9 days starting at the beginning of June 2. Municipal areas, facilities and schools grass mowing: <ul style="list-style-type: none"> • Regular - 1 cut per 14-16 days • Peak growth period - 1 cut per 7-9 days starting at the beginning of June 3. Right of ways and boulevards grass mowing: 1 cut per 14 - 16 days - no additional mowing during peak growth period

Service	Outputs	Service Standards
		4. Varies depending on the location
<p>Operations and Maintenance of Outdoor Recreation Assets</p> <p>This service is responsible for operating and maintaining outdoor recreation assets, including sport fields, ball diamonds, skate parks, bicycle pump tracks and sports courts.</p>	<ol style="list-style-type: none"> 1. Outdoor recreation asset inspections 2. Ball diamond maintenance 3. Sport field maintenance 4. Sports court maintenance 5. Skate park maintenance 6. Bicycle pump track maintenance 	<ol style="list-style-type: none"> 1. Sports Fields Maintenance standards: https://www.halifax.ca/parks-recreation/parks-trails-gardens/sport-fields
<p>Park Management</p> <p>This service is responsible for operating and maintaining municipal parks and beaches.</p>	<ol style="list-style-type: none"> 1. Park asset inspections 2. Park asset maintenance 3. Park, outdoor recreation assets and playground litter collection and disposal 	<ol style="list-style-type: none"> 2. Park Asset Repair: 5 business days
<p>Playground Maintenance</p> <p>This service is responsible for inspecting, maintaining and revitalizing municipally owned playgrounds.</p>	<ol style="list-style-type: none"> 1. Playground asset inspections 2. Playground assets repairs 	<ol style="list-style-type: none"> 2. Reply to resident request: 3 business days <ul style="list-style-type: none"> • Installation: Up to 180 business days
<p>Trail Maintenance</p> <p>This service is responsible for maintaining park trails, walkways and pathways.</p>	<ol style="list-style-type: none"> 1. Parks trails, walkways and pathways litter collection and disposal 2. Park ID sign inspection and repair 3. Trails, walkways and pathways vegetation maintenance 4. Trails, walkways and pathways maintenance and repairs 	<ol style="list-style-type: none"> 4. Varies depending on the location

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 5. Trail inspections 6. Trail infrastructure maintenance (bridges, benches, boardwalk, etc.) 	

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 programs, community development, volunteer services, inclusion and accessibility and the operation of the Sackville Sports Stadium.

Service	Outputs	Service Standards
<p>Inclusion and Accessibility Programming</p> <p>This service provides one-on-one inclusion support for those accessing programs in the municipality. This service also provides accessibility support for work conducted by the Parks & Recreation business unit and its partners.</p>	<ol style="list-style-type: none"> 1. Recreation funding discount program (Affordable Access Program) 2. Seniors recreation discounts 3. Low cost or free recreation program delivery 4. One on one inclusion support for children with inclusion needs 	
<p>Neighbourhood and Volunteer Services</p> <p>This service facilitates and supports the building of healthy and empowered individuals and communities to achieve their own recreation-related projects. This includes providing support and recognition to volunteers and building capacity in community and volunteer boards.</p>	<ol style="list-style-type: none"> 1. Community connection support initiatives: Neighborhood Placemaking projects, Neighborhood Sign program, Community Garden program, leadership training for volunteers, Community Rink Program and Community 	

Service	Outputs	Service Standards
	<ul style="list-style-type: none"> engagement - internally and externally. 2. Not-for-profit organization capacity building: Board governance, budgeting, volunteer recruitment and retention, community engagement, strategic planning, team building, conflict resolution and custom workshops 3. Leadership Training and workshops: through the Step up to Leadership program and as requested by community groups 4. Volunteer Awards 5. Volunteer Conference 	
<p>Recreation Program Delivery</p> <p>This service provides structured recreation programming and spontaneous free play activities to municipal residents of all ages.</p>	<ul style="list-style-type: none"> 1. Seasonal recreation programs: Arts and craft, dance and drama, sport and fitness, leisure skills, play and camp, aquatics, outdoor recreation programs (Adventure Earth Centre) and wellness. 2. Drop-in recreation programs 3. Recreation facility rentals 4. Recreation centre operations: Including the Emera Oval, Commons Aquatic Centre, St Mary's Boat Club (programs 	

Service	Outputs	Service Standards
	and events) and the Sackville Sports Stadium. 5. Recreational facility membership management	
<p>Youth and Senior Development Programs</p> <p>This service delivers youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.</p>	<ol style="list-style-type: none"> 1. Youth at Risk Program - Youth Worx 2. Youth at Risk Programs - Youth Worx - Green Bin Program 3. Youth at Risk Programs - Youth Worx - Café/Canteen 4. Youth at Risk Programs - Youth Advocate program 5. Youth Advisory Committee oversight 6. Multi Service Youth Centres operations 7. Youth Services Plan design and implementation 8. Structured and unstructured youth programs. 	

Regional Recreation Services

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

Service	Outputs	Service Standards
<p>Civic Events</p> <p>This service is responsible for civic events, culturally significant festivals and external event support to 150+ clients. This includes planning, programming, financial support, delivery and logistical support for small to mid-size community festivals and events as well as large scale annual events and major event hosting opportunities.</p>	<ol style="list-style-type: none"> 1. Community Events calendar management 2. Special Events Advisory Committee support 3. Marketing Levy Special Events Reserve (MLSER) Event Grant administration 4. Special Events Task Force 5. Administration of filming applications for parks, facilities, etc. 6. Community Event Grant administration 7. Annual Civic Event delivery 8. Municipal parade float services 9. Discover Halifax agreement administration 10. Integrated Tourism Master Plan implementation and renewal support 	<ol style="list-style-type: none"> 5. Respond to public enquiries - 5 business days
<p>Community Partnerships</p> <p>This service 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).</p>	<ol style="list-style-type: none"> 1. Agreement negotiation with volunteer boards operating municipally-owned community facilities 2. Oversight and management of agreements with volunteer boards operating municipally-owned community facilities 	

Service	Outputs	Service Standards
<p>Facility Scheduling</p> <p>This service is responsible for coordinating scheduling for all municipal outdoor facilities including all-weather fields, parks, sport fields, tracks, sport courts, ball diamonds, indoor arenas, municipally operated recreation centers and 139 Halifax Regional Centre for Education (HRCE) schools.</p>	<ol style="list-style-type: none"> 1. Ice-time allocation process administration 2. HRCE school use scheduling (municipal, community use and school use) 3. Outdoor recreation municipal asset scheduling 4. Municipal recreation centre scheduling 5. Halifax Regional Centre for Education revenue transfer 6. Municipally owned and operated arenas scheduling 	<ol style="list-style-type: none"> 2. Respond to public enquiries - 5 business days 3. Respond to public enquiries - 5 business days 4. Respond to public enquiries - 5 business days 6. Respond to public enquiries - 5 business days
<p>Recreation Software Management</p> <p>This service is responsible for the delivery and support of recreation software for municipal facilities and outdoor assets, including municipal partner facilities. This support includes software administration for recreation programming, facility rentals, membership, drop-ins and vouchers, supporting both onsite and online business environments.</p>	<ol style="list-style-type: none"> 1. Implementation of recreation software at municipal and Multi District Facilities. 2. Maintenance of recreation software at municipal and Multi District Facilities. 3. Recreation software staff and user training 	
<p>School Community Partnerships</p> <p>This service is responsible for managing leases and partnership/leases agreements within facilities and joint-use agreement schools.</p>	<ol style="list-style-type: none"> 1. Recreation facility lease management 2. Recreation partnership management 	

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; such as the Poet Laureate and Youth Poet Laureate program, as well as the administration of grants to professional arts organizations to support the cultural sector. Strategic Planning & Design includes the Business Services section, which provides recreation software management, analysis and operational support to all municipal facilities and partner sites.

Service	Outputs	Service Standards
<p>Capital Projects for Outdoor Recreation Assets</p> <p>This service develops capital plans and ensures outdoor recreation capital projects are tendered, awarded and 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.</p>	<ol style="list-style-type: none"> 1. Parks outdoor recreation capital project tendering 2. Parks outdoor recreation capital project execution oversight 	
<p>Capital Projects for Public Art, Cultural Assets and Collections</p> <p>This service advises on capital projects and plans and ensures public art, cultural assets and collections projects are tendered, awarded and constructed. This team is integral in the assessment of requests from internal and external stakeholders.</p>	<ol style="list-style-type: none"> 1. Parks capital projects and plans tendering 2. Parks capital projects and plans execution oversight 	
<p>Culture Planning and Strategies</p> <p>This service is responsible for implementing culture and art programs, plans and policies, including grants administration to support the cultural sector. This service area designs and builds an integrated approach for working with the municipality’s Office of Diversity & Inclusion/ African Nova Scotian Affairs Integration Office to support the corporate Diversity & Inclusion Framework.</p>	<ol style="list-style-type: none"> 1. Administration of Grants to Professional Arts Organizations 2. Culture and Community Programs Youth and Adult Poet Laureate 3. Culture & Community Planning 4. Cultural asset management 	

Service	Outputs	Service Standards
<p>Geographic Information System (GIS) Services</p> <p>This service delivers specialized GIS and data management services to support strategic planning and design within Parks & Recreation.</p>	<ol style="list-style-type: none"> 1. Customized maps, statistical tables and 3D models 2. Spatial data analysis and database management 3. Development of GIS applications and scripts 4. Provides graphic materials for presentation/reports using statistics 	
<p>Indoor Recreation Facility Planning</p> <p>Indoor Recreation Facility Planning involves assessing, designing and optimizing municipal indoor recreation spaces to meet community needs, enhance accessibility and support diverse programs.</p>	<ol style="list-style-type: none"> 1. Indoor Recreation Facilities Plan 	
<p>Park Planning</p> <p>This service provides GIS services and supports municipal benchmarking for outdoor recreation assets.</p>	<ol style="list-style-type: none"> 1. Parks assets registry maintenance 2. Parks data collection and analysis 	
<p>Parkland Acquisitions and Disposals</p> <p>This service develops strategic plans to ensure meaningful recreation experiences through needs assessment for parks and recreation programs and facilities. This includes leading municipal business unit reviews related to recreation and parkland assets including real property assessments and development of parkland master plans.</p>	<ol style="list-style-type: none"> 1. Parkland acquisition 2. Parkland disposal 3. Parks & Recreation facility plans and policies 	

Service	Outputs	Service Standards
<p>Recreation Strategies This service develops strategic plans to ensure meaningful recreation experiences.</p>	<ol style="list-style-type: none"> 1. Needs Assessments for Parks and Recreation programs 2. Property Assessments 3. Parkland Master Plans 	

PUBLIC WORKS

MISSION

We take pride in providing high-quality Public Works services to benefit our citizens. We make a difference.

OVERVIEW

Public Works (PW) advances Council Priorities by delivering essential municipal services that keep the municipality safe, accessible and inclusive. The business unit maintains and manages critical infrastructure and services that enable the community to function effectively and meet the needs of residents and visitors.

PW delivers capital projects efficiently through effective planning, engineering and project management. It oversees the design and long-term stewardship of transportation infrastructure and provides maintenance services that keep roads, sidewalks, bridges and active transportation corridors safe and functional. PW also ensures year-round operations such as snow and ice control, emergency event response, urban forestry and right-of-way asset management.

In addition, PW manages waste collection, processing, education and enforcement to encourage waste diversion and responsible disposal. It operates recycling, composting and landfill facilities for both residential and commercial sectors while promoting environmental stewardship and compliance with municipal by-laws. PW also supports safe and efficient mobility by managing traffic flow, signals, signage, pavement markings and curbside space, ensuring the transportation network meets the needs of all users.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Public Works Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		

Design & Asset Management

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

Service	Outputs	Service Standards
<p>Asset Management</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Asset management (street network, curbs, sidewalks, pedestrian ramps, walkways, pathways and on-road bicycling facilities) 2. Long-term capital plans 	
<p>Bridge Inspection Program</p> <p>This service is responsible for Level II and III bridge inspection programs.</p>	<ol style="list-style-type: none"> 1. Level II and III bridge inspections 2. Bridge Capital Plan 	<ol style="list-style-type: none"> 1. Level of Service (Frequency of inspection) <ul style="list-style-type: none"> • Level II: every 3 years • Level III: as identified by Level II

Service	Outputs	Service Standards
<p>Design Support for Public Works Municipal Business Units</p> <p>This service is responsible for preliminary and detailed engineering design and tendering of Streets and Roads, Active Transportation and Road Safety capital programs.</p>	<ol style="list-style-type: none"> Public Works Recapitalization Capital program delivery Public Works New and Growth Capital Program Delivery 	
<p>Guiderail Request Analysis</p> <p>This service is responsible for review and analysis of road side safety requests and determining if new infrastructure is required and prioritization.</p>	<ol style="list-style-type: none"> Roadside safety requests processing 	<ol style="list-style-type: none"> Guiderail request analysis: Respond within 2 weeks
<p>Roads and Active Transportation Capital Projects</p> <p>This service is responsible for planning, project selection, pre-engineering, integration, quality management and surveying for the Roads and Active Transportation Capital Program.</p>	<ol style="list-style-type: none"> 5-Year Road and Active Transportation Capital Plan 	
<p>Structural Asset Management</p> <p>This service is responsible for the collection of condition data, establishing levels of service and developing long-term funding plans for bridges, retaining walls, overhead signs and roadside barriers.</p>	<ol style="list-style-type: none"> Asset management plan - bridges, retaining walls and overhead signs Inspections Development of Level of Service Long Term Capital Plans 	<ol style="list-style-type: none"> Level of Service (Frequency of inspection) <ul style="list-style-type: none"> Level II: every 3 years Level III: as identified by Level II
<p>Survey Support for Municipal Business Units</p> <p>This service provides topographic and legal survey services to other divisions within Public Works and to other municipal business units.</p>	<ol style="list-style-type: none"> Topographic and legal survey plans Advice on extent of title/land boundaries 	

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.

Service	Outputs	Service Standards
<p>Bridge Maintenance</p> <p>This service is responsible for the maintenance of bridges in the right of way within the Halifax Regional Municipality/ Nova Scotia Public Works (HRM/ NSPW) services boundary to ensure safety and cleanliness.</p>	<ol style="list-style-type: none"> 1. Bridge maintenance in the right of way 2. Barrier installation in the right of way 	
<p>Emergency Response</p> <p>This service includes restoration activities in the right of way within the HRM/ NSPW services boundary in response to impacts from extreme weather events such as hurricanes, wildfires, flooding and significant winter events.</p>	<ol style="list-style-type: none"> 1. Major weather event brush cleanup 2. Transportation routes opening after major weather events on a priority basis (hospital routes, arterials, major collectors, minor collectors, local roads) 3. Barrier installation in the right of way 	

Service	Outputs	Service Standards
<p>Infrastructure Assessment and Works Control</p> <p>This service includes inspection of assets in the right-of-way within the HRM/ NSPW services boundary, including road patrol, customer service, maintenance activities related to municipal assets.</p>	<ol style="list-style-type: none"> 1. Municipal infrastructure hazards identification (Driving road patrol of the right of way within the HRM/ NSPW services boundary) 2. Asset inspections (Bridges level 1, transit shelter, Montague gold mine shafts, Sheet Harbour asset, CN Rail Crossing, brick sidewalk, sidewalk Cafés) in the right of way within the HRM/ NSPW services boundary 	<ol style="list-style-type: none"> 1. Every 7 days, both directions <ul style="list-style-type: none"> • Major Collector
<p>Mobility Tactical Support</p> <p>This service is responsible to provide enhanced oversight, installation, inspection, modifications and maintenance services for infrastructure in the right-of-way related to the Integrated Mobility Plan.</p>	<ol style="list-style-type: none"> 1. Right-of-way infrastructure installation including precast concrete curbs and delineators 	
<p>Sidewalk Maintenance</p> <p>This service is responsible for the maintenance of sidewalks to ensure safety and cleanliness within the HRM/ NSPW services boundary.</p>	<ol style="list-style-type: none"> 1. Sidewalk maintenance 2. Ramp maintenance and installation 3. Secondary travel way vegetation maintenance 	

Service	Outputs	Service Standards
<p>Street Maintenance</p> <p>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 within the HRM/ NSPW services boundary.</p>	<ol style="list-style-type: none"> 1. Street repairs 2. Street sweeping 3. Road shoulder maintenance 4. Gravel road maintenance 5. Litter bin servicing and maintenance 6. Smoking receptacle servicing and maintenance 7. Vegetation maintenance 	
<p>Urban Forest Management</p> <p>This service is responsible for urban forest planning and management and includes street tree planting, permitting and tree protection, reactive and proactive pruning and/or removals, hurricane response, invasive species management, inventory and asset management, consultation / support for Parks & Recreation tree programs, consultation / support for Infrastructure Planning and Design and Construction; it also includes the development of and delivery of actions in support of the Urban Forest Management Plan including: Tree Giveaways, volunteer tree planting, holiday tree displays and Arbor day celebrations.</p>	<ol style="list-style-type: none"> 1. Tree planting 2. Tree maintenance 3. Tree removal 4. Invasive species management plan 	
<p>Winter Operations</p> <p>This service includes winter maintenance activities for municipal sidewalks, bike lanes, walkways and streets to ensure Council-approved service standards are consistently met, which provides accessible multi-modal transportation in the right of way within the HRM/ NSPW services boundary.</p>	<ol style="list-style-type: none"> 1. Road winter maintenance 2. Sidewalks and walkways winter maintenance 	

Project Delivery

Project Delivery provides professional and technical services that include project management, construction inspection and administration and associated administration to support delivery of the transportation capital programs.

Service	Outputs	Service Standards
<p>Construction Support and Inspection for Public Works Municipal Business Units</p> <p>This service is responsible for construction of Streets and Roads, Active Transportation and Road Safety capital programs.</p>	<ol style="list-style-type: none"> 1. Public Works Recapitalization Capital program delivery 2. Public Works New and Growth Capital Program Delivery 	
<p>Transportation Capital Project Delivery for Municipal Business Units</p> <p>This service provides project management, construction inspection and administration services to municipal business units to support other transportation capital programs such as transit, transportation planning, multi-modal and business park projects.</p>	<ol style="list-style-type: none"> 1. Transportation Recapitalization Capital program delivery 2. Transportation New and Growth Capital Program Delivery 3. Increased business park industrial land inventory 	

Solid Waste Resources

Solid Waste Resources is committed to supporting Regional Council priorities through the management of municipal solid waste programs consisting of collection, processing, education and enforcement services. This includes delivering a source separation collection program for residential properties, as well as operating recycling, composting and landfill facilities for both the residential and institutional, commercial and industrial (ICI) sectors. Additional services include delivering waste education in person and virtual environments, as well as by-law enforcement related to illegal dumping and litter.

Service	Outputs	Service Standards
<p>Chlorofluorocarbon Gas (CFC) Removal</p> <p>Through contracted services, this service provides removal of CFCs to facilitate the safe collection of appliances from residential properties.</p>	<p>1. CFC removal</p>	<p>1. CFC removal - Contractor to call resident and complete service: 12 business days</p>
<p>Collection Services</p> <p>Through contracted services, this service provides residential and condominium collection of garbage, recycling and organics.</p>	<p>1. Green Cart Request 2. Invasive species disposal 3. Garbage, recycling and organics collection</p>	<p>1. Green Cart (Deliver / Repair / Replacement): 10 business days 2. Call back from solid waste representative with instructions on how to dispose of material: 2 Business Days once request received 3. Collection Time 7:30 am – 5:00 pm <ul style="list-style-type: none"> • Former City of Halifax • Former City of Dartmouth Collection Time 7:00 am – 4:30 pm <ul style="list-style-type: none"> • Former Town of Bedford • Former Halifax County In the event of missed collection: Immediate – 1 Business Day</p>
<p>Composting Facility Operation</p> <p>Through contracted services, this service consists of the facility operations that process organic materials collected from both the residential and industrial, commercial and institutional (ICI) sectors.</p>	<p>1. Organic material composting</p>	

Service	Outputs	Service Standards
<p>Construction and Demolition Waste Management</p> <p>This service consists of administering the construction and demolition (C&D) strategy to maximize diversion, including licensing C&D operations in the municipality.</p>	<ol style="list-style-type: none"> 1. Construction and demolition license 2. Construction and demolition license verification 	
<p>Education Services</p> <p>This service includes delivering solid waste collection information and diversion education to individuals, schools, businesses and institutions, as well as promoting public education campaigns.</p>	<ol style="list-style-type: none"> 1. Education of Solid Waste services, best practices, etc. 2. Community clean up support (kits supply and waste collection) 	<ol style="list-style-type: none"> 2. Scheduled Service as per request
<p>Enforcement Services</p> <p>This service includes delivering compliance related to Solid Waste by-laws such as industrial, commercial and institutional waste receptacle requirements, illegal dumping, litter and flyers.</p>	<ol style="list-style-type: none"> 1. Solid waste compliance investigations 2. Illegal dumping and littering enforcement 	<ol style="list-style-type: none"> 1. Initiate response to complaints: 2 business days 2. Initiate response to complaints: 2 business days
<p>Highway 101 Landfill Site Management</p> <p>Through contracted services, this service consists of site environmental monitoring and management of the closed landfill, as well as the operation of the site leachate plant.</p>	<ol style="list-style-type: none"> 1. Proper management of closed landfill including operation of leachate and landfill gas management systems and long-term environmental monitoring 	
<p>Household Special Waste (HSW)</p> <p>Through contracted services, this service consists of the operation of a HSW depot and multiple yearly mobile events for residential HSW disposal.</p>	<ol style="list-style-type: none"> 1. Residential household special waste management and disposal 	<ol style="list-style-type: none"> 1. Hours of operation: <ul style="list-style-type: none"> • Most Saturdays, 9:00 am to 4:00 pm

Service	Outputs	Service Standards
<p>Otter Lake Operation</p> <p>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.</p>	<p>1. Otter Lake facility management</p>	<p>1. Hours of operation:</p> <ul style="list-style-type: none"> • Monday to Friday, 6:00 am to 7:00 pm • Saturday, 9:00 am-4:00 pm • Sunday 1:00 to 5:00 pm (Residential drop off only)
<p>Recycling – Commercial Recycling Processing</p> <p>Through third party operators, this service consists of the operation of the Materials Recovery Facility which processes recyclable materials collected from the residential and ICI sectors.</p>	<p>1. Blue bag recyclables diversion</p>	<p>1. Hours of operation:</p> <ul style="list-style-type: none"> • Monday to Friday, 7:30 am to 6:00 pm
<p>Rural Refuse Depot Operations</p> <p>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.</p>	<p>1. Rural refuse depot management</p>	<p>1. Hours of operation:</p> <ul style="list-style-type: none"> • Rural Refuse Depot Public Drop Off: Middle Musquodoboit - • Tuesday, Friday, Saturday, 8:00 am – 5:00 pm • Rural Refuse Depot Public Drop Off: Sheet Harbour - Wednesday to Saturday, 8:00 am – 5:00 pm

Traffic & Parking 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.

Service	Outputs	Service Standards
<p>Active Transportation General Projects</p> <p>This service is responsible for the education, promotion and amenity improvements for on-road and off-road Active Transportation (AT) projects delivered by the municipality and/or community organizations with the AT Grants Program.</p>	<ol style="list-style-type: none"> 1. Active transportation educational and promotional content 2. New active transportation assets 3. Shared micromobility program 4. New programs for targeted users of the road and/or active transportation assets (e.g. school community) 	
<p>Equipment Management</p> <p>This service is responsible for the management and maintenance of parking equipment including pay stations and handhelds.</p>	<ol style="list-style-type: none"> 1. On-street parking asset management and maintenance 	
<p>Off-Street Parking</p> <p>This service is responsible for the management and oversight of municipal off-street parking assets including Metro Park.</p>	<ol style="list-style-type: none"> 1. Off-street parking asset management 2. Off-street parking revenue collection 	
<p>Parking Enforcement</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Motor Vehicle Act (MVA)/ Traffic Safety Act (TSA) compliance 2. On-street parking revenue collection 3. By-law and winter parking regulations compliance 	<ol style="list-style-type: none"> 1. Response time from request: <ul style="list-style-type: none"> • IPV Priority 1: 12 hrs • IPV Priority 2: 24 hrs Time to Close request: <ul style="list-style-type: none"> • Selective Enforcement: 21 days • Electronic Scooter Enforcement: 24 Hours • Temporary Construction Signs: 24 Hours • Officer feedback: 7 days

Service	Outputs	Service Standards
		<ul style="list-style-type: none"> • Smoking: 14 days • Encroachments: 60 days • Vehicle immobilization: 14 days
<p>Parking Permit Management</p> <p>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.</p>	<ol style="list-style-type: none"> 1. Parking permit administration 	<ol style="list-style-type: none"> 1. Parking permit response time from request: 5 days
<p>Parking Supply and Curbside Management</p> <p>This service provides and manages on-street parking and loading controls, policy, supply inventory and demand projection.</p>	<ol style="list-style-type: none"> 1. Municipal parking and curbside management policies 2. Municipal parking and curbside management optimization strategies 	
<p>Parking Ticket Management and Administration</p> <p>This service is responsible for maintaining ticket and enforcement master data, responding to and managing ticket appeals and court docket administration.</p>	<ol style="list-style-type: none"> 1. Ticket appeals processing 2. Court docket administration 3. Ticket and enforcement master data management 	<ol style="list-style-type: none"> 1. Time to Close request: <ul style="list-style-type: none"> • Parking Inquires - 14 days • Parking Payments - 14 days • Parking Tickets Issues -14 days • Reviews Time to Complete - 2 days 2. Parking Ticket Photo request: 4 Business Days 3. Parking Ticket Photo request: 4 Business Days

Service	Outputs	Service Standards
<p>Pavement Markings</p> <p>This service is responsible for the installation and maintenance of pavement markings to ensure the safe movement of all transportation modes.</p>	<p>1. Pavement markings installation and maintenance</p>	<p>1. Request for new/change to existing sign or pavement marking:</p> <ul style="list-style-type: none"> • Acknowledgment of request: 3 business days • Completion: 10 business days
<p>Private Property Special Constable Management</p> <p>This service is responsible for providing oversight, training and the administration of citizens who issue municipal Parking Tickets on private property.</p>	<p>1. Special constable appointments</p>	
<p>Right-of-way (ROW) Approvals / Permitting / Utility Inspection</p> <p>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.</p>	<p>1. Service regulation (ROW approvals, ROW permits and utility inspections)</p>	<p>1. Utility pole support anchor / buried electrical – lateral / buried telecom – lateral / lateral connection – main / monitoring well and bore holes / overhead power lines / overhead telecom lines / utility pole replacement / lateral connection renew – main / road construction / sewer cap off / water lateral cap / water later – main to property: respond – 5 business days, process and Issue permit: 5 business days</p> <ul style="list-style-type: none"> • Buried electrical – main / buried telecom – main / culvert / curb/sidewalk cut / extension to sewer main / natural gas lateral / water

Service	Outputs	Service Standards
		<p>lateral renewal / new water main / water main relining / water main renewal / temporary workplace on ROW: respond - 10 business days, process and issue permit – 5 business days</p> <ul style="list-style-type: none"> • Encroachments: respond – 8 business days / Process and issue permit – 30 business days • Oversize move: respond – 1 business days / Process and issue permit – 3 business days • Partial closure – movie / temporary closure - movie - 5 business days / Process and issue permit – 5 business days • Partial closure – general / temporary closure – general / overhead banners / refuse container - Respond – 10 business days / Process and issue permit – 5 business days • Partial closure – crane / temporary closure – crane - 10 business days / Process

Service	Outputs	Service Standards
		<p>and issue permit – 10 business days</p> <ul style="list-style-type: none"> • Annual permit / capital project / sewer main repair - Respond – 1 business days / Process and issue permit – 5 business days • Complete a warranty inspection after construction is accepted as complete - within 24 months
<p>Road Safety</p> <p>This service is responsible for the management and safe operation of the roadway network.</p>	<p>1. Traffic control and Traffic Calming Program</p>	<p>1. Responding to traffic calming requests:</p> <ul style="list-style-type: none"> • 3 business days for initial response. • Timeframe refers to initial response to resident indicating: <ul style="list-style-type: none"> a) Location already assessed and is on the list or did not qualify b) Location will be put on the list for assessment • Request for new / change to existing marked crosswalk: <ul style="list-style-type: none"> a) Acknowledgement of request: 3 business days / Completion: 10 business days

Service	Outputs	Service Standards
		<ul style="list-style-type: none"> • Requests for speed display signs: <ul style="list-style-type: none"> a) Acknowledgement of request: 3 business days / Completion: 10 business days • Investigation of collision location (fatal / serious injury related): 3 business days after notification of collision
<p>Sign Manufacturing</p> <p>This service is responsible for sign manufacturing including traffic signs, parks signs, community signs and banners.</p>	<p>1. Manufactured Signs</p>	<p>1. Request for new / change to existing sign or pavement marking - 3 business days for acknowledgment of request / 10 business days for completion</p>
<p>Special Events - Traffic Signs</p> <p>This service provides traffic signs to support special events.</p>	<p>1. Special event traffic signs</p>	
<p>Street Light Installation and Maintenance</p> <p>This service is responsible for the installation and maintenance of streetlights to ensure safe roadway lighting levels for all transportation modes.</p>	<p>1. Street light installation and maintenance</p>	

Service	Outputs	Service Standards
<p>Towing Management This service is responsible for providing oversight and contract administration of towing and enforcement services</p>	<p>1. Towing and Enforcement Contract Management</p>	
<p>Traffic Count Program This service manages the collection and analysis of traffic count data.</p>	<p>1. Traffic count data and analysis</p>	
<p>Traffic Management This service monitors and ensures street efficiency in regard to traffic patterns, flow and density while considering all mobility options.</p>	<p>1. Traffic flow safety and efficiency</p>	
<p>Traffic Signal Maintenance This service is responsible for the maintenance and operation of traffic signals to ensure the safe movement of all transportation modes.</p>	<p>1. Traffic signal maintenance 2. Traffic signal operation</p>	
<p>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.</p>	<p>1. Traffic signs installation 2. Traffic sign maintenance</p>	

OFFICE OF STRATEGIC INFRASTRUCTURE & TRANSPORTATION PLANNING

MISSION

The Office of Strategic Infrastructure & Transportation Planning drives collaborative, forward-thinking strategies to ensure the municipality's infrastructure and services are equipped to support sustainable growth.

OVERVIEW

The Office of Strategic Infrastructure & Transportation Planning ensures well-coordinated infrastructure planning that supports the municipality's long-term growth. Through collaboration across business units and with external partners, it identifies and advances critical projects that sustain and grow transportation, utilities and essential services to enable planned population growth and shape the mobility network.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of the Strategic Infrastructure & Transportation Planning Office</p> <p>Oversight and management of all operational and strategic functions within the office.</p>		

Transportation Planning Program

Service	Outputs	Service Standards
<p>Transportation Planning and Policy</p> <p>This service is responsible for developing long-term strategic planning of our mobility network, including managing projects and programs related to streetscaping, complete streets, transportation demand management and functional designs relating to Bus Rapid Transit and other key growth corridors.</p>	<ol style="list-style-type: none"> 1. Transportation policy design and implementation 2. Integrated Mobility Plan implementation 3. Transportation Planning and development public engagement 4. Transportation demand modelling 	

PUBLIC SAFETY

COMMUNITY SAFETY

MISSION

To champion a community-focused, holistic approach to safety and well-being in Halifax Regional Municipality, through the implementation of strategies to mitigate, prevent, respond and recover.

OVERVIEW

Community Safety strengthens the Halifax Regional Municipality’s capacity to address the root causes of crime, social harms, violence and victimization while protecting vulnerable residents through proactive, outcomes-focused services. Critical to this work is increasing municipal understanding and awareness of the inequities and vulnerabilities in our communities and moving towards actions that create more welcoming, safe and complete communities for all. The business unit oversees the advancement of public safety, providing services to enhance community well-being and ensure that residents can live, work and thrive in a secure environment. The unit is also responsible for the formulation and administration of services and by-laws related to licensing and by-law enforcement.

SERVICE AREAS

Executive Director's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of Community Safety Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		

Community Standards & Compliance

Community Standards & 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.

Service	Outputs	Service Standards
<p>Animal Services</p> <p>This service is responsible for responding to animal-related public safety and nuisance issues.</p>	<ol style="list-style-type: none"> 1. Animal-related incident response 2. Animal by-law public education 3. Animal sheltering services 	<ol style="list-style-type: none"> 1. Animal-related incident response time: <ul style="list-style-type: none"> • Immediate for in progress public safety calls. • Retroactive non-safety calls - 3 days from request
<p>By-law Enforcement</p> <p>This service is responsible for enforcing the municipality's by-laws by responding to complaints through site inspection, evidence gathering and remedy as required.</p>	<ol style="list-style-type: none"> 1. By-law enforcement 2. By-law public education 3. Remediation of by-law violations 	<ol style="list-style-type: none"> 1. By-law complaint response time <ul style="list-style-type: none"> • In-progress public safety call: Immediate • Retroactive non-safety calls - 3 days from request
<p>School Crossing Guard Program</p> <p>This service is responsible for ensuring the safety of children at designated school crosswalks.</p>	<ol style="list-style-type: none"> 1. Staffing of all designated school crosswalks 	
<p>Licensing</p> <p>This service is responsible for the administration and issuance of licenses, including dogs, vending, taxis and limousines, transportation networking companies, taxi brokers, temporary signs, sidewalk cafes, etc.</p>	<ol style="list-style-type: none"> 1. Municipal license administration and issuance 2. Public Education on licensing requirements 	<ol style="list-style-type: none"> 1. Licencing application processing: 5 Business Days

Service	Outputs	Service Standards
<p>Park Patrols</p> <p>This service is responsible for monitoring parks and responding to complaints, ensuring by-law and legislation compliance.</p>	<ol style="list-style-type: none"> 1. Park monitoring and by-law compliance enforcement 2. Response to park-related complaints 	
<p>Housing and Homelessness Compliance Program</p> <p>This service is responsible for monitoring designated sheltering sites and responding to complaints at non-designated sites. This includes enforcement response to sheltering and parks by-law violations.</p>	<ol style="list-style-type: none"> 1. Parks by-law enforcement 2. Parks by-law and municipal response to sheltering public education 	<ol style="list-style-type: none"> 1. Parks and sheltering complaint response: <ul style="list-style-type: none"> • Public safety complaints - Immediate response • Non-safety complaints - 3 business days

Emergency Management

Emergency Management (EM) helps plan and coordinate multi-agency/ multi-jurisdictional responses 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	Outputs	Service Standards
<p>Amateur Radio Clubs Coordination</p> <p>This service coordinates back up support to Halifax Emergency Operations Centre via Amateur Radio Clubs using Very High Frequency and Ultra High Frequency capabilities during emergency events.</p>	<ol style="list-style-type: none"> 1. Back-up communication support during emergencies and telecom disruptions 	
<p>Comfort Centre Management</p> <p>This service provides Memorandums of Understanding (MOU) for all potential comfort and evacuation centres</p>	<ol style="list-style-type: none"> 1. Comfort centre Memorandums of Understanding (MOU) 2. Comfort centres inspections 	

Service	Outputs	Service Standards
<p>within the municipality. This includes facility inspection(s) and coordinated training with Joint Emergency Management teams.</p>	<p>3. Comfort centres coordination and training</p>	
<p>Emergency Management Office Operations This service is responsible for supporting communities and critical municipal services during times of emergency and disaster by engaging with multiple emergency management stakeholders to support overall community safety and wellness before, during and after disasters.</p>	<p>1. Emergency plan coordination and management related to Preparation, Mitigation, Response and Recovery 2. Activation of the Emergency Coordination Centre 3. First Responders emergency training and exercise 4. Comfort centre services during a disaster 5. Corporate Business Continuity Management Plan</p>	
<p>Emergency Response Optimization This service assures the municipality responds to emergencies swiftly, safely and efficiently to save and protect lives, property, and the environment. This includes the development and implementation of a coordinated and collaborative response model.</p>	<p>1. Municipal Emergency Plan, Policies and procedures review and maintenance</p>	
<p>Hazard, Risk and Vulnerability Assessment This service involves identifying community risk profiles and developing strategies to mitigate risks for the municipality. Hazard Risk and Vulnerability Assessment includes climate and public safety considerations.</p>	<p>1. Community Risk Profiles 2. Hazard and risk mitigation strategies</p>	

Service	Outputs	Service Standards
<p>Joint Emergency Management Team Program</p> <p>This service is responsible for opening and managing all Comfort Centres during crisis or severe weather events, provides emergency management public education to increase community and individual resiliency and are deployed when needed for Voluntary Vulnerable Persons Registry response during emergencies.</p>	<ol style="list-style-type: none"> 1. Comfort Centre coordination 2. Emergency Management Public Education 3. Voluntary Vulnerable Persons Registry response deployment 	
<p>Regional Search and Rescue Coordination</p> <p>This service provides a coordinated and streamlined response for wellness checks on homeless encampments and vulnerable residents during weather events. This service also provides planning for improved future coordination of search and rescue responses.</p>	<ol style="list-style-type: none"> 1. Missing person search safety provision 2. Voluntary Vulnerable Persons wellness checks 3. Support to those experiencing homelessness during extreme weather events 	
<p>Voluntary Vulnerable Persons Registry</p> <p>This service is responsible for developing and maintaining the Voluntary Vulnerable Persons Registry (VVPR), which is a voluntary self-referral list intended for Halifax Regional Municipality residents who may need additional support during emergencies.</p>	<ol style="list-style-type: none"> 1. Voluntary Vulnerable Persons Registry management 	

Food Security & Food Systems Planning

Food Security & Food Systems Planning guides municipal leadership and action in collaborative efforts to increase food security, strengthen our local food system and promote food justice and sovereignty. Collective action is guided by the JustFOOD Action Plan. Part A of JustFOOD established the priorities and recommendations for municipal and collaborative action. Delivery of Part B will establish a municipal food team, stand up the Halifax Food Council & Community Food Grants, maximize municipal resources for urban agriculture and food, increase understanding of

community strengths and vulnerabilities to food insecurity, strengthen emergency food planning and advance collective action towards positive food systems change.

Service	Outputs	Service Standards
<p>Community and Emergency Food Distribution Planning and Support</p> <p>This service is responsible to support community food programs, including fostering partnerships to increase the growing, rescuing, stockpiling and distribution of food on a day to day and emergency basis.</p>	<ol style="list-style-type: none"> 1. Food planning 2. Food delivery 3. Emergency food access 	
<p>Halifax Mobile Food Market</p> <p>This service is responsible for supporting the growth of the Halifax Mobile Food Market and capacity to bring affordable, quality food to communities with food access challenges.</p>	<ol style="list-style-type: none"> 1. Mobile Food Market operations funding 2. Mobile Food Market strategic planning and governance support 	
<p>JustFOOD Halifax Action Plan</p> <p>This service is responsible for the promotion, implementation and performance management of the JustFOOD Action Plan. This includes providing access to expertise and a network of community knowledge holders. This service also promotes and connects municipal food work and the JustFOOD Action Plan to other actors and levels of government.</p>	<ol style="list-style-type: none"> 1. Collaborative food systems governance and community food action leadership 2. JustFOOD municipal initiatives implemented 3. Increased awareness and connections to JustFOOD 4. Food systems expertise to inform climate action 5. Increased understanding of climate change impacts on food systems 6. Collaborative governance, networking and knowledge sharing 	

Housing & Homelessness

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

Service	Outputs	Service Standards
<p>Advocacy Around Homelessness</p> <p>This service works closely with other levels of government, service providers and advocacy groups to solve issues related to homelessness and to ensure individuals have pathways to stable housing.</p>	<ol style="list-style-type: none"> 1. Shelter, temporary and permanent housing connections 2. Collaborative data sharing to inform needs of municipal residents with partner organizations and orders of government 3. Sharing mental health and addiction access and service needs as experienced by individuals experiencing homelessness in the municipality 	
<p>Outreach and Sheltering Operations</p> <p>This service provides assistance to people experiencing homelessness, while supporting the goal of achieving suitable, sustainable housing. Our approach is person-centered. Outreach staff speak directly with individuals living rough to understand their needs, barriers and preferences. Whenever an indoor option is available that aligns with someone’s circumstances, staff work to support that transition.</p>	<ol style="list-style-type: none"> 1. Humanitarian aid and survival supplies for persons experiencing homelessness 2. Support to access and maintain housing (i.e. shelters, temporary or long-term housing) 3. Support to access community health and social service programs 	

Service	Outputs	Service Standards
<p>Public Education Around Homelessness This service delivers public education about the issues surrounding homelessness.</p>	<ol style="list-style-type: none"> 1. Public education efforts to reduce stigma 2. Homelessness education campaigns 	
<p>Research and Policy Development This service is responsible for conducting research such as best and promising practices, lived expertise consultation, data collection and evaluation to measure the impacts of interventions and an intersectional understanding of those experiencing homelessness. This includes collaboration with government and community service providers and direct service delivery.</p>	<ol style="list-style-type: none"> 1. Organizational policies for collaborative support in response to homelessness 2. Lived expertise consultations 3. Collection and use of data to inform partner and government responses to homelessness in the municipality 	

Programs & Partnerships

The Programs & Partnerships division is committed to working alongside community groups, service providers and internal departments to provide culturally relevant, trauma-informed programs and services to residents. Our work focuses on providing alternative responses to non-criminal social issues and harms while supporting community-based healing through collaborative non-policing interventions.

Service	Outputs	Service Standards
<p>Collaborative Partnership Management This service manages partnerships and collaborations with community-based safety projects and initiatives.</p>	<ol style="list-style-type: none"> 1. Resource Sharing/ Identification: Connect community to resources as well as efficiently identify and share resources for community safety projects 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 2. Funding and Grants: Secure funding to support ongoing and new safety projects. 3. Policy Development: Work with community organizations to create and implement policies that support community safety initiatives. 4. Partnerships: Develop strong relationships with community and government organizations. 	
<p>Community-Led Innovation</p> <p>This service enables the development of skills and capacity to implement best practices and alternative responses to community safety.</p>	<ol style="list-style-type: none"> 1. Community Collaborative Response Plan 2. Engagement sessions with Indigenous Organizations and Communities to reflect their perspective on Community Safety 	
<p>Community Mobilization Coordination</p> <p>This service establishes Community Mobilization Teams that collaborate with residents and local organizations to develop practical, innovative solutions that enhance safety and strengthen community empowerment</p>	<ol style="list-style-type: none"> 1. Crisis Preparation Training 2. Preston Area Response to Trauma Working Group (PART-WG) 3. Strategies and methods for Crisis Prevention 4. Crisis Intervention/Response Plan 	
<p>Community Safety Program Delivery</p> <p>This service provides culturally relevant, trauma-informed programs and services to municipal residents</p>	<ol style="list-style-type: none"> 1. Safe City and Safe Public Spaces program 	

Service	Outputs	Service Standards
through collaboration with community groups, service providers and internal departments.	2. Crisis Assistance and Response Team (CARE Team) Pilot	
<p>Public Safety Coordination</p> <p>This service is responsible for the implementation of the Public Safety Strategy, which ensures a coordinated, comprehensive approach to addressing the root causes of crime while strengthening community safety.</p>	<ol style="list-style-type: none"> 1. Partnership and collaboration building 2. Training & Capacity Building 3. Public engagement 	
<p>Youth Violence Prevention and Intervention</p> <p>This service is responsible for the development and implementation of actions to address the impacts of violence on youth, with focus on trauma-informed peer-support approaches and supporting better service integration and coordination amongst youth service providers.</p>	<ol style="list-style-type: none"> 1. Youth Safety Strategy development 2. The Child, Youth & Family Response Table (CHART) 3. Youth engagement 	

Research & Development

The Research & Development division is committed to supporting Regional Council priorities by delivering strategic leadership and promotion of the municipality’s Public Safety Strategy and Community Safety Business Unit with the goal of helping to ensure residents and visitors to our community can live, learn, play and work in a safe environment.

Service	Outputs	Service Standards
<p>Community Safety Training and Education</p> <p>This service is responsible for the establishment of community safety training and education development and implementation. This includes developing training</p>	<ol style="list-style-type: none"> 1. Non-Violent Crisis Intervention Training 	

Service	Outputs	Service Standards
<p>capacity to support staff and community partners in alternatives to enforcement and capacity to help individuals navigate toward services to support their needs. It also includes developing and delivering educational material to promote community safety awareness and understanding.</p>	<ol style="list-style-type: none"> 2. Community Safety educational material development and delivery 3. Community Safety training facilitation 	
<p>Program and Policy Research, Development and Evaluation</p> <p>This service is responsible for strategic advice and oversight of the municipality’s Public Safety Strategy, including research, design, development and evaluation of new and existing programs, services and policies. Collaborates and partners with relevant organizations and orders of government to advance equitable, locally relevant and evidence-informed approaches to community safety and wellbeing.</p>	<ol style="list-style-type: none"> 1. Policy development, monitoring and evaluation 2. Programs and services development, monitoring and evaluation 3. Community safety expert advice 4. Public Safety Strategy Annual Report 	

HALIFAX REGIONAL FIRE & EMERGENCY

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 Halifax Regional Municipality live in safe, inclusive and welcoming communities.

OVERVIEW

Halifax Regional Fire & Emergency (HRFE) advances Council and Administrative priorities by leading community safety initiatives, supporting holistic community planning and growth and delivering service excellence through innovation and best practices. HRFE delivers a full range of services, including fire prevention and education, fire suppression and technical rescue, hazardous materials response, emergency medical first response, community risk reduction and incident management. Serving more than 500,000 residents across 5,577 km², HRFE operates 51 strategically located fire stations staffed by over 500 career and 550 volunteer firefighters and officers, ensuring safety innovation and community resilience.

SERVICE AREAS

Office of the Fire Chief

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.

Service	Outputs	Service Standards
<p>Oversight and Administration of the Halifax Regional Fire & Emergency Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>	<ol style="list-style-type: none"> 1. Business Planning 2. Budget, personnel and records management. 3. Representation to other business units and external agencies and partners. 	
<p>Event Organization</p> <p>This service is responsible for organizing events on behalf of HRFE both formal and informal which recognize significant achievements.</p>	<ol style="list-style-type: none"> 1. Organize Graduations, medal ceremonies, other events organized by HRFE. 	
<p>HRFE Social Media Management</p> <p>This service is responsible for the maintenance and updates of HRFE social media channels.</p>	<ol style="list-style-type: none"> 1. HRFE Social Media accounts maintenance and updates 2. HRFE_INCIDENTS maintenance and updates on the halifax.ca website 	
<p>Local Assistant to the Fire Marshal</p> <p>The Fire Chief, appointed as a Local Assistant to the Fire Marshal, is responsible for overseeing fire safety inspections, appointing municipal fire inspectors and designating a Division Chief of Fire Prevention. This role encompasses fire safety enforcement, fire cause determination, public education and administration of the Fire Code.</p>	<ol style="list-style-type: none"> 1. Fire Safety Inspection Reports 2. Fire Safety Orders and Enforcement Notices 3. Fire Investigation and Cause Determination Reports 4. Fire prevention public education 	
<p>Public Enquires Response</p> <p>This service is responsible for responding to public enquiries via phone and/or email regarding fire</p>	<ol style="list-style-type: none"> 1. Public enquiry response (phone, emails, social media) 	

Service	Outputs	Service Standards
prevention, fire education, general inquiries, volunteer recruitment and special events.		

Community Risk Reduction, Logistics & Infrastructure

Community Risk Reduction, Logistics & Infrastructure focuses on enhancing safety through three key divisions: Fire Prevention, Logistics and Medical. This pillar is also responsible to address capital infrastructure needs that includes functional station improvements and leading efforts in community risk reduction.

Service	Outputs	Service Standards
<p>Fire and Life Safety Education</p> <p>This service delivers education and training programs to promote fire prevention and life safety in homes, workplaces and the community.</p>	<ol style="list-style-type: none"> Public education program administration (material design, storage, handouts) Public education special events (booths, public gatherings) Public education sessions (ISANS, seniors, schools) 	<ol style="list-style-type: none"> and 2. <p>FPOPE (Public Education Requests) – Initial contact: 3 business days / Close: 3 business days</p> <ul style="list-style-type: none"> FPOPE (Public Education Requests) – Initial contact: 3 business days / Agree on date: 15 business days.
<p>Fire Inspections and Code Enforcement</p> <p>This service conducts fire safety inspections, responds to complaints and requests, enforces fire codes and issues permits to ensure buildings meet fire safety standards.</p>	<ol style="list-style-type: none"> Fire and Life Safety Inspection Fire Safety Maintenance Inspection Rapid inspection and investigation services Crown prosecution support After-hours inspections (bars / restaurants) Daycare license inspections (province MOU) 	<ol style="list-style-type: none"> Frequency of inspection: <ul style="list-style-type: none"> Residential every 3 years Assembly every 2 years Complete review once ticket has been entered: 10 business days Fireworks permits and inspection: 3 days to respond, 15 days to agree on an

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 7. Alcohol & Gaming License Inspections (province MOU) 8. Special event inspections 9. Fire safety plan review 10. Sidewalk cafe license review 11. Occupant load calculation and signage 12. Planning application / development plans examination 13. Burning permits (industrial, ceremonial) 14. Fireworks permits and inspections 15. Special events permits 16. Alarmed and Ready Program 17. PUSH (Practise Using Safety at Home) Program 18. General resident enquiry response (Hansen, 311) 19. Internal enquiry response 	<p>inspection date(Per Nova Scotia <i>Fire Safety Act</i>)</p> <p>18. FPOT2 (Tier 2 CSR) – Initial contact: 3 business days / Close: 3 business days</p> <ul style="list-style-type: none"> • FPOIN (Inspection Requests) - Initial contact: 3 business days/ Agree on date: 15 business days
<p>Fire Investigations and Technical Review</p> <p>This service determines the cause and origin of fires and reviews building plans to ensure compliance with fire and life safety requirements.</p>	<ol style="list-style-type: none"> 1. Fire investigation 2. External fire investigation support 	
<p>HRFE Infrastructure Maintenance, Design and Redevelopment</p> <p>Ensures fire stations and related facilities are maintained, improved and redeveloped to support</p>		

Service	Outputs	Service Standards
operational readiness, safety and community resilience across the municipality.		
<p>Medical Training, Research and Continuous Quality Improvement</p> <p>This service is responsible for ensuring appropriate medical training for firefighters and members is evidence-based and follows industry best practices.</p>	<ol style="list-style-type: none"> 1. Medical First Responder training 2. Medical First Responder Program 	
<p>Protective Equipment, Asset Management and Emergency Support</p> <p>This service is responsible for the provision and maintenance of all personnel protective equipment, supplies and physical assets on a 24-hour a day, 365 days per year basis.</p>	<ol style="list-style-type: none"> 1. Personal protective equipment and fire station supplies, as well as on-scene firefighting supplies, the rehab centre and supplies and HRFE's Command Post 2. Personal protective equipment and fire station supply maintenance 3. Fire Service Ladder Testing 4. Structural Firefighting Turnout Gear Advanced Inspection 5. Self Contained Breathing Apparatus (SCBA) and Respirator Inspection and Testing 	
<p>Wildland Urban Interface (WUI) Program</p> <p>The Wildland Urban Interface (WUI) Program is HRFE's plan for communities, external agencies and HRFE to organize, plan and prepare for properties to become wildfire resistant.</p>	<ol style="list-style-type: none"> 1. Fire Smart Home Assessments 2. Recommendations for Wildfire Mitigation-Development plans 3. WUI Training Program for Firefighters 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 4. Wildfire Risk Mapping 5. Vegetation Management Plan 6. Homeowners' Property Wildfire Mitigation Incentive Program 7. Annual WUI Public Information campaign 	

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 with over 500 career and 550 volunteer firefighters and officers:

- Eight 24hr Career Firefighter Stations
- Twelve 24hr Composite Stations (Career & Volunteer Firefighters)
- Nine 10.5hr Composite Stations (Career & Volunteer Firefighters)
- Twenty-two Volunteer Firefighter Stations

Service	Outputs	Service Standards
<p>Emergency Medical First Responder (MFR) Response to medical emergencies by firefighters across the municipality, providing life sustaining skills and techniques including, first aid, CPR and defibrillation to stabilize patients, prevent further injuries and care for illnesses until the next level of medical care arrives.</p>	<ol style="list-style-type: none"> 1. Perform life saving techniques, including CPR and defibrillation 2. Provide pre-hospital patient care 3. Support patient stabilization 4. Provide initial care of illness and injury 	Service Standards are captured in Administrative Order 2018-006-OPEHS Medical First Responder (MFR) program
<p>Fire Safety Maintenance Program (FSMI) This service supports HRFE's mandated frequency of building inspections, by having Operational crews</p>	<ol style="list-style-type: none"> 1. Complete initial FSMI Inspections 	

Service	Outputs	Service Standards
<p>provide initial and follow up inspections of less complex building types including multi-occupancy residential, bars, restaurants and places of worship.</p>	<ol style="list-style-type: none"> 2. Provide follow-up inspections as necessary 3. Refers ongoing deficiencies for Building Inspector follow-up 	
<p>Firefighting and Emergency Services This service consists of career and volunteer firefighters providing a full range of emergency and fire fighting services.</p>	<ol style="list-style-type: none"> 1. Structural Offensive Firefighting, Wildland (Ground Cover Fires) Firefighting, above deck Marine (Vessel) Firefighting and Emergency Medical First Responder 2. Technical Rescue - Vehicle, Surface Water, Ice, Confined Space, Rope, Trench and Structural Collapse 3. Vehicle accident response: Perform extrication, patient packaging, treatment and removal of patients injured or trapped in large or heavy transportation vehicles. 4. Heavy Urban Search and Rescue (HUSAR) program 5. Dry Hydrant Installation 	<p>Council Approved Emergency Response Time Targets (ERTT)</p> <ol style="list-style-type: none"> 1. Response Target: <ul style="list-style-type: none"> • Urban Fire on-scene: 8 minutes • Urban Medical on-scene: 7.5 minutes • Rural Fire on-scene (volunteer): 17.5 minutes • Rural Medical on-scene (volunteer): 17 minutes • Urban Effective Firefighting Force (Fires) 11 Minutes 3. Vehicle accident response (urban): On-scene in 8 minutes
<p>Hazardous Materials Response A specialized emergency response function that involves identifying, analyzing and mitigating incidents involving dangerous substances such as chemical, biological, radiological and nuclear hazards.</p>	<ol style="list-style-type: none"> 1. Collection and interpretation of response information 2. Monitoring of atmospheric, flammable, toxic and hazardous environments 3. Establishment of decontamination procedures 	<p>Service Standards are captured in Administrative Order 2018-006-OP Hazardous Materials Technician Level</p>

Service	Outputs	Service Standards
	and implementation of appropriate safety measures 4. Don vapour protective clothing 5. Perform rescue and protect life and environment 6. Containment and mitigation of hazardous materials and chemical releases	
<p>Heavy Urban Search and Rescue (HUSAR)</p> <p>Specialized teams that provide complex rescues from collapsed structures and respond to local emergencies including floods, hurricanes and other disasters using technical skills, specialized equipment and search dogs to locate and rescue trapped individuals. They are a highly capable, federally supported (Public Safety Canada) Task Force ready to respond to local, provincial and national emergencies.</p>	<ol style="list-style-type: none"> 1. Local and regional/ national response for major incidents. 2. Command and Control 3. Advanced Search (K9 and acoustic) 4. Rescue (breach, shore, lift and remove structural components) 5. Medical (Treat and Transfer) 6. Logistics (Base Camp, feeding, water, transportation, fuel, support) 	<p>Service Standards are captured in Administrative Order 2018-006-OP (Heavy) Urban Search and Rescue</p>
<p>Home Fire Safety and Smoke Alarm Assistance</p> <p>This service provides education and practical support to support residents and promote fire safety.</p>	<ol style="list-style-type: none"> 1. Installation of smoke alarms through the Alarmed and Ready Program 2. Home visits through the Practice Using Safety at Home Initiative 	
<p>Public Events and Fire Station Tours</p> <p>This service includes formal and informal community interaction and education, delivered through station</p>	<ol style="list-style-type: none"> 1. School and group station tours 2. School and group visits 3. Public education events 	

Service	Outputs	Service Standards
tours, school and group visits and public education events.		
<p>Technical Rescue</p> <p>Provides specialized emergency response for incidents requiring advanced rescue techniques, including vehicle, confined space, rope, trench and structural collapse rescues.</p>	<ol style="list-style-type: none"> 1. Vehicle Extrication 2. Rope Rescue 3. Confined Space Rescue 4. Trench Rescue 5. Structural Collapse Rescue 	<p>Service Standards are captured in Administrative Order 2018-006-OP Technical Level</p>
<p>Volunteer Firefighter Recruitment and Retention</p> <p>This service provides marketing, outreach and recruitment of new volunteer firefighters across the municipality in alignment with the two Volunteer Recruit Training classes held annually. This is in addition to supporting all volunteer benefit, administration, recognition and retention strategies.</p>	<ol style="list-style-type: none"> 1. Volunteer Sector Program administration 2. Recruitment of volunteer firefighters 3. Management of Volunteer Honorarium program 4. Management of long service and recognition of volunteer firefighters awards 	
<p>Water and Ice Rescue</p> <p>Provides specialized emergency response for incidents involving surface water or ice rescue, ensuring public safety through trained personnel equipped for rescue operations. This service also includes the maintenance of a Harbour Rescue Boat for marine rescue and an above deck shipboard firefighting and shoreline access for search, rescue and firefighting in Halifax Harbour, nearby islands and approaches.</p>	<ol style="list-style-type: none"> 1. Surface Water Rescue 2. Ice Rescue 3. Harbour Boat 4. Lake Boat 5. Above deck shipboard firefighting 	<p>Service Standards are captured in Administrative Order 2018-006-OP Surface Water Rescue Technician & Harbour Rescue Boat for shipboard rescue and firefighting</p>

Professional Development, Performance & Safety

This Service Area and HRFE pillar has four divisions: Safety, Training, Technology and Innovation and Diversity, Inclusion and Workplace Culture. They work together and across the organization to create a workplace that is safe, dynamic and inclusive.

Service	Outputs	Service Standards
<p>Emergency Communications and Technology</p> <p>This service is responsible for communications and information management technology This service also promotes innovation and the use of best practices to improve firefighter safety and emergency service delivery This includes the collection, analysis</p>	<ol style="list-style-type: none"> 1. Radio communications 2. Paging communications 3. HRFE business applications 4. Data analytics and reporting 	
<p>Firefighter and Family Assistance Programming</p> <p>Provides support services and resources to firefighters and their families, promoting well-being, resiliency and access to assistance programs.</p>	<ol style="list-style-type: none"> 1. Confidential support for members and their immediate families dealing with stress and challenging situations 2. Confidential short-term counselling 3. Critical Incident Stress Management Services for HRFE members. 4. Line of Duty Death services in the event of the death of an active or retired member. 	
<p>Occupational Health and Safety</p> <p>This service provides on-shift incident safety officers at emergencies, leads workplace inspections, supervises accident investigations and provides expert advice to all divisions of the organization. The Division Chief of</p>	<ol style="list-style-type: none"> 1. Occupational health and safety policy and procedure development 2. Workplace accident investigation 3. Incident Safety Officer Program 	

Service	Outputs	Service Standards
<p>Safety also leads policy and operational guideline development related to safety and supports the Joint Occupational Health & Safety Committee.</p>		
<p>Professional Development and Training Responsible for ensuring appropriate fire and rescue training and certification of firefighters and members to meet industry and regulatory standards.</p>	<ol style="list-style-type: none"> 1. HRFE training administration and oversight 2. Firefighter Recruit Training (Volunteer) 3. Fire Officer 1 (Captain) Training 4. Fire Officer 2 (Chief) Training 5. Apparatus Driver Operator Training 6. Technical Rescue Training 7. Hazardous Material Response Training 8. Testing Services - (Step Level & Promotional) 9. In Service (On Duty) Firefighter Training and Prescribed Learning 	
<p>Workplace Culture / Diversity, Equity and Inclusion This service builds Diversity, Equity & Inclusion (DEI) within the business unit through Diversity & Inclusion programming and HRFE's ongoing competency and equity-based hiring practices.</p>	<ol style="list-style-type: none"> 1. Community and Partner Engagement 2. Outreach and Inclusion Committee (minimum two direct community connections annually) 3. Inclusive Hiring and Workforce Diversity information sessions, self-ID processes and surveys 4. DEI Training and Cultural Competency 	

Service	Outputs	Service Standards
	5. Policy and Practice Review through a DEI Lens	

HALIFAX REGIONAL POLICE

MISSION

Working together to keep our communities safe.

OVERVIEW

Halifax Regional Police (HRP) advances Council Priorities by delivering effective policing that protects public safety, builds community trust and improves quality of life for residents and visitors. HRP strengthens community safety by preventing crime, responding promptly to calls for service and conducting specialized investigations that address complex criminal matters. The organization engages stakeholders, communicates strategically and drives diversity and inclusion initiatives to promote equitable and responsive policing.

HRP provides strategic leadership, upholds professional standards and aligns its services with the municipality's goals. HRP enhances service delivery by applying innovation, research and strong administrative support to operate efficiently and transparently. This approach enables HRP to meet community needs, demonstrate accountability and advance Regional Council's vision for a safe, inclusive and resilient municipality.

SERVICE AREAS

Chief's Office

Service	Outputs	Service Standards
<p>Oversight and Administration of the Halifax Regional Police Business Unit</p> <p>Oversight and management of all operational and strategic functions within the business unit.</p>		
<p>Audit, Policy and Research</p> <p>This service is responsible for enhancing accountability and transparency through audit and oversight and supporting strategic and business operations and priorities through policy development, research and analysis.</p>	<ol style="list-style-type: none"> 1. Internal audits completion 2. Policies development, maintenance and implementation 3. Research and development activities to support strategic and business priorities 4. Development of analytics to support strategic and business priorities 	
<p>Background and Security Clearance Unit</p> <p>This service processes applications for a security clearance with HRP, from new applicants to HRP and existing municipal employees who provide a service to HRP.</p>	<ol style="list-style-type: none"> 1. Security Clearance applications processing 	

Service	Outputs	Service Standards
<p>Professional Standards Investigative Unit</p> <p>This service upholds the integrity and professionalism of HRP through the investigation and resolution of public and internal criminal and non-criminal complaints.</p>	<ol style="list-style-type: none"> 1. Public and internal complaints investigation and resolution 2. Investigations into criminal allegations against police officers outside the Serious Incident Response Team (SiRT) mandate 	
<p>Public Relations and Corporate Communications</p> <p>This service manages relationships with internal and external HRP partners, through strategic communications, issues management, crisis communications and public education and awareness campaigns.</p>	<ol style="list-style-type: none"> 1. Design and delivery of internal communications 2. External communications and request response 	
<p>Sergeant Major</p> <p>This service upholds the professionalism of HRP through ensuring appropriate deportment of members when representing HRP in uniform and coordinating the attendance and professionalism of HRP members through drill instructions at events.</p>	<ol style="list-style-type: none"> 1. Parade events - HRP coordination and attendance 	

Administration Division

Under the leadership of the Superintendent of Administration and reporting to the Deputy Chief of Support the Administration Division is responsible for providing effective and efficient administrative support to HRP in the areas of Human Resources, Training and Property and Evidence.

Service	Outputs	Service Standards
<p>Human Resources</p> <p>This service is responsible for the recruitment and retention of police officers and civilians, through efficient recruitment practices, labour relations and the design and delivery of activities and initiatives related to employee wellbeing and integration into the workforce.</p>	<ol style="list-style-type: none"> 1. Recruitment of police officers and civilians 2. Design and delivery of activities and initiatives related to employee wellbeing, retention and workforce reintegration 3. Labour relations support 	
<p>Property and Evidence</p> <p>This service is responsible for the effective and efficient retention, storage and disposal of property which has been found, abandoned, or seized and taken into HRP possession.</p>	<ol style="list-style-type: none"> 1. Retention, storage and disposal of property items 	
<p>Quartermaster</p> <p>This service is responsible for the ordering, distribution and disposition of all equipment and supplies.</p>	<ol style="list-style-type: none"> 1. Equipment and supplies ordering, distribution and disposition 2. Standing offers tendering 	
<p>Training</p> <p>This service is responsible for the design and delivery of internal training and recertification to employees and new hires, including the Police Science Program for police cadets, as an accredited career college and the coordination of attendance by employees at external training courses.</p>	<ol style="list-style-type: none"> 1. Design and delivery of internal training and recertification to employees 2. Coordination of attendance by employees at external training courses 3. Design and delivery of the Police Science Program for police cadets 	

Criminal Investigation Division

Service	Outputs	Service Standards
<p>General Investigation Section (Integrated)</p> <p>This service is responsible for the investigation of serious offences including serious and aggravated assaults, robbery, break and enter, auto-theft and financial crimes. It is also responsible for supporting prosecutions and victims and witnesses.</p>	<ol style="list-style-type: none"> 1. Serious criminal offence investigations 2. Fraud offence investigations 	
<p>Investigative Support Operations – Forensic Identification Section</p> <p>This service is responsible for supporting investigations into criminal offences and other events through the provision and coordination of specialized forensic services, analytics and products, including the seizure and preservation of evidence and management of human sources.</p>	<ol style="list-style-type: none"> 1. Forensic investigation services 2. Specialized crime and intelligence analysis 3. Technical investigation support 4. Digital forensic support 5. Criminal intelligence support 6. Human sources management 7. Cyber information services and products 8. Polygraph services and products 9. Legal application services 	
<p>Special Enforcement Section (Integrated)</p> <p>This service is responsible for the investigation of drug-related offences, criminal networks, firearms offences and investigations related to high-risk offenders. It also supports the prosecution through to the conclusion of the case.</p>	<ol style="list-style-type: none"> 1. Drug offences investigations 2. Criminal network and/or firearms investigations 3. High-risk offenders investigations and specialized support 	

Service	Outputs	Service Standards
<p>Special Investigative Section (Integrated)</p> <p>This service is responsible for all major crime investigations including homicide, cold cases and hate crimes. It is also responsible for supporting prosecutions and victims and witnesses.</p>	<ol style="list-style-type: none"> 1. Major crime investigations 2. Cold case investigations 3. Hate-motivated crime investigations 	
<p>Special Victims Section (Integrated)</p> <p>This service is responsible for investigations concerning vulnerable persons, including: sexual assault, human trafficking, missing persons and internet child exploitation. It also supports other investigations involving vulnerable victims and witnesses and, where a case is prosecuted, supporting the prosecution and associated survivors and witnesses through to the conclusion of the case.</p>	<ol style="list-style-type: none"> 1. Sexual assault investigations 2. Human Trafficking investigations 3. Missing person investigations 4. Internet Child Exploitation investigations 	

Patrol Division

Under the leadership of the Patrol Superintendent and reporting to the Deputy Chief of Operations, the Patrol Division is responsible for responding to citizen-generated calls for service, providing a visible policing presence within the municipality, conducting proactive activity to provide reassurance to residents and visitors and supporting specialized policing activities and initiatives. Within the Patrol Division, the Community Response and School Resource Officers build and maintain relationships and partnerships within communities and schools, to deliver a proactive approach to the prevention of crime and quality of life issues.

Service	Outputs	Service Standards
<p>Community Response Officers</p> <p>This service is responsible for providing a consistent and visible point of contact within the community and building and maintaining positive and collaborative community partnerships, with an objective of early intervention and prevention of problems before they escalate. This service is also responsible for supporting the Patrol function.</p>	<ol style="list-style-type: none"> 1. Community partnerships and engagement 2. Patrol support 3. Proactive policing 	
<p>Liquor Enforcement Unit</p> <p>This service is responsible for providing support to the Patrol function, policing operations and special events, through the provision of specialized support, specific to liquor enforcement and the licensed establishments in HRP areas. This service also assists the provincial Alcohol & Gaming Department.</p>	<ol style="list-style-type: none"> 1. Liquor enforcement support 2. Assistance to provincial Alcohol & Gaming Department 	
<p>Patrol</p> <p>This service is responsible for responding to citizen-generated calls for police service, conducting initial investigations into criminal and non-criminal incidents and carrying out proactive activity to maintain public safety, prevent crime and apprehend offenders. Where a Patrol file is prosecuted, this service is also responsible for supporting the prosecution and associated victims and witnesses, through to the conclusion of the case.</p>	<ol style="list-style-type: none"> 1. Police response to service calls 2. Proactive policing 	<ol style="list-style-type: none"> 1. Priority Level Dispatch Time <ul style="list-style-type: none"> • Priority Zero: Immediately • Priority 1: Within 3 minutes • Priority 2: Within 15 minutes • Priority 3: Within 60 minutes • Priority 4: Within 3 hours

Service	Outputs	Service Standards
<p>Quick Response Unit</p> <p>This service is responsible for providing support to the Patrol function, dynamically responding to calls for service and providing a targeted and problem-oriented approach.</p>	<ol style="list-style-type: none"> 1. Patrol support 	
<p>School Resource Officers</p> <p>This service is responsible for providing a consistent and visible point of contact within schools and building and maintaining positive and collaborative school partnerships, with an objective of early intervention and prevention of problems before they escalate. This service is also responsible for supporting the Patrol function.</p>	<ol style="list-style-type: none"> 1. School Resource Officers (SRO) assigned to family of schools 2. School training 3. School events presence 4. Patrol support 5. Proactive policing 	

Support Division

Under the leadership of the Support Superintendent and reporting to the Deputy Chief of Support, the Support Division is responsible for delivering multiple operational support and organizational support services. The Integrated Emergency Services function receives and processes all 911 and non-emergency calls for the municipality and dispatches Police, Fire and EHS resources, as appropriate. The Prisoner Care facility is responsible for the safe and secure custody of prisoners detained by HRP and RCMP HRD officers. Other areas providing support services to both HRP and RCMP HRD are the Records Section, Court Section and CPIC Transcription. Non-integrated specialized support services are provided in the following areas: Traffic, K-9, Mounted, Ports, Liquor Enforcement, Mental Health Mobile Crisis, Emergency Response, Emergency Planning, Community Relations and Crime Prevention, Victim Services and the Freedom of Information and Protection of Privacy (FOIPOP). The Aviation Security Unit is an HRP-contracted unit based at Halifax Stanfield International Airport.

Service	Outputs	Service Standards
<p>Aviation Security Unit</p> <p>This service is provided under contract with the Halifax International Airport Authority and is responsible for providing police services exclusively within a specific boundary of Halifax Stanfield International Airport. Outside that boundary, policing services are provided by RCMP HRD, as the airport is within their geographical policing area of Halifax Regional Municipality.</p>	<ol style="list-style-type: none"> 1. Airport policing services 	<ol style="list-style-type: none"> 1. Response time within 5 minutes
<p>Community Relations and Crime Prevention</p> <p>This service is responsible for building and maintaining positive and collaborative community partnerships, with a focus on providing education and awareness and supporting community events and activities and special events and initiatives.</p>	<ol style="list-style-type: none"> 1. Community education and awareness 2. Special events, activities and initiatives support 	
<p>Court Section (Integrated)</p> <p>This service is responsible for processing all charged files, coordinating requests from the Public Prosecution Service and coordinating the attendance of police and civilian witnesses required to attend court to testify.</p>	<ol style="list-style-type: none"> 1. Charged files processing 2. Coordination of witnesses 	
<p>CPIC Transcription (Integrated)</p> <p>This service is responsible for the processing and validation of Mobile Report Entry (MRE) reports created by frontline officers and the processing, updating and purging of Court Orders.</p>	<ol style="list-style-type: none"> 1. Mobile Report Entry (MRE) reports processing 2. Court order processing 	

Service	Outputs	Service Standards
<p>Emergency Planning</p> <p>This service is responsible for the development and maintenance of internal emergency and business continuity plans, administration and coordination of the hfxALERT system, provincial Alert Ready planning and delivery and for liaising and coordinating with the HRM and NS Emergency Management Offices, in relation to the police role in wider provincial emergency planning and preparedness.</p>	<ol style="list-style-type: none"> 1. Police emergency and business continuity plan 2. Police input into municipal and provincial emergency plans 	
<p>Emergency Response Team</p> <p>This service is responsible for providing support to the Patrol and CID functions, policing operations, critical incidents and special events, through the provision of specialized emergency response support, including an enhanced capability to respond to incidents believed to involve weapons and firearms. This service is also responsible for providing coverage for the RCMP ERT function on an as-needed basis.</p>	<ol style="list-style-type: none"> 1. Specialized emergency response support to Patrol and the Criminal Investigation Division 	
<p>Freedom of Information and Protection of Privacy</p> <p>This service is responsible for processing all requests for information made under the Freedom of Information and Protection of Privacy (FOIPOP) provisions of the Municipal Government Act.</p>	<ol style="list-style-type: none"> 1. FOIPOP application processing 	<ol style="list-style-type: none"> 1. FOIPOP response – Initial: 30 days. <ul style="list-style-type: none"> • Can self-assign another 30 days if needed; beyond that, need permission from oversight body.

Service	Outputs	Service Standards
<p>Integrated Emergency Services</p> <p>This service is responsible for answering and processing all 911 and non-emergency calls for service within the municipality, which relate to Police (HRP and RCMP Halifax Regional Detachment), Fire and dispatching resources as appropriate. It is also responsible for the initial processing of Emergency Health Services (EHS) calls.</p>	<ol style="list-style-type: none"> 1. Answering and processing of 911 emergency calls for Fire and Police 2. Answering and processing of non-emergency calls for Fire and Police 3. Initial processing of 911 and non-emergency calls for EHS 	<ol style="list-style-type: none"> 1. 911 calls: answer in under 20 seconds – HRP Priority Response Policy - priority 1-5 calls 2. HRP Priority Response Policy 3. 911 calls: Answer in under 20 seconds
<p>K-9 Unit</p> <p>This service is responsible for providing support to the Patrol and Emergency Response functions, policing operations and special events, through the provision of specialized support in incidents which require the K-9 ability to track people, search property and articles and detect contraband material and explosives.</p>	<ol style="list-style-type: none"> 1. Patrol and Emergency Response support 2. K-9 support at special events 	
<p>Mental Health Mobile Crisis Team</p> <p>This service is responsible for providing a specialized response to calls involving persons believed to be experiencing a mental health crisis, consisting of joint Police/ Mental Health Clinician teams which provide immediate crisis assessment, support and management and assistance with accessing short and long-term services and supports. This service supports all residents of the municipality.</p>	<ol style="list-style-type: none"> 1. Mental health crisis response and support 	

Service	Outputs	Service Standards
<p>Mounted Unit</p> <p>This service is responsible for providing specialized Mounted support to the Patrol function and during policing operations and for acting as ambassadors at community events.</p>	<ol style="list-style-type: none"> 1. Mounted support to Patrol function and during policing operations 2. Mounted support at special events 	
<p>Ports Unit</p> <p>As the agency of jurisdiction for the harbour, this service is provided under contract with the Halifax Port Authority and is responsible for responding to incidents and calls for service occurring in the harbour and/ or the Ports property, conducting proactive activity in those areas and supporting special events involving the harbour or ports.</p>	<ol style="list-style-type: none"> 1. Reactive and proactive policing in the harbour and/ or the Ports property 2. Ports support at special events 	
<p>Prisoner Care Facility</p> <p>This service is responsible for ensuring the safe and secure custody and care of all persons detained within the Prisoner Care Facility and for ensuring the efficient and effective processing of all such detainees.</p>	<ol style="list-style-type: none"> 1. Custodial care and processing of prisoner 	
<p>Public Safety Unit</p> <p>During events and demonstrations, this service is responsible for maintaining public safety and order, preserving the peace and enforcing the law, through specialized training and crisis resolution skills.</p>	<ol style="list-style-type: none"> 1. Events and demonstration attendance 	

Service	Outputs	Service Standards
<p>Records Section (Integrated)</p> <p>This service is responsible for the processing and administration of tasks related to court dispositions, fingerprint records, statistics and the keeping of police records, including the processing of non-FOIPOP external requests, including criminal record check requests and court production orders for information.</p>	<ol style="list-style-type: none"> 1. Internal requests for information processing 2. External requests for information processing 	
<p>Traffic Unit</p> <p>This service is responsible for providing a visible reactive and proactive policing response to incidents involving traffic concerns and offences, including attendance at special events to support traffic control and safety. This service includes the collision reconstruction unit, which attends and processes the scenes of all collisions involving fatalities and serious injuries.</p>	<ol style="list-style-type: none"> 1. Traffic incidents response 2. Traffic support at special events 3. Proactive enforcement of Motor Vehicle Offences 4. Monthly traffic enforcement themes and social media engagement 5. Safe driving initiatives (in collaboration with Provincial and RCMP partners) 	
<p>Traffic Support Section (Integrated)</p> <p>This service is responsible for administrative and disclosure tasks related to the issuing of summary offence tickets (traffic and non-traffic), seized vehicles and all traffic accident reports.</p>	<ol style="list-style-type: none"> 1. Summary Offence Tickets (SOTs) processing 2. Seized vehicles processing 3. MVA reports processing 	

Service	Outputs	Service Standards
<p>Victim Services</p> <p>This service is responsible for providing support to victims of crime, including victims of domestic and/ or intimate partner violence and/ or persons who have been significantly affected by criminal and non-criminal incidents and who may benefit from this service, through the provision of advice, information, support and assistance.</p>	<p>1. Victim support services</p>	

HALIFAX PUBLIC LIBRARIES

HALIFAX PUBLIC LIBRARIES

MISSION

Reflecting our community, we are a resource for everyone and a launch point for growth.

OVERVIEW

Halifax Public Libraries (the Library) engages and connects communities by providing equitable access to learning, resources and opportunities across the municipality. Through its 14 branches, two community offices, digital platforms and outreach programs, the Library fosters connection, inclusion and growth. Guided by the Halifax Regional Library Board and aligned with the municipality’s Strategic Plan, the Library advances community growth, strengthens community well-being and contributes to the region’s social and economic development.

SERVICE AREAS

Office of the Chief Librarian and Chief Executive Officer

Service	Outputs	Service Standards
Oversight and Administration of the Halifax Public Libraries Oversight and management of all operational and strategic functions within the Halifax Public Libraries.		

Service	Outputs	Service Standards
<p>Governance, Policy and Risk</p> <p>Ensures the Library operates responsibly and transparently. Develops and enforces policies, manages compliance and identifies potential risks to safeguard resources, staff and individuals accessing libraries. It supports informed decision-making and promotes accountability across all operations.</p>		

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.

Service	Outputs	Service Standards
<p>Collection Management</p> <p>Selection and acquisition of quality materials for the Library collection in both physical and digital formats and access to that collection via the catalogue, including movement of the collection among all branches and ensuring the collection is accessible in a timely fashion for residents.</p>		

Service	Outputs	Service Standards
<p>Information Technology</p> <p>Implementation and support of system-wide public use and staff computer hardware and software, management of information technology infrastructure including the integrated Library system and the provision of Wi-Fi in each of the Library’s locations.</p>		

Administrative Services

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

Service	Outputs	Service Standards
<p>Facilities and Capital Projects</p> <p>Facility planning, oversight and management, including assessment of facility condition, risk and safety assessment and identification of buildings in need of renovation or replacement to ensure that the spaces in which the Library operates meet the needs of the public.</p>		
<p>Finance</p> <p>Stewardship of Library financial resources including financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, financial modeling and annual audit support. Direct support to the Finance Audit & Risk Committee of the Library Board.</p>		

Service	Outputs	Service Standards
<p>Fund Development and Partnerships</p> <p>Donor relations development and grant applications to support library programming.</p>		
<p>Human Resources</p> <p>Human resource services for Library employees including labour and employee relations, occupational health and safety, employee wellness, payroll, learning and development, recruitment and selection, organizational development, onboarding, compensation and benefits and volunteer oversight.</p>		
<p>Marketing and Communications</p> <p>Marketing and communications strategies development to build awareness of Library services and programs, including website content and promotional campaigns to communicate library programs and activities to the community.</p>		
<p>Strategic Planning</p> <p>Record and document development, management, research and business intelligence that supports performance excellence, business planning and project planning.</p>		

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.

Service	Outputs	Service Standards
<p>Branch Services</p> <p>Print and electronic library material circulation, support for public information and leisure reading needs, access to local history and genealogy information and support to build digital literacy and access to electronic materials and devices in collaborative and social spaces. Lending services, programs for all ages, literacy and language programs, food and technology learning and meeting room rentals.</p> <p>Volunteer programs to support individuals and offer opportunities for the public to build meaningful connections with their community.</p>		
<p>Community Engagement</p> <p>Outreach services through pop-up programs, community partnerships and engagement including the development of community-led library services delivered throughout the municipality and facilitating access to service to improve community well-being and reduce social isolation.</p> <p>The Library participates in interlibrary loan services with libraries across Canada and the province-wide Borrow Anywhere Return Anywhere program.</p> <p>Inclusion supports includes home delivery and borrow by mail options, adaptive technology and access to alternative formats.</p>		

MAYOR'S OFFICE

MAYOR'S OFFICE

OVERVIEW

The Office of the Mayor supports the Mayor in fulfilling their mandate as Chair of Regional Council, spokesperson for the Municipality and host of visiting dignitaries. This is done by delivering service excellence in administration, operations, community outreach, council relations, intergovernmental and interjurisdictional affairs, issues management and policy. This includes supporting the fulfilment of the Mayor’s duties as listed in the *Halifax Regional Municipality Charter* (see Appendix).

The Office provides strategic leadership, fosters inclusive engagement and ensures the Office of the Mayor serves as a trusted bridge between Regional Council, residents and external partners – in alignment with Regional Council’s priorities.

SERVICE AREAS

Office of the Mayor

The Office of the Mayor provides strategic leadership, fosters inclusive engagement and ensures the Mayor serves as a trusted bridge between Council, residents and external partners - in alignment with Regional Council’s strategic priorities.

Service	Outputs	Service Standards
<p>Council, Intergovernmental and External Relations Supports collaboration with Councillors, other orders of government and external partners, including representation at governance and intermunicipal bodies.</p>	<ol style="list-style-type: none"> 1. Coordination on issues with Councillors 2. Municipal representation with other orders of government 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 3. Support work on intermunicipal bodies, such as the Federation of Canadian Municipalities (FCM), FCM's Big Mayors' Caucus and the Nova Scotia Federation of Municipalities 4. Participation on external governance bodies 5. Committee support to Mayor 6. Resident and stakeholder inquiry response 	
<p>Communications Support</p> <p>Provides comprehensive communications support, including drafting speeches and other products, managing media inquiries, coordinating digital channels and crisis communications.</p>	<ol style="list-style-type: none"> 1. Development of communications products 2. Responses to media inquiries and interview requests 3. Management of traditional and digital communications channels 4. Regular coordination with Corporate Communications 5. Issues management and spokesperson preparation 	
<p>Policy Support</p> <p>Provides legislative and policy support, including preparation for Council and committees, development of policy proposals and stakeholder engagement.</p>	<ol style="list-style-type: none"> 1. Preparation of matters discussed at Regional Council, Executive Standing Committee and other municipal governance bodies 2. Comprehensive research and analysis of municipal, provincial and federal data to inform policy work 	

Service	Outputs	Service Standards
	<ol style="list-style-type: none"> 3. Development of policy proposals 4. Meetings with stakeholders, community groups and residents on policy matters 	
<p>Community Outreach Engages with communities, manages casework, facilitates and participates in local discussions.</p>	<ol style="list-style-type: none"> 1. Action on casework files 2. Attendance at local discussions and events 3. Support for community programming 4. Engagement with diverse communities 	
<p>Administrative Support Provides the Mayor with administrative support required to fulfill their mandate, including correspondence management, meeting requests, dignitary protocol, onboarding and training, budget management and HR-related matters.</p>	<ol style="list-style-type: none"> 1. Responses to correspondence, meeting requests and invitations 2. Execution of dignitary visits, flag raisings, proclamations and awards 3. Delivery of onboarding, training, budget management and other HR-related matters 4. Mayoral correspondence resident and stakeholder inquiry response 5. Correspondence writing and coordination in response to Council direction 	
<p>Operational Support</p>	<ol style="list-style-type: none"> 1. Management of the Mayor’s schedule 	

Service	Outputs	Service Standards
Ensures effective daily operations, including schedule management, event coordination and maintenance of internal workflows.	<ol style="list-style-type: none"> 2. Presence at events. 3. Distribution of cards, certificates and other requested materials to residents 4. Execution of daily office operations 5. Management of necessary governance and legislative documentation 	

APPENDIX – DUTIES OF THE MAYOR

The Mayor’s Duties are articulated in the Halifax Regional Municipality Charter and Administrative Order 1.

HALIFAX REGIONAL MUNICIPALITY CHARTER SECTION 12 — MAYOR PRESIDES

12(3) The Mayor may

- (a) monitor the administration and government of the Municipality; and
- (b) communicate such information and recommend such measures to the Council as will improve the finances, administration, and government of the Municipality. *(2008, c. 39, s. 12)*

ADMINISTRATIVE ORDER 1 COMMITTEES AND SUBCOMMITTEES

Section 128 — Mayor as Ex Officio Member

- **128(1)** Unless otherwise provided for in a by-law or an Administrative Order, the Mayor shall be an ex officio member of all committees of the Council, and shall have all the powers and privileges of a member of the committee, including the right to vote.

Schedule 2 – Audit and Finance Standing Committee

- Audit and Finance Subcommittee (Auditor General Oversight)
 - **13(1)** The Audit and Finance Standing Committee shall appoint a subcommittee to oversee the contract of the Auditor General.
 - **13(2)** The subcommittee shall be comprised of the Mayor, the Chair and the Vice-Chair of the Audit and Finance Standing Committee.
 - **13(3)** The subcommittee shall report, as required, to the Audit and Finance Standing Committee who, in turn, shall report to the Council.

Schedule 4 — Standing Committee of the Whole on Budget

- **4** The Chair of the Audit and Finance Standing Committee shall be the Chair of the Standing Committee of the Whole on Budget and the Vice Chair shall be the Mayor.

Schedule 6 — Executive Standing Committee

- **2(2)** The Mayor and Deputy Mayor shall be Members of the Executive Standing Committee and the other Members shall be appointed by each Standing Committee.