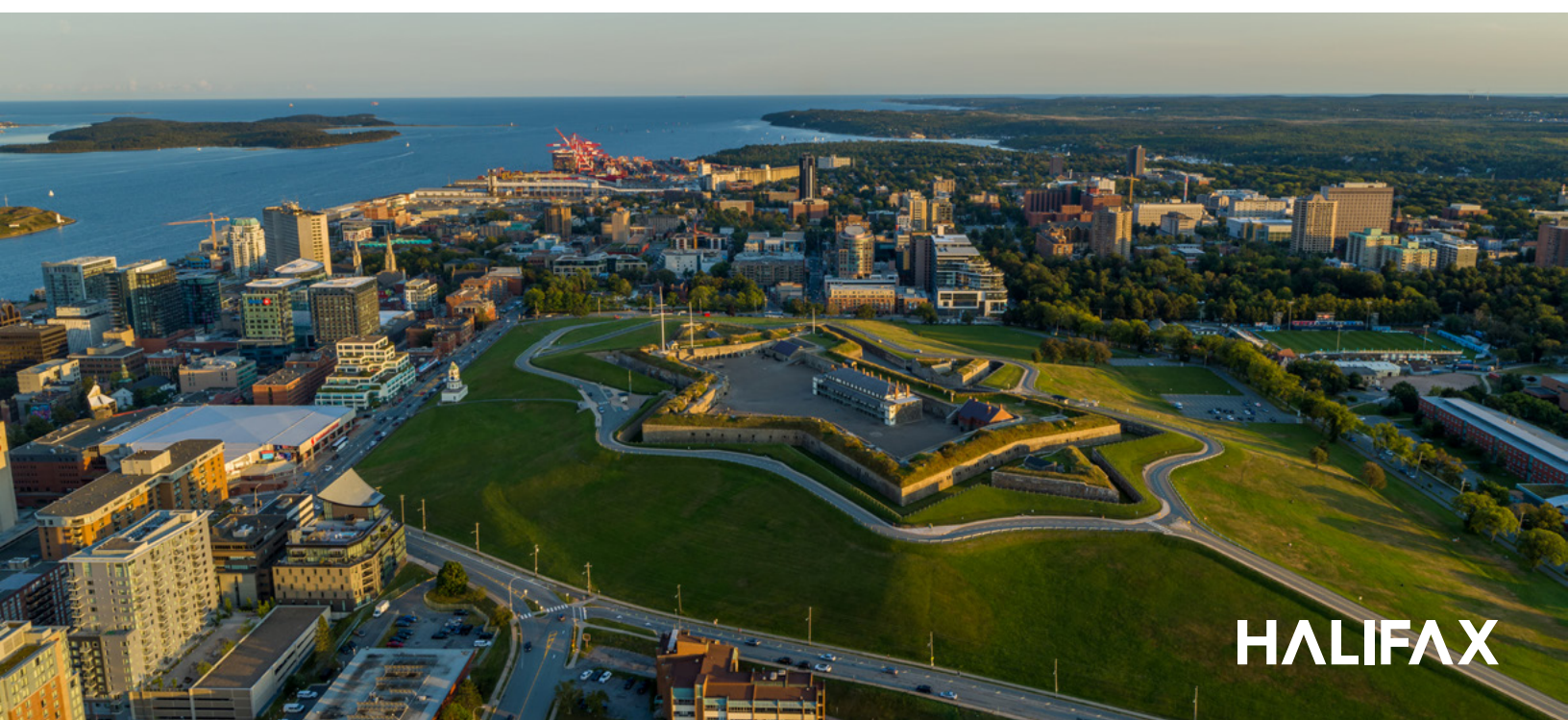
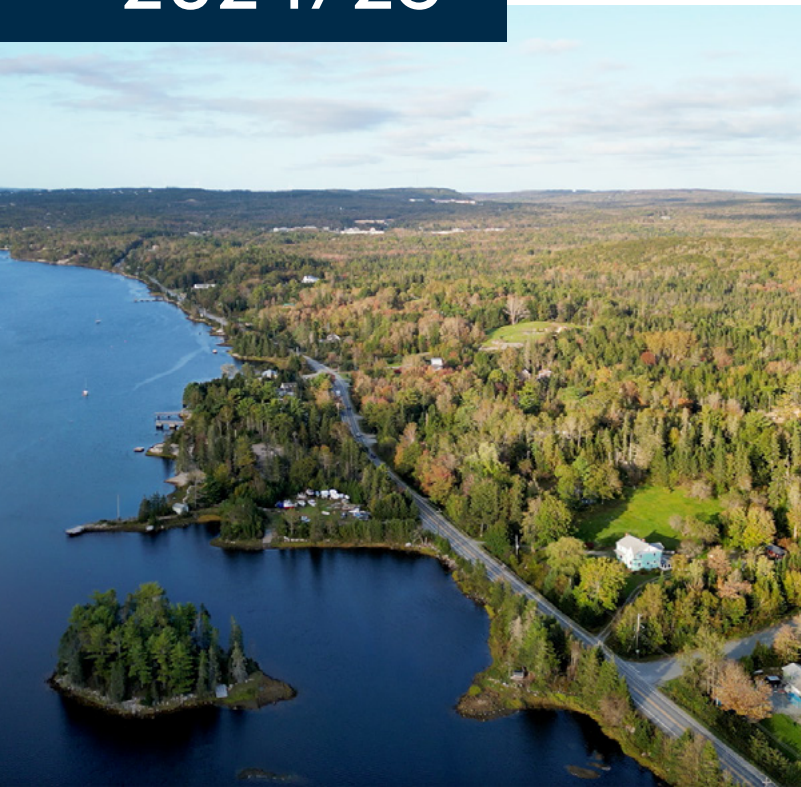


# Budget and Business Plan

2024/25



HALIFAX



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Halifax Regional Municipality  
Nova Scotia**

For the Fiscal Year Beginning

**April 01, 2023**

*Christopher P. Morill*

Executive Director

# Table of Contents

**LETTER FROM THE CHIEF ADMINISTRATIVE OFFICER**

**EXECUTIVE SUMMARY**

**MAP OF THE HALIFAX REGION**

**INTRODUCTION** ..... A

**DISCUSSION AND ANALYSIS**..... B

**BUDGET AND BUSINESS PLANS**

**PUBLIC SAFETY SERVICES:**

Halifax Regional Fire & Emergency ..... C

Halifax Regional Police & RCMP ..... D

Community Safety ..... E

**PUBLIC SERVICES:**

Halifax Transit ..... F

Halifax Public Libraries..... G

Property, Fleet & Environment ..... H

Parks & Recreation ..... I

Planning & Development ..... J

Public Works..... K

**GOVERNANCE AND SUPPORT SERVICES:**

Office of the Auditor General..... L

Chief Administrative Office ..... M

Finance & Asset Management ..... N

Information Technology ..... O

Human Resources ..... P

Legal & Legislative Services ..... Q

**FISCAL SERVICES** ..... R

**RESERVES** ..... S

**GLOSSARY**..... T

**APPENDICES**..... U



# Message from the Chief Administrative Officer

**A**s we introduce the 2024/25 Budget and Business Plan for the Halifax Regional Municipality, our focus remains steadfast on advancing community safety while navigating the delicate balance between growth and fiscal responsibility. This budget is a testament to the municipality's dedication to creating safe, vibrant and affordable communities for all residents.

Significant investments in public safety are at the heart of this year's budget, reflecting our commitment to enhancing the well-being of our citizens. We are increasing the number of police officers and firefighters to ensure our community's safety and resilience. Furthermore, the establishment of a fully funded Community Safety division underscores our proactive approach to addressing critical issues such as homelessness and community wellness.

This budget aligns with our strategic priorities, emphasizes the importance of economic development and environmental sustainability and prioritizes the improvement of municipal infrastructure. These investments are carefully planned to foster a thriving and sustainable region, without compromising our fiscal responsibilities.

In crafting the 2024/25 Budget and Business Plan, we have been guided by the need to balance the aspirations for growth with the reality of our economic landscape while ensuring that our municipality remains a place where people can live and thrive within their means.



Thank you for your ongoing support and participation in shaping the future of our region. Together, we are committed to building a municipality that embodies safety, prosperity and sustainability – ensuring a proud and promising future for all.

Warmest regards,  
**Cathie O'Toole**  
Chief Administrative Officer  
Halifax Regional Municipality



# Executive Summary & 2024/25 Budget Overview

The Halifax region has seen unprecedented growth over the past several years. An increasing population, demand for municipal services and above average inflation has added a considerable amount of pressure on the municipality's budget. The municipality's approach to the 2024/25 Budget is to balance the demand and cost of services while remaining fiscally responsible.

There are two average tax bill metrics provided in the "2024/25 Budget at a Glance". The municipal average tax bill increase represents the municipal portion of the tax bill which is used to generate municipal revenue and fund municipal expenditures. These rates are set by Regional Council. The municipal average tax bill increase is quoted throughout the discussion and analysis. The second metric is the total average tax bill increase, which represents the total property tax bill increase including provincial and mandatory rates which are remitted directly by the municipality to other agencies.

During the 2024/25 Budget and Business Planning process, the municipality rationalized its expenditures and sought ways to mitigate the impact of inflation and maintain services. Without this work, the required increase in tax revenues to cover increasing expenditures would have far exceeded 8.2 per cent. The increases reflect the challenges of growth and inflation on the resources required to carry out the priorities of Regional Council.

## 2024/25 Budget at a Glance

**OPERATING BUDGET \$1.04B**

**CAPITAL BUDGET \$0.31B**

**MUNICIPAL AVERAGE TAX  
BILL INCREASE 8.2%**

**TOTAL AVERAGE TAX BILL  
INCREASE 6.3%**

**RESIDENTIAL TAX RATE  
INCREASE 0.760 TO 0.770**



**\$2 million**

24/7 Fire Station conversion  
in Hammonds Plains



**\$2.3 million**

Community Safety Programs  
and new Positions



**\$271 million**

Mill Cove Ferry Terminal  
Construction



**22**

new HRP Positions



**\$7.5 million**

budgeted tax relief for non-profit  
and charitable organizations



**\$2.4 million**

for full year funding of Moving  
Forward Together Plan



**6**

new RCMP Officers



**\$18.6 million**

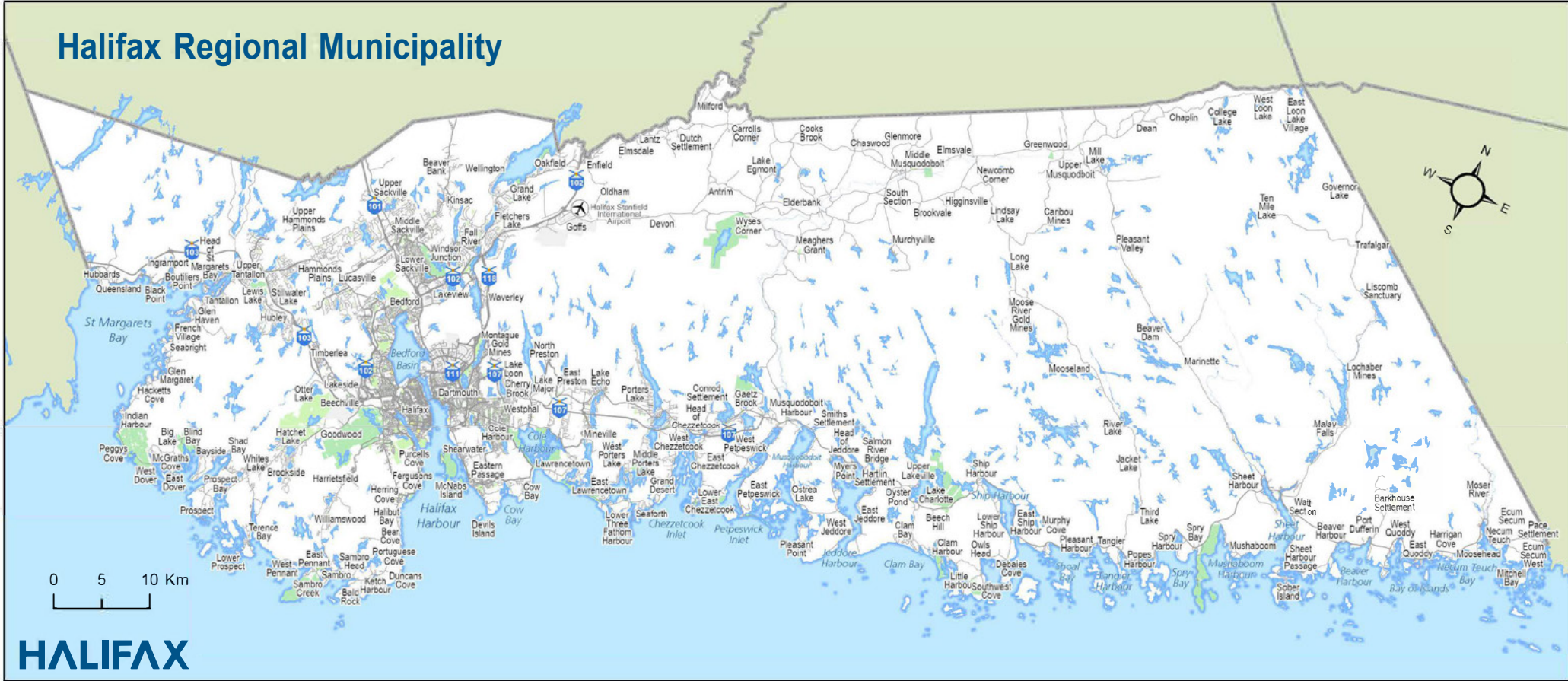
2024/25 HalifACT capital projects

2024/25

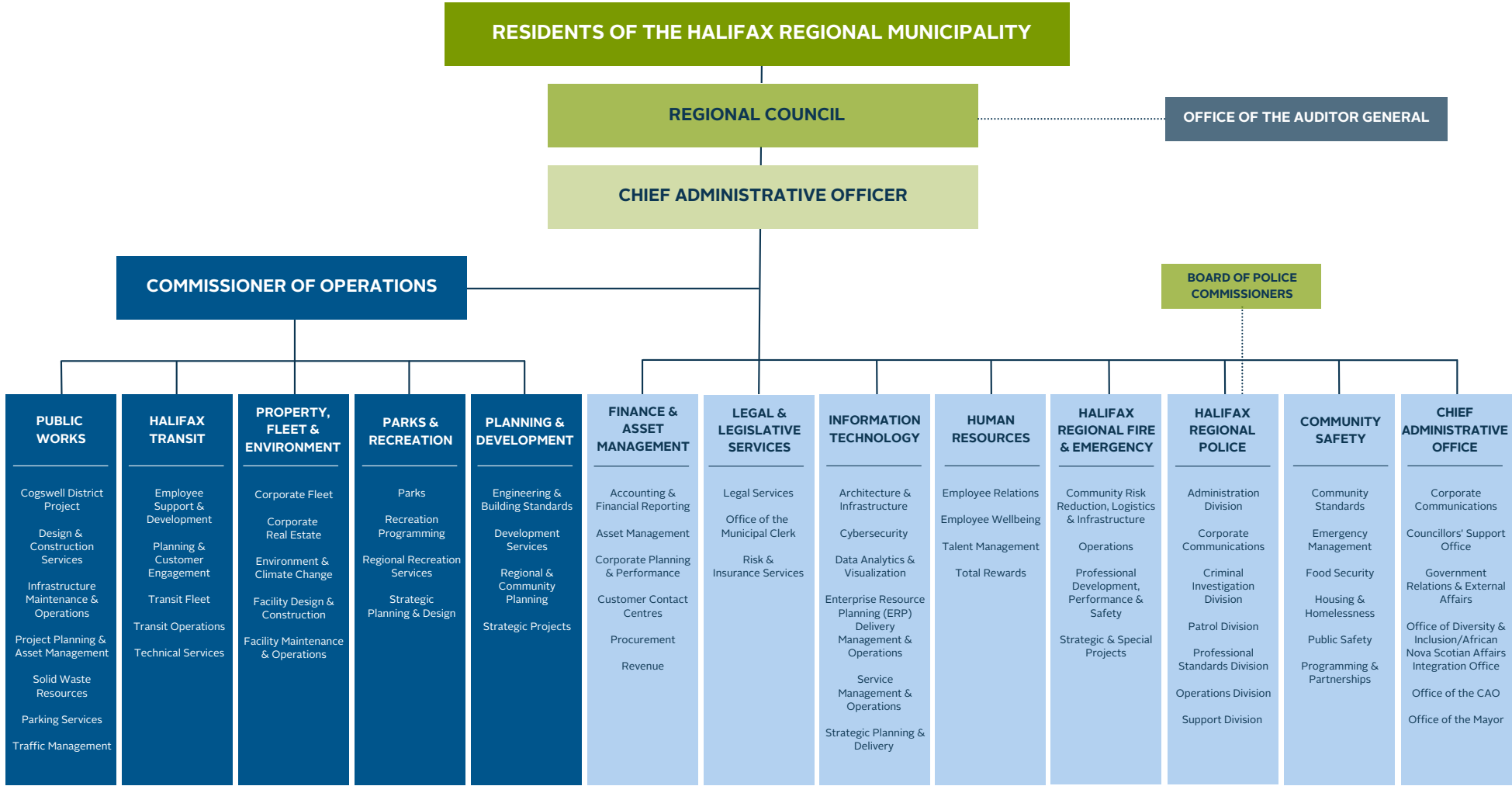
**BUDGET HIGHLIGHTS**

# Map of the Halifax Region

## Halifax Regional Municipality



# MUNICIPAL ORGANIZATIONAL CHART\*





# Introduction to Halifax

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

With a population of approximately 500,000<sup>1</sup>, the Halifax region is the largest and most diverse municipality within Nova Scotia. The municipality's landmass covers almost 5,500 sq km and nearly 50 per cent of Nova Scotia's population resides within the municipality, which also produces over 57 per cent of the provincial gross-domestic product (GDP)<sup>2</sup>. The Halifax region has both significant suburban and rural areas, with a concentrated urban mix. The municipality's attractive rural, suburban and urban lifestyle choices, spanning over 200 communities, drives the Halifax region's population growth rate. Over the past several years, the municipality has been one of the fastest growing municipalities in Canada.

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

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

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



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

<sup>2</sup> Halifax Partnership | Halifax Economic Dashboard | March 2024

# Summary | Strategic Priorities Plan 2021-25

## VISION

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

## MISSION

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

## VALUES

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

## COUNCIL PRIORITIES

---

### PROSPEROUS ECONOMY

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

### COMMUNITIES

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

### INTEGRATED MOBILITY

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

### ENVIRONMENT

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

## ADMINISTRATIVE PRIORITIES

---

### RESPONSIBLE ADMINISTRATION

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

### OUR PEOPLE

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

### SERVICE EXCELLENCE

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



# Council Priorities & Outcomes



## Prosperous Economy

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

### **Economic Growth**

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

### **Holistic Planning**

Housing and employment growth is directed to strategic locations across the region in support of our community goals to build healthy, well-serviced and connected communities.

### **Talent Attraction, Retention & Development**

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



## Communities

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

### **Safe Communities**

Residents and visitors feel safe and are supported by a network of social and transportation infrastructure and proactive and responsive community safety services.

### **Involved Communities**

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

### **Inclusive Communities**

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

### **Affordable Communities**

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



## Integrated Mobility

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

### **Connected & Healthy Long-Range Mobility Planning**

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

### **Safe & Accessibility Mobility Network**

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

### **Affordable & Sustainable Mobility Network**

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



## Environment

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

### **Net-zero Emissions**

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

### **Climate Resilience**

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

### **Protected & Sustainable Environment**

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



# Key Focus Areas 2024/25 | Council Priorities



## Prosperous Economy

**Coordinate priority planning in environmental, social, and economic areas** including the Regional Plan Phases 4 and 5, Suburban Plan, Green Network Plan, Integrated Mobility Plan, Halifax's Inclusive Economic Strategy 2022-2027, the African Nova Scotian Road to Economic Prosperity Action Plan, Industrial Land Supply and Burnside Park Expansion and Tourism Master Plan.

**Increase housing supply** via fast residential permitting and approvals, planned growth areas, future serviced communities and the Housing Accelerator Fund.

**Support affordable housing** via the Rapid Housing Initiative, Affordable Housing Grants, the Surplus Land Program, Inclusionary Zoning and the Community Land Trust Study.

**Transform infrastructure and support regulatory improvements** including the Cogswell Redevelopment and the building code by-law review.



## Communities

**Support community safety** by developing the Public Safety Strategy 2023-2026 Evaluation Framework, implementing the Policing Transformation Study recommendations, reviewing the Emergency Management Plan and delivering the Wildland Urban Interface Strategy.

**Increase inclusivity and remove barriers** by developing the Indigenous Services Strategy, conducting accessibility audits, refining the Social Value Framework and evaluating inclusion supports within recreation programming.

**Support community involvement** including implementing the Culture and Heritage Priorities Plan, the Halifax Public Libraries Strategic Plan, recreation facilities planning, the Rural Parks & Recreation Strategy and developing a Senior Service Plan.

**Implement affordability and social supports** including the Framework to Address Homelessness, Affordable Access Review recommendations and JustFOOD.



## Integrated Mobility

**Deliver transportation initiatives** such as the Active Transportation Priorities Plan review, the Rural Sidewalk Program functional planning, implementation of the Shared Micromobility Pilot Project and coordination with the Joint Regional Transportation Authority.

**Support a sustainable multi-modal transportation network** by developing Major Strategic Multi-Modal Corridors per the Regional Plan and by implementing the Rapid Transit Strategy and the final phase of the Moving Forward Together Plan.

**Increase transportation network safety and accessibility** by updating the Road Safety Strategy, drafting the Halifax Transit Safety Program Plan and installing operator safety barriers on Halifax Transit buses.



## Environment

**Increase climate leadership** through engagement and partnerships.

**Reduce emissions** by implementing the Zero Emission Bus Project and Electric Vehicle Strategy, decarbonizing municipal buildings, and promoting net-zero new construction.

**Increase resilience to climate impacts** by conducting Hazard Risk Vulnerability Assessments, executing the Integrated Stormwater Management Framework and developing a flood risk reduction strategy with Halifax Water, finalizing climate mapping and completing adaptation projects.

**Support protected and sustainable environments** by updating the Urban Forest Management Plan and Solid Waste Strategy, aligned with HalifACT, completing State of the Lakes report, continuing environmental reviews of planning projects, park naturalization and the Blue Mountain Birch-Cove Lakes National Urban Park.

# Administrative Priorities & Outcomes



## Responsible Administration

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

### **Well-Managed**

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

### **Financially Prepared**

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

### **Community-Focused**

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



## Our People

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

### **Engaged & Skilled People**

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

### **Diverse, Inclusive & Equitable Environment**

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

### **Healthy & Safe Workplace**

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



## Service Excellence

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

### **Exceptional Customer Service**

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

### **Innovative Performance Excellence**

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



## Responsible Administration

**Ensure good governance** by executing the 2024 Municipal Election, consulting on the 2026-2030 Strategic Plan design, implementing an Enterprise Risk Management Framework, establishing a governance framework for the periodic review of municipal by-laws, administrative orders and policies and strengthening disaster recovery capabilities and business continuity.

**Steward resources to sustainably manage and fund growth** by developing the Fiscal Sustainability Strategy, Long-term Capital Funding Framework and Asset Management plans, implementing the Tax and Fee Revenue Strategy and delivering on capital projects.

**Focus on community engagement** by launching the revised Community Engagement Strategy and executing the 2024 Resident Survey.

**Continuous improvement** through implementing recommendations from the municipal Auditor General and furthering performance management plans.



## Our People

**Develop the Talent Strategy and Workforce Planning Model** supported by integrated human resources data.

**Develop employees** via Aspiring Leaders, Evolving Leaders and a refreshed Mentorship and Success(ion) Planning programs and the Learning Management System.

**Support employee engagement and retention** by refreshing the Total Rewards Strategy and the Employee Recognition Program.

**Build and promote a diverse, inclusive, and equitable culture** by implementing the Diversity & Inclusion Framework and Duty to Accommodate Policy and executing the Gender Equity, French Services, Accessibility, Anti-Black Racism, Immigration and Indigenous Services Strategies.

**Support safe and secure work environments** by conducting employee wellbeing assessments and implementing the Respectful Workplace Program, Corporate Safety Strategy and security plans.



## Service Excellence

**Provide proficient public service** through policy modernization and coordination and by implementing the Diversity, Equity, Inclusion and Accessibility Guidelines for Council Reports.

**Execute the Information Technology Strategic Plan** including reviewing cybersecurity practices and Security Awareness Program expansion.

**Improve customer service** through halifax.ca governance and Content Management Model updates, implementing the Telephony and Workforce Management System, Fare Management Phase 2, enhanced housing and permit transparency with intelligent dashboards and Open Data and improved CityWorks Work Order and Asset Registry process.

**Execute performance excellence initiatives** including asset management maturity and automation, Geographic Information Systems Strategy refresh, improved Transit Technology, new recreation management software and improved performance excellence reporting.



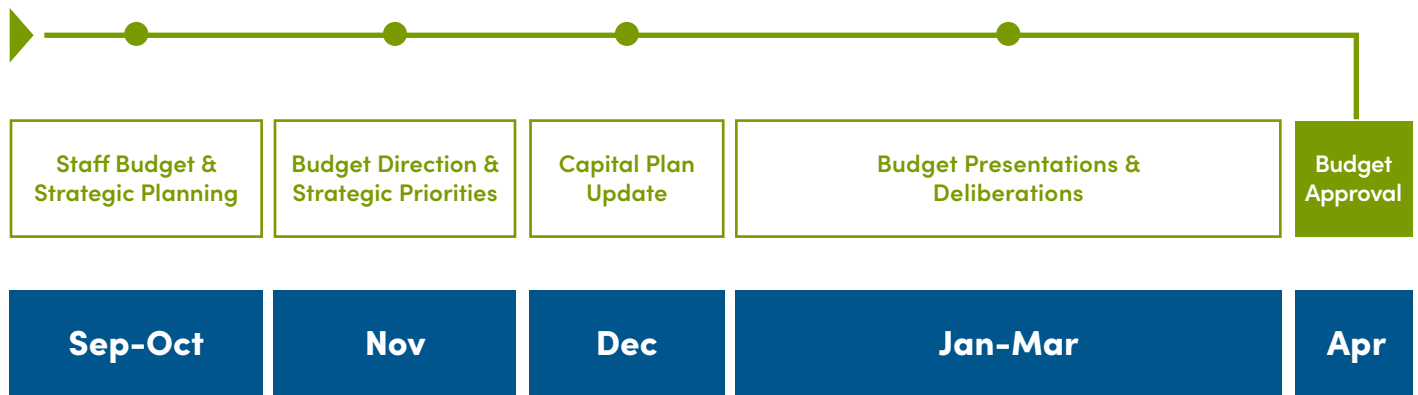


# APPROACH TO BUDGETING

The 2024/25 Budget was built using the strategic priorities in the 2021-2025 Strategic Priorities Plan. At the beginning of each budget cycle, Finance & Asset Management staff meet with all individual business units to review their proposed plans for the upcoming fiscal year. Business units outline the services and service levels they intend to deliver, as well as the funds required to deliver on those plans. The total required funding is then consolidated and reviewed through a fiscally sustainable lens by Finance staff, who take the requested funding and balance it against a reasonable

level of property taxes. As an outcome of that process, financial targets are issued to each business unit that will allow them to achieve their priorities.

These financial targets form the basis of the annual Budget Direction report, presented to Budget Committee. The Budget Direction sets the foundation on which each business unit will build their proposed Operating Budget. Following approval of the Budget Direction, each business unit then presents their proposed budget to Budget Committee.



## Public engagement

Engaging the public is a key part of the municipality's budget process. The municipality runs the *Municipal Services Survey* – the most recent of which was conducted from September 12 to 29, 2022. Available to all residents in an online and paper-based format, the Municipal Services Survey is intended to be a 'pulse' survey supplementing the more rigorous *Resident Survey*. The *Municipal Services Survey* provides information to support decision-making; however, due to the non-random sampling approach, the survey cannot be used to draw inferences from the sample of the population of the Halifax region.

The 2022 *Municipal Services Survey* asked about residents' satisfaction with municipal services, areas where residents would like to see further investments in municipal services and programs and their thoughts on *HalifACT*, the municipality's Climate Action Plan.

The municipality invites any member of the public to provide feedback to, or present at, any Budget Committee in advance of each business unit's Budget and Business Plan presentation. Over the past few months, the municipality conducted multiple meetings and sessions in a public forum as part of the budget process. This comprehensive approach provides ample opportunity for residents' input to assist in the development and ratification of the municipal budget.

# FINANCIAL POLICIES

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

## Basis of accounting

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

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

## Significant accounting policies

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

- Interest expense is recorded on a cash basis;
- Debt principal repayments are deducted as an expense;
- Inter-fund transfers are included in the financial results of the Operating Fund;
- Transfers from the Operating Fund to purchase or construct tangible capital assets are deducted as an expense; and
- Amortization of tangible capital assets, changes in the value of the liability for employee sick leave and the liability for contaminated sites no longer in use are not included as expenses.

## Reconciling budgeting and financial reporting

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

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

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

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

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

Whereas outflows from the budget would be the following items:

- Expenditures (e.g. salaries, maintenance);
- Capital Budget funding from the Operating Budget; and
- Debt repayments.

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

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

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

# Discussion and Analysis

## ECONOMIC ENVIRONMENT: GLOBAL AND LOCAL

The Halifax Regional Municipality has the largest economic output in the Atlantic region. The municipality accounts for nearly 50 per cent of the provincial population, and approximately 57 per cent of provincial GDP.

- According to Nova Scotia Department of Finance, real GDP growth for the province in 2023 was 1.3 per cent – down from 2.9 per cent in 2022. This is a reflection of ongoing economic challenges due, in part, to tightened fiscal policy under the Bank of Canada which has held interest rates steady at 5 per cent since July 2023 in an effort to address sustained high inflation. This GDP growth is expected to return to upward trending in 2024 with a forecasted growth of 1.7 per cent;<sup>3</sup>
- The municipality’s employment level, labour force and GDP have all seen growth through 2023, with GDP increasing by 1.4 per cent.<sup>4</sup> The municipality’s economic position has strengthened markedly owing to a substantially higher level of skilled immigration and economic opportunities.



<sup>3</sup> Nova Scotia Department of Finance And Treasury Board 2024/25 Budget Update

<sup>4</sup> Halifax Partnership | Halifax Economic Dashboard | March 2024

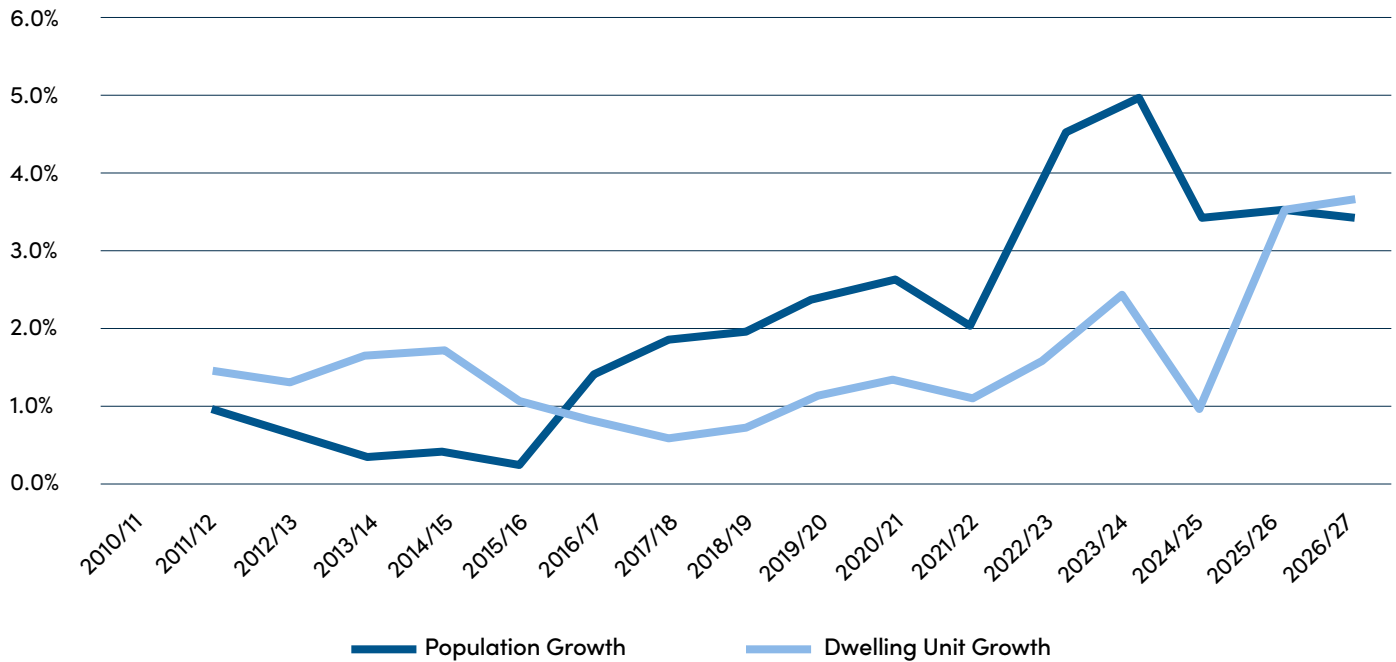
Nova Scotia's municipalities are heavily dependent on property tax. Approximately 82 per cent of the municipality's revenues come from residential, resource and commercial property taxes, tax agreements and payments in lieu of tax. Property tax tends to be a stable source of revenue for municipal governments, due to the ability to adjust taxation rates annually as needed.

- Commercial property values have continued showing strong growth, with the total assessment base increasing by 8.1 per cent in 2024, as illustrated in Figure 7 below. Business sectors such as hotels, restaurants, retail space, manufacturing and warehousing all saw particularly strong assessment growth. Tourism and in-person shopping rebounded as consumers started traveling in large numbers again and shifted back to brick and mortar storefronts.
- Residential housing stock continues to experience above-trend price growth, due to a combination of variable financial conditions and continued housing

supply challenges. This trend is illustrated in Figure 7 below. These supply pressures, as well as historically low vacancy rates, have also created upward pricing trends for the rental market leading to high rental price increases which have outpaced many other major Canadian municipalities over the last few years.

- The municipality is facing significant challenges related to housing affordability and availability. Unprecedented population growth has led to a rising demand for housing that the current rate of residential construction cannot meet. As of 2023, the municipality's housing shortage is estimated at almost 20,000 units – and the shortage is growing. On October 12, 2023, an agreement was reached between the Government of Canada and the municipality to deliver \$79.3 million in federal funding in support of housing initiatives that will be implemented by the end of 2026. As a result, significant changes have been proposed to allow for more densification in the urban core.<sup>5</sup> These trends are depicted in Figure 1 below.

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



Source: Population: Statistics Canada; Dwelling Units: Property Valuation Services Corporation Annual Assessment Reports; Forecast: Internal HRM finance model

<sup>5</sup>Housing Accelerator Fund | Regional & Community Planning | Halifax



# OPERATING BUDGET

The Operating Budget includes expenditures that are required to run the municipality and provide essential services to residents. This includes compensation for staff and contractors, fuel, building maintenance, materials and debt charges – as well as a transfer from the Operating Budget to the Capital Budget. These costs are offset by revenues, including property taxes (residential and commercial), tax agreements, payments in lieu of taxes and a variety of fees and fines. Per the *Municipal Government Act Nova Scotia*, deficits are not permitted beyond one year.

In 2024/25, municipal expenditures will total \$1.04 billion. The municipality has both accountability and revenue raising power for these expenditures. Major areas of cost increases include compensation increases and inflationary pressures across all expenditures, most notably fuel costs. The municipality’s population has grown significantly since 2015 and, as a result, costs to provide municipal services have also increased, including growth in the number of new staff positions (also known as full time equivalents or FTEs), compensation levels and capital asset repair.

Figure 2 below shows the summary of the municipal budget balance, from 2023/24 to 2024/25.

*Figure 2 – Summary of municipal budget balance, 2023/24 compared to 2024/25 (in millions)*

Expenditures	2023/24 Budget	2024/25 Budget
<b>Gross expenditures</b>	<b>\$1,172.6</b>	<b>\$1,244.8</b>
Less: mandatory provincial costs	\$(192.2)	\$(201.4)
<b>Municipal expenditures</b>	<b>\$980.4</b>	<b>\$1,043.4</b>
Less: revenues	\$(322.5)	\$(324.4)
<b>Net municipal expenditures</b>	<b>\$657.9</b>	<b>\$719.0</b>
Less: general and transit tax levy	\$(657.9)	\$(719.0)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>

The municipality’s largest area of expenditures is in compensation and related costs. These costs represent the staff that provide the services provided by the municipality. As the population grows, the demand for municipal services escalates. For instance, as demand for public transit grows, a larger fleet of buses is required for service expansion. Not only does this expansion incur significant capital expenditures for new buses, funded through the Capital Budget, but it also requires an increase to the Operating Budget to cover the salaries and related expenses of additional bus Operators and support staff. Consequently, the municipality faces the dual challenge of financing immediate capital outlays and sustaining higher operational costs, underscoring the need for strategic budget management to ensure the long-term viability of expanded services.

Additional substantial expenses for the municipality encompass contractual service fees – for tasks outsourced beyond the municipal workforce – as well as expenditures on fuel. There are also transfers categorized as Capital from Operating, which are allocations from the Operating Budget to support capital investments. For a comprehensive breakdown of these costs, please refer to Figure 3 presented below.

Figure 3 – Budgeted expenditures by category from 2022/23 to 2023/24 (in millions)

Category	Expense Budget			Expense % of total Budget	
	2023/24 Budget	2024/25 Budget	% Change	2023/24 Budget	2024/25 Budget
Compensation & Benefits	\$481.7	\$523.3	8.6%	49.1%	50.2%
Office	\$13.6	\$16.1	18.4%	1.4%	1.5%
External Services	\$162.7	\$172.4	6.0%	16.6%	16.5%
Supplies	\$4.5	\$5.3	17.8%	0.5%	0.5%
Materials	\$3.6	\$4.4	22.2%	0.4%	0.4%
Building Costs	\$18.4	\$23.3	26.6%	1.9%	2.2%
Equipment & Communications	\$9.6	\$11.8	22.9%	1.0%	1.1%
Vehicle Expenses	\$40.7	\$43.2	6.1%	4.2%	4.1%
Other Goods & Services	\$28.4	\$33.3	17.3%	2.9%	3.2%
Interdepartmental	\$(0.3)	\$(0.2)	-33.3%	0.0%	0.0%
Debt Service	\$44.7	\$52.9	18.3%	4.6%	5.1%
Other Fiscal	\$172.8	\$157.6	-8.8%	17.6%	15.1%
<b>Total Municipal Expenditures</b>	<b>\$980.4</b>	<b>\$1,043.4</b>	<b>6.4%</b>	<b>100.0%</b>	<b>100.0%</b>



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

Figure 4 – Expenditures by business unit (in millions)

Business Unit Expenditures	2023/24 Budget	2023/24 (% of total Exp.)	2024/25 Budget	2024/25 (% of total Exp.)
<b>Public Safety Service:</b>				
Community Safety	\$11.0	1.1%	\$15.7	1.5%
Halifax Regional Fire & Emergency	\$85.0	8.6%	\$93.9	9.0%
Halifax Regional Police	\$106.0	10.7%	\$111.6	10.7%
RCMP	\$33.0	3.3%	\$38.6	3.7%
<b>Total</b>	<b>\$235.0</b>	<b>23.7%</b>	<b>\$259.8</b>	<b>24.9%</b>
<b>Public Service:</b>				
Halifax Transit	\$131.5	13.3%	\$145.5	13.9%
Halifax Public Libraries	\$29.5	3.0%	\$31.0	3.0%
Property Fleet & Environment	\$50.9	5.1%	\$60.3	5.8%
Parks & Recreation	\$49.9	5.0%	\$57.9	5.5%
Planning & Development	\$21.0	2.1%	\$24.6	2.4%
Public Works	\$124.1	12.5%	\$134.9	12.9%
<b>Total</b>	<b>\$406.9</b>	<b>41.0%</b>	<b>\$454.2</b>	<b>43.5%</b>
<b>Governance and Support Service:</b>				
Auditor General	\$1.2	0.1%	\$1.2	0.1%
CAO Business Unit	\$19.8	2.0%	\$15.9	1.5%
Finance & Asset Management	\$20.2	2.0%	\$22.2	2.1%
Human Resources	\$9.1	0.9%	\$10.3	1.0%
Legal & Legislative Services	\$9.1	0.9%	\$10.2	1.0%
Information Technology	\$32.8	3.3%	\$38.4	3.7%
<b>Total</b>	<b>\$92.2</b>	<b>9.3%</b>	<b>\$98.2</b>	<b>9.4%</b>
<b>Total</b>	<b>\$734.1</b>	<b>74.0%</b>	<b>\$812.2</b>	<b>77.8%</b>
Fiscal Services	\$257.3	26.0%	\$231.2	22.2%
<b>Total Municipal Expenditures</b>	<b>\$991.4</b>	<b>100%</b>	<b>\$1,043.4</b>	<b>100%</b>

Note: Figures may not add due to rounding.

The municipality's full-time equivalent positions by business unit are detailed below in Figure 5.

Figure 5 – Full-time equivalent positions by business unit

Business Unit FTEs	2023/24 Budget	2024/25 Budget	Change
<b>Public Safety Service:</b>			
Halifax Regional Fire & Emergency	612.6	626.7	14.1
Halifax Regional Police	816.1	778.7	(37.4)
Community Safety	12.0	142.4	130.4
<b>Total</b>	<b>1,440.7</b>	<b>1,547.8</b>	<b>107.1</b>
<b>Public Service:</b>			
Halifax Transit	1,056.4	1,105.4	49.0
Halifax Public Libraries	333.0	333.0	-
Property Fleet & Environment	211.5	224.5	13.0
Parks & Recreation	298.2	297.1	(1.1)
Planning & Development	247.0	227.0	(20.0)
Public Works	417.2	427.2	10.0
<b>Total</b>	<b>2,563.3</b>	<b>2,614.2</b>	<b>50.9</b>
<b>Governance and Support Service:</b>			
Auditor General	9.6	9.6	-
Chief Administrative Office	66.0	83.0	17.0
Finance & Asset Management	234.6	237.6	3.0
Human Resources & Corporate Communications	106.0	83.0	(23.0)
Legal & Legislative Services	75.6	80.6	5.0
Information Technology	142.0	152.0	10.0
Fiscal Services	-	1.0	1.0
<b>Total</b>	<b>633.8</b>	<b>646.8</b>	<b>13.0</b>
<b>Total Municipal FTEs</b>	<b>4,637.8</b>	<b>4,808.8</b>	<b>171.0</b>

Note: Figures may not add due to rounding.

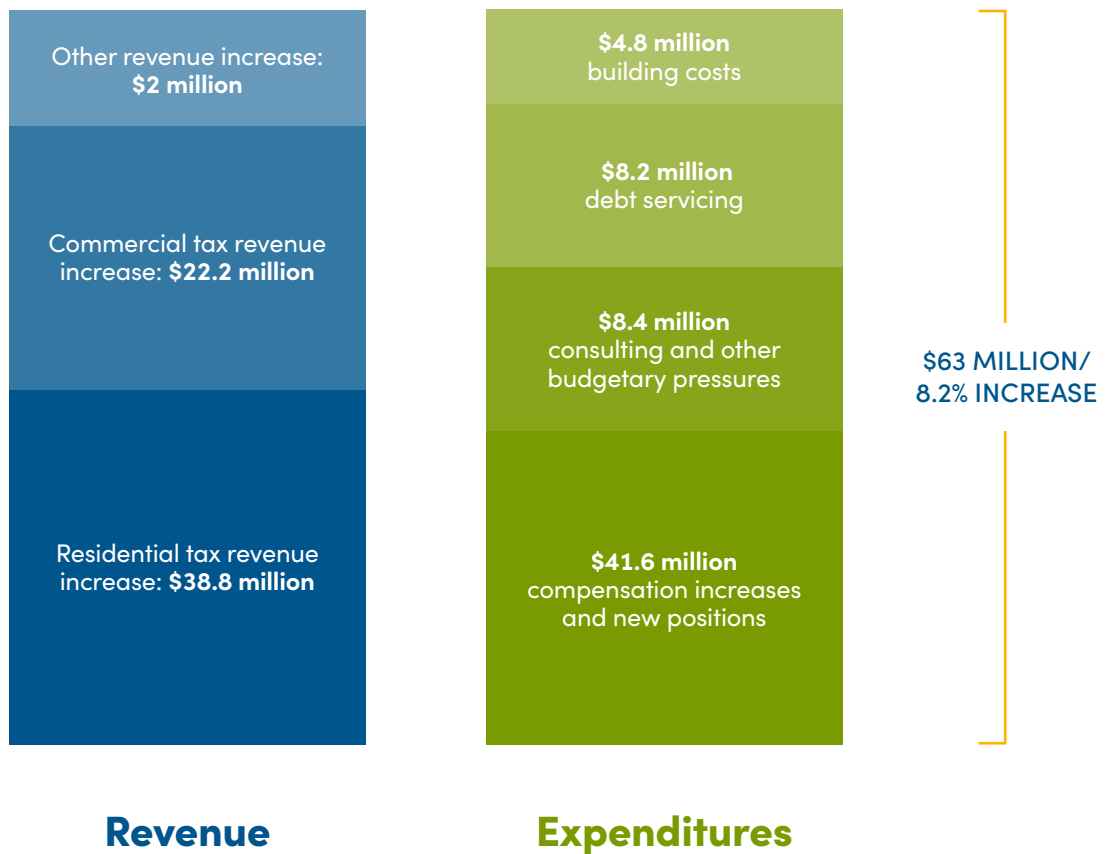




# BUDGET GROWTH

Incremental changes to the municipal budget are the result of operating pressures and additional resources needed to support initiatives directed by Regional Council, as well as to fund the Capital Plan. This budget increase is offset by an increase in revenue stemming from property taxation and other sources. Consequently, the average residential municipal tax bill will increase by 8.2 per cent – which combines a 6.8 per cent rise in average assessed property value with a 1.4 per cent increase in the municipal tax rate. Other revenue is generated primarily from higher interest revenues due to increased interest rates, transit fares from increased ridership and a fare increase and increased parking fares due to expansion of paid parking times. The incremental growth in revenues and expenses are detailed below in Figure 6.

Figure 6 – Incremental Municipal Revenues & Expenses



# PROPERTY TAXATION REVENUES

Canadian municipalities rely on property tax as their major source of revenue. Approximately 82 per cent of the municipality’s revenues come from residential, resource and commercial property taxes, tax agreements and payments in lieu of tax. Important municipal services – such as Halifax Regional Police, Halifax Regional Fire & Emergency, Parks & Recreation, Halifax Transit and Public Works – are primarily funded through the collection of a property tax rate of assessed property values, which includes residential, commercial and resource (land) property types.

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

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

The Halifax region has experienced a period of historic residential market value increase, which has seen the selling price of single-family households rise dramatically over a relatively short period of time. This market increase was driven by many factors, primarily a result of the

municipality’s population growing at one of the fastest rates in the country and housing supply not keeping up with increasing demand. These factors have led to a large increase in the taxable assessment value of single-family households, which have sold and seen the assessment cap removed and reset. Tightened fiscal policy and a dramatic increase in interest rates have slowed this growth moderately after a period of extremely high inflation. This caused the assessment cap on qualifying residential properties to increase by only 3.2 per cent compared to an increase of 7.7 per cent in 2023 – leading to a reduced increase in the total taxable residential value of 8.5 per cent year over year as outlined in Figure 7 below.



Figure 7 – Residential and commercial assessment taxable value: 2020/21 to 2024/25 (in billions)

	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Residential</b>	\$41.1	\$42.7	\$46.8	\$52.8	\$57.3
<b>Commercial</b>	\$8.6	\$8.9	\$8.9	\$9.7	\$10.5
year-over-year change (%)					
<b>Residential</b>	4.0%	4.0%	9.6%	12.8%	8.5%
<b>Commercial</b>	1.6%	2.8%	0.6%	8.5%	8.2%

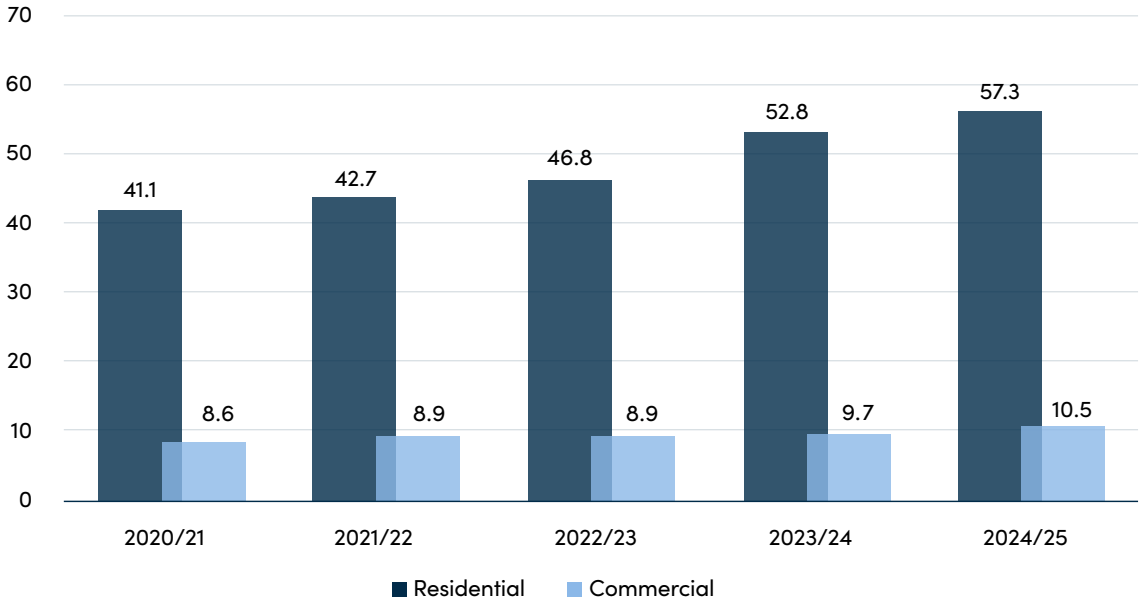
Source: Property Valuation Services Corporation

Commercial property values have continued a trend of strong growth. Tourism industries, retail shopping, and industrial properties have seen particularly high increases, leading to a total increase of 8.2 per cent – which continued the trend set with an 8.5 per cent increase in the previous year.

Figure 8 below details residential and commercial assessment taxable values from 2020/21 to 2024/25.



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



For budget purposes, the municipality focuses on the final tax bill instead of the tax rate. The tax bill is a combination of changes in assessment and the tax rate. The Budget Committee reviews the proposed budget for each business unit, as well as the impact on services. After this review, Regional Council then confirms or adjusts their decision on the average tax bill and calculates the final tax rates. Final tax rates, average household assessment and average tax bill data are summarized below in Figures 9 to 12.

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

	2023/24 Approved	2024/25 Proposed	% Change
Assessment	\$302,700	\$323,300	6.8%
Mun. Tax Rate	0.760	0.770	1.3%
<b>Average Tax Bill</b>	<b>\$2,301</b>	<b>\$2,489</b>	
Increase \$		\$188	
Increase %		8.2%	



The municipality has a variety of residential tax rates, including three residential general tax rates that vary by Urban, Suburban and Rural areas; a dedicated residential tax for Halifax Transit, the Local Transit tax, paid by those within one kilometre of a local route; and a Climate Action Tax to fund major climate change initiatives. These tax rates are set by the municipality. Specific tax rates are detailed below in Figure 10.

Figure 10 – Residential municipal tax rates

Residential tax area	2023/24 Approved	2024/25 Proposed	% Change
Urban General Rate	0.649	0.659	1.5%
Suburban General Rate	0.616	0.626	1.6%
Rural General Rate	0.616	0.626	1.6%
Local Transit Rate	0.091	0.092	1.1%
Climate Action Tax	0.020	0.019	-5.0%



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

Figure 11 – Commercial municipal tax rates

Commercial tax area	2023/24			2024/25		
	\$0 - \$1M	\$1M - \$2M	\$2M+	\$0 - \$1M	\$1M - \$2M	\$2M+
Climate Action Tax	0.079	0.079	0.079	0.077	0.077	0.077
Business Park Tax Area	2.807	2.657	3.533	2.803	2.653	3.530
Community Area (Outside CDD)	2.807	2.657	2.957	2.803	2.653	2.953
Downtown/Community Tax Area	2.807	2.657	2.957	2.803	2.653	2.953
Industrial Park Tax Area	2.807	2.657	3.127	2.803	2.653	3.083
Rural Tax Area	2.611	2.611	2.611	2.607	2.607	2.607

The total average residential property tax bill contains many rate types which are listed on the bill and includes rates levied by the municipality as well as rates levied on behalf of the Province of Nova Scotia and Halifax Water. A description of each of these rates and some of the services they fund is provided later in the document, and the total average residential tax bill is illustrated below in Figure 12.

Figure 12 – Total average residential single-family household tax bill

	2023/24 Approved	2024/25 Proposed	% Change
Assessment	\$302,700	\$323,300	6.8%
Urban General Rate	0.649	0.659	
Local Transit Rate	0.091	0.092	
Climate Action Tax	0.020	0.019	
<b>Municipal Tax</b>	<b>0.760</b>	<b>0.770</b>	<b>1.3%</b>
<b>Average Mun. Tax Bill</b>	<b>\$2,301</b>	<b>\$2,489</b>	
Municipal Increase \$		\$188	
Municipal Increase %		8.2%	
Supplementary Education	0.019	0.017	-10.5%
Mandatory Education	0.282	0.289	2.5%
Corrections	0.012	-	-100.0%
Housing	0.007	-	-100.0%
Property Valuation Serv.	0.012	0.011	-8.3%
Fire Protection	0.012	0.014	16.7%
Stormwater ROW	0.011	0.009	-18.2%
<b>Mandatory &amp; Prov. Tax</b>	<b>0.355</b>	<b>0.340</b>	<b>-4.2%</b>
<b>Average Total Tax Bill</b>	<b>\$3,375</b>	<b>\$3,589</b>	
Total Increase \$		\$214	
Total Increase %		6.3%	

# MUNICIPAL TAX RATES

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

These rates provide funding for essential municipal services, including: policing, solid waste, recreation programs, planning and development, libraries, sports fields, playgrounds, municipal administration, fire suppression, street lighting, recreational and community facilities (including the municipality's share of capital and operating costs), sidewalks (including plowing), ferry services and regional transit services such as Regional Express and other Halifax Transit express routes with park and ride facilities.

## Climate Action Tax

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

## Local Halifax Transit rate

A local Halifax Transit rate is levied for residents who live within one kilometre of a conventional or community transit stop and funds the conventional transit operations of Halifax Transit.

## Mandatory & Provincial Tax Rates

The 2024/25 Budget dedicates \$201 million for provincial services, such as education, corrections, housing and property assessment. The municipality does not provide these services, nor is the municipality accountable for how the money is spent. Rather, under the *Halifax Regional Municipality Charter*, all municipalities must levy taxes for these items and transfer the collected funds to the Halifax Regional Centre for Education, Conseil Scolaire Acadien Provincial, and other entities. There are also mandatory rates which are collected on behalf of Halifax Water and remitted to the utility in a similar manner as the province. Figure 14 below shows the share of Mandatory & Provincial Costs that the municipality will collect from the tax rate in 2024/25.

## Supplementary Education rate

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

## Fire Protection rate

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



### Storm Water right-of-way rate

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

### Property valuation tax

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

### Correction services tax

All municipalities are required to make a mandatory contribution to the province to fund the cost of correctional services. The provincial government has discontinued collection of this tax rate effective the 2024/25 fiscal year.

### Nova Scotia Provincial Housing Agency tax

The Nova Scotia Provincial Housing Agency (NSPHA) is the provincial government agency responsible for the administration and delivery of affordable housing solutions for low-income Nova Scotians. They contribute to the prosperity of Nova Scotia by helping individuals and families find a home that's right for them, at a price they can afford, in a healthy and vibrant community that offers the services, supports and opportunities they need. They accomplish this by working closely with other levels of government as well as private and community partners. The provincial government has discontinued collection of this tax rate effective the 2024/25 fiscal year.

### Mandatory Provincial Education tax

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

Figures 13 and 14 below illustrate the proportion that each rate type makes up on the total residential property tax bill.

Figure 13 – Property tax bill breakdown

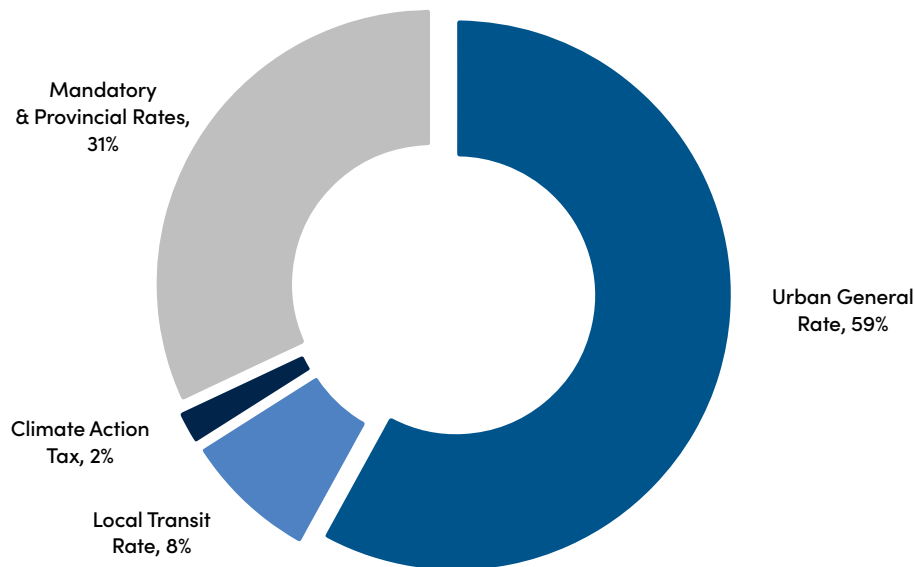
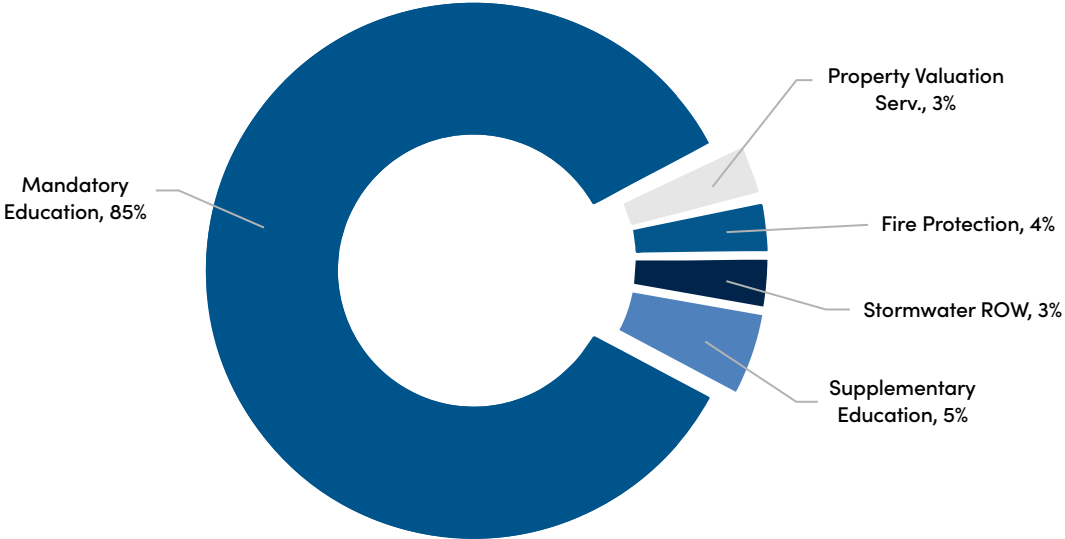


Figure 14 – Nova Scotia Provincial mandatory rates breakdown



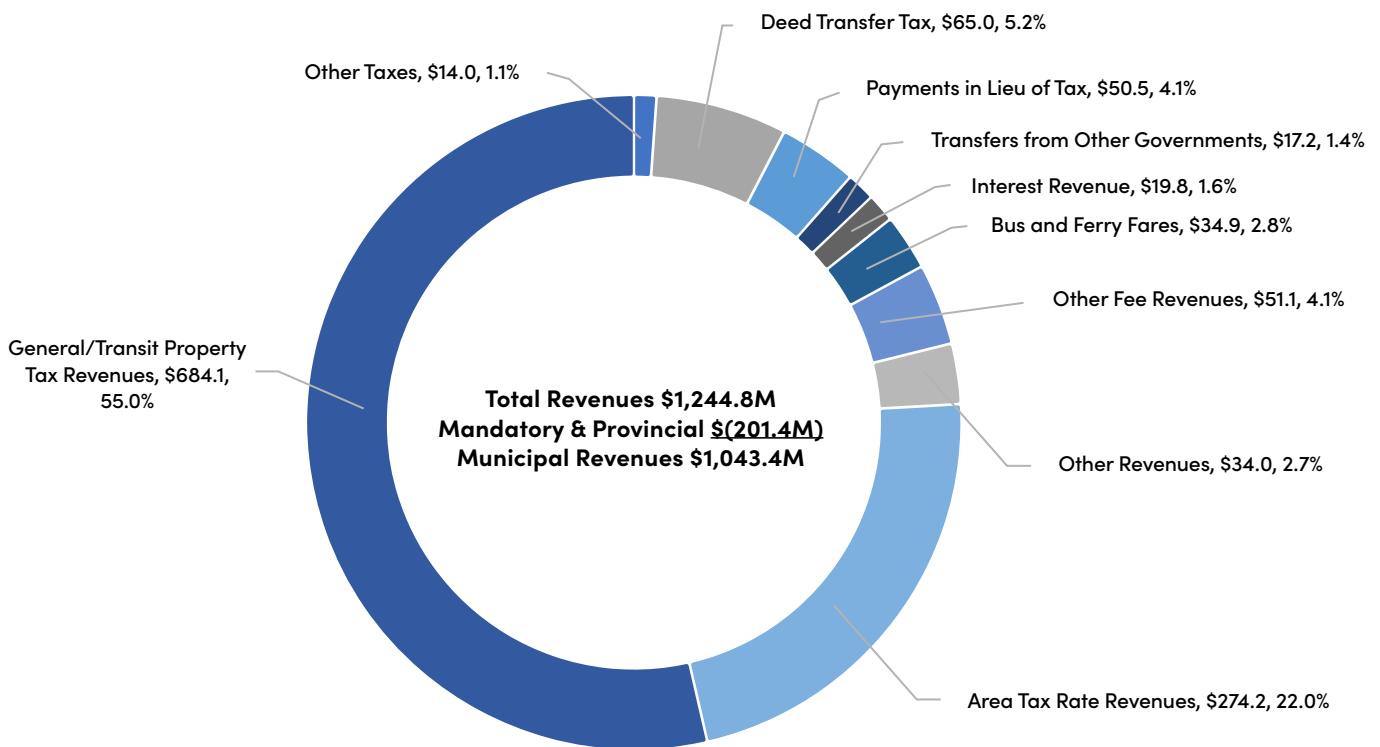


# OTHER REVENUES

Property taxes and payments in lieu of taxes form the most significant share of municipal revenues, as shown below in Figure 15. Deed Transfer Tax (a 1.5 per cent tax on the sale of properties) is the municipality's second largest source of revenues. Deed Transfer Tax experienced a substantial and notable rise from \$60 million in 2020/21 to a peak of \$81 million the following year, due to significant growth in housing sales volumes and the substantial increase to housing prices. Since 2021/22, this trend was met with an unpredicted

downturn in the housing market due to a sharp increase in the Bank of Canada overnight lending rate from 0.25 per cent on March 1, 2022, to the current rate of 5 per cent on July 12, 2023<sup>6</sup>. This increase drove mortgage rates substantially higher, which had a dramatic cooling effect on housing sales both in terms of volume and pricing. As a result, Deed Transfer Tax has been trending downwards, from \$75 million in 2022/23 to a projection of \$66 million in 2023/24. It is projected to remain relatively flat for the 2024/25 fiscal year.

Figure 15 – Municipal revenues by type: 2024/25 (in millions)



<sup>6</sup> Policy interest rate - Bank of Canada

# CAPITAL BUDGET

The Capital Budget funds the purchase, construction and rehabilitation of assets. The municipality has a considerable asset base exceeding \$4.3 billion. This includes over 360 buildings, 1,329 parks and playgrounds, 775 sports courts and fields, 253 bridges, 3,226 kilometres of paved roads, sidewalks and trails, 1,429 vehicles, six ferries and many other assets critical to delivering municipal services. The municipality's Capital Budget is classified according to projects that repair assets ("Asset Renewal") and projects that expand current services and serve new homes and communities ("Asset Growth"). The municipality primarily uses funds from operating (current year taxes) and reserve funds to plan for recurring asset renewal within the Base Capital Program. Debt financing is used to fund asset replacements and growth.

In addition to the Base Capital Program, there are projects supporting specific strategic initiatives. The Strategic Initiatives Program refers to large capital investment projects defined in Regional Council-approved strategic plans to significantly alter municipal infrastructure for

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

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

The upcoming Capital Budget allocates \$306.4 million in resources for 2024/25. Given federal policy changes to Cost-Sharing Programs and available reserve funding, new capital investment can fluctuate from year to year. The 2024/25 capital expenditures are detailed below in Figure 16.

Figure 16 – Gross Capital Budget Summary (in thousands)

Category / Strategic Initiative	2023/24 Budget	2024/25 Budget
Buildings/Facilities	\$ 59,226	\$ 51,200
Business Systems	6,745	13,160
District Capital Funds	1,504	1,504
Outdoor Recreation	9,480	13,095
Roads, Active Transportation & Bridges	66,230	86,453
Traffic & Streetlights	6,175	6,175
Vehicles, Vessels & Equipment	27,327	54,044
Other Assets	11,407	17,405
<b>Total Base Capital</b>	<b>\$ 188,094</b>	<b>\$ 243,036</b>
Cogswell Interchange Redevelopment	\$ 35,600	\$ 27,650
Halifax Forum Redevelopment	2,500	-
HRP Headquarters	-	500
HalifACT Climate Action Plan Projects	61,362	18,585
Integrated Mobility Plan (IMP) Projects	45,780	16,650
<b>Total Strategic Initiatives</b>	<b>\$ 145,242</b>	<b>\$ 63,385</b>
<b>TOTAL CAPITAL BUDGET ('000'S)</b>	<b>\$ 333,336</b>	<b>\$ 306,421</b>

There are several major sources of capital funding. Capital from Operating is a transfer of annual tax funds from the Operating Budget to the Capital Budget. Following approval of the *Fiscal Sustainability Strategy* in 2021, debt levels have increased to accommodate the significant growth associated with strategic initiatives projects. Reserves and the Canada Community Building Fund are also major sources of regular annual funding. In recent years, there has been an increase in provincial and federal infrastructure funding programs. Figure 17 below shows Capital Budget funding, supporting the capital expenditures in Figure 16.



Figure 17 – Capital Budget Funding (in thousands)

Source of Funds	2023/24 Budget	2024/25 Budget
Capital from Operating	\$ 62,760	\$ 53,700
Debt	28,723	113,833
Canada Community-Building Fund (Gas Tax)	55,040	25,900
Reserves	31,100	29,237
Approved Cost Sharing Agreements	10,471	17,984
Unconfirmed Cost Sharing Agreements	-	2,382
<b>Total Base Funding</b>	<b>\$ 188,094</b>	<b>\$ 243,036</b>
Strategic Initiative Debt (SI Reserve)	33,276	3,776
Strategic Initiative Debt (Climate Action Tax)	30,680	17,485
Strategic Initiative Debt (Cogswell Land Sales)	35,600	25,150
Approved Cost Sharing Agreements	40,685	12,850
Unconfirmed Cost Sharing Agreements	5,000	4,125
<b>Total SI Funding</b>	<b>\$ 145,242</b>	<b>\$ 63,385</b>
<b>TOTAL CAPITAL FUNDING ('000'S)</b>	<b>\$ 333,336</b>	<b>\$ 306,421</b>



# DEBT

Debt is a financial tool used to help fund long-term capital expenditures. Debt provides the municipality with financial flexibility by spreading the cost of projects over a longer period and providing more consistent, predictable payments. Debt is taken on in the form of debentures, provided to the municipality by the Nova Scotia Department of Finance and Treasury Board. The municipality does not issue its own debt, and since it is provided by the Nova Scotia Department of Finance and Treasury Board, there is no associated bond rating.

Debentures being by paid by the municipality have a scheduled lifespan of between 10 and 20 years. In 2024/25, the total property tax-supported principal and interest payments on outstanding debt will be \$49.3 million. This represents 4.7 per cent of total municipality expenditures. This ratio is well below the 15 per cent ceiling, as established by the Province of Nova Scotia for municipalities to ensure strong financial health. Figure 18 below shows the debt service costs and outstanding balance of tax-supported debt between 2020 to 2024. The appendix contains the full repayment schedule (principal and interest) of all outstanding municipality debt by debenture.

## Types of municipal debt

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

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





## Debt limits and ceiling

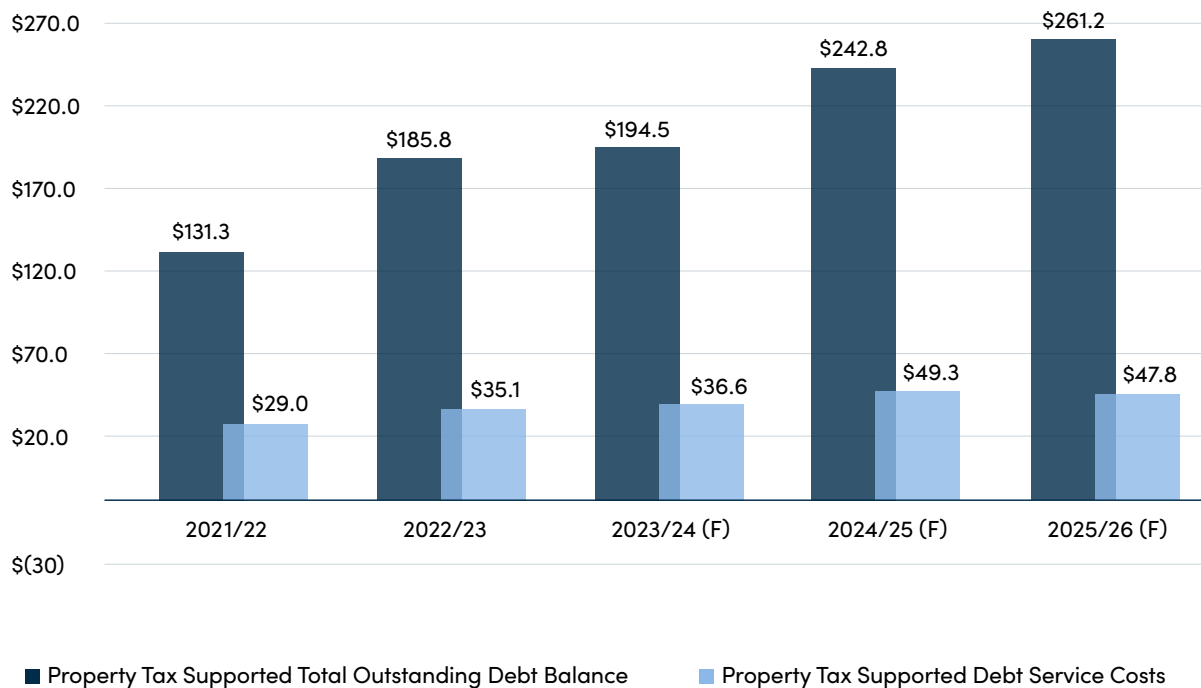
Provincial guidelines provide 15 per cent of gross revenues as a maximum for tax-supported debt-service charges. The municipality sets the following guidelines:

1. The tax-supported debt target per homes (dwelling unit) is set to a maximum of \$1,800 in 2022 dollars in approved debt to be issued, growing at the rate of growth in new homes plus prior year NS CPI. This target is a ceiling (maximum) for outstanding tax-supported debt per home;
2. Strategic Initiative Debt Servicing costs will not rise above 10 per cent of gross revenues at any point during which these guidelines are in effect; and
3. Other Debt Servicing costs will not rise above 2 per cent of gross revenues at any point during which these guidelines are in effect.

Under the *Fiscal Sustainability Strategy*, the municipality adjusted its debt targets to ensure that:

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

Figure 18 – Outstanding tax supported debt and service costs (in millions)



# RESERVES

Reserves serve as financial safeguards, earmarked for upcoming expenses. They are categorized as either capital reserves, which are linked to the Capital Budget, or operating reserves, associated with the Operating Budget. Some reserves are mandated by law and carry specific usage constraints. The contributions to these reserves are sourced from operational funds or through the proceeds from asset liquidation, like the sale of surplus properties or business park lots.

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

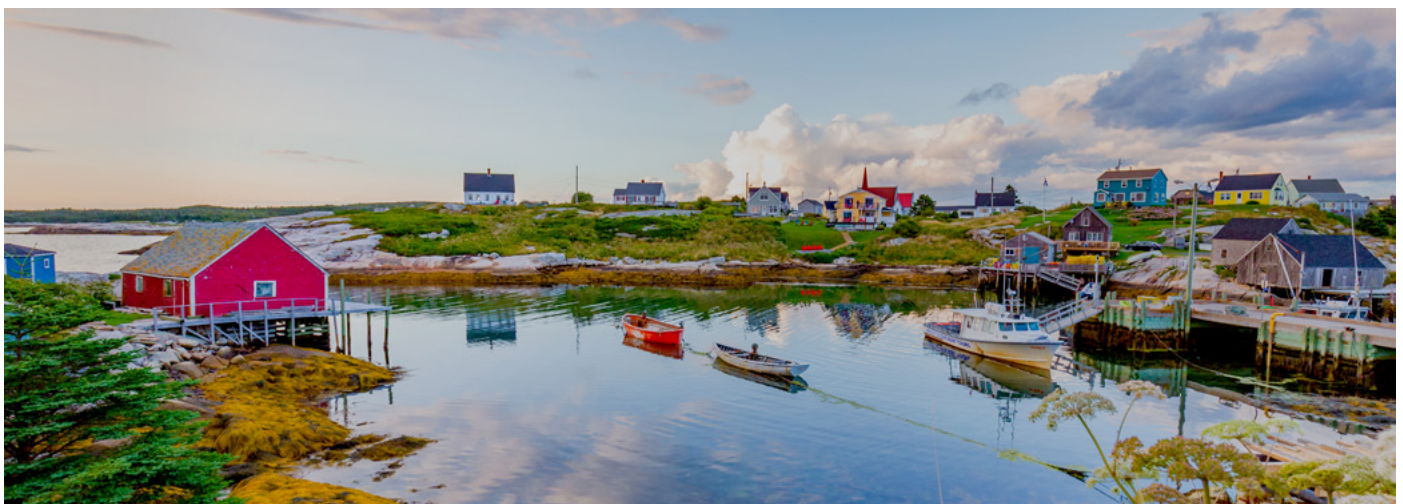
The *Financial Reserves Administrative Order (2014-015-ADM)* outlines the Reserve Policy. Each reserve is supported by a business case outlining the reserve’s objectives and the source and use of funds. Reserve balances are reported to Regional Council as part of quarterly financial reporting. The below Figure 19 shows a summary of reserves balances, from 2024/25 to 2027/28.

Figure 19 – Summary of reserve balances, 2024/25 to 2027/28 (in millions)

Reserves	2024/25	2025/26	2026/27	2027/28
Risk reserves	\$3.5	\$3.5	\$3.6	\$3.6
Obligation reserves	\$71.3	\$91.7	\$83.3	\$49.0
Opportunity reserves	\$198.1	\$217.5	\$236.8	\$252.4
<b>Total</b>	<b>\$272.8</b>	<b>\$312.8</b>	<b>\$323.6</b>	<b>\$305.0</b>

Note: Figures may not add due to rounding

During 2024/25 a funding review will be completed. As part of that review, each of the municipality’s reserves will be reviewed to optimize resource allocation, enhance financial sustainability, and prepare for both planned and unexpected future needs. Through this process, the municipality aimed to reaffirm its commitment to responsible financial stewardship, ensuring that it remains well-positioned to support community growth, infrastructure development, and emergency response capabilities.





# Budget and Business Plans





# HALIFAX

# HALIFAX REGIONAL FIRE & EMERGENCY

2024/25 BUDGET AND BUSINESS PLAN







## MISSION




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



## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



Strategic initiatives or deliverables supporting HalifACT

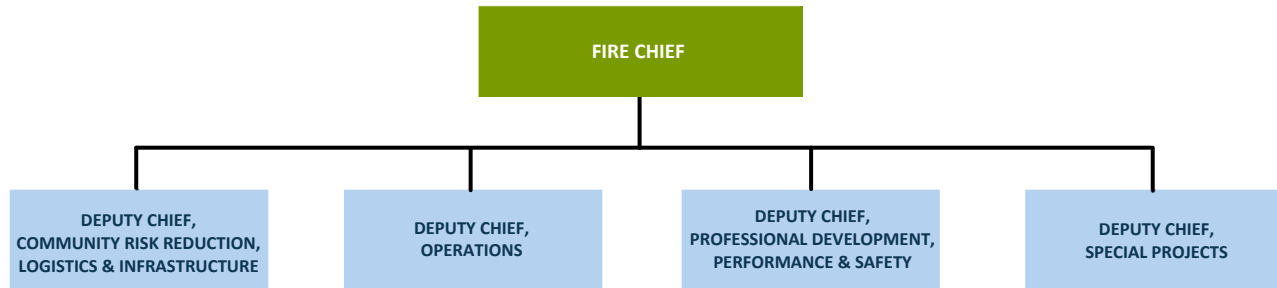
## OVERVIEW

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

Halifax Regional Fire & Emergency (HRFE) serves and protects over 480,582 residents in a 5,577 km<sup>2</sup> area. Strategically located in 51 fire stations throughout the Halifax Regional Municipality (HRM or “the municipality”), career and volunteer fire crews provide a full range of services including:

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

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	612.6
Transferred Positions:	
Emergency Mgmt Positions Transferred to Comm Safety	(3.0)
New Positions:	
Firefighters	15.0
District Chiefs	2.0
Platoon Captains	3.0
Deleted Positions	
District Chief	(1.0)
ESAP Program Participants (Externally Funded)	(1.9)
<b>Total Changes</b>	<b>14.1</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>626.7</b>

Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Agency Accreditation Preparation</b>	As part of HRFE's work to become an accredited Fire Service, this year HRFE will onboard a business analyst to work with stakeholders to complete risk assessments, set goals, develop standards of cover and identify performance gaps as part of developing a comprehensive self-assessment manual. HRFE will apply to CPSE for applicant agency status. As part of applicant agency status, HRFE will be assigned and begin work with a CPSE mentor to guide the department closer to the later stages of the process.	 Well-Managed
<b>Wildland Urban Interface Strategy Phase 2</b>	In recognition of the increased risk of wildland fires due to climate change, in order to assist the municipality in building its climate resilience, HRFE will update and continue to implement our Wildland Urban Interface Strategy. Lessons from the 2023 wildfire season, in particular the Upper Tantallon Wildfire will be incorporated into this strategy.	 Safe Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Office Of The Fire Chief	\$ 567,118	\$ 512,100	\$ 1,033,600	\$ 1,385,600	\$ 873,500	170.6
Professional Dev., Performance And Safety	5,810,557	5,665,500	5,615,300	7,181,400	1,515,900	26.8
Operations	65,994,689	71,232,500	72,176,400	77,236,100	6,003,600	8.4
Comm. Risk Reduction, Logistics & Infrastructure	5,427,978	6,813,500	5,249,600	7,365,100	551,600	8.1
<b>Net Total</b>	<b>\$ 77,800,342</b>	<b>\$ 84,223,600</b>	<b>\$ 84,074,900</b>	<b>\$ 93,168,200</b>	<b>\$ 8,944,600</b>	<b>10.6</b>

## SUMMARY OF EXPENDITURE AND REVENUES

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 74,483,442	\$ 80,943,900	\$ 81,405,300	\$ 89,140,300	\$ 8,196,400	10.1
Office	303,190	223,700	247,200	239,100	15,400	6.9
External Services	448,262	534,400	518,500	617,400	83,000	15.5
Supplies	908,671	959,000	960,400	1,118,700	159,700	16.7
Materials	1,706	-	-	-	-	-
Building Costs	261,742	215,600	330,800	528,600	313,000	145.2
Equipment & Communications	739,567	809,800	810,900	876,900	67,100	8.3
Vehicle Expense	9,072	-	100	-	-	-
Other Goods & Services	1,360,514	1,290,900	2,080,900	1,400,900	110,000	8.5
Interdepartmental	25,015	-	5,700	-	-	-
Other Fiscal	12,514	15,000	(656,600)	15,000	-	-
<b>Total Expenditures</b>	<b>78,553,695</b>	<b>84,992,300</b>	<b>85,703,200</b>	<b>93,936,900</b>	<b>8,944,600</b>	<b>10.5</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Fee Revenues	\$ (21,146)	\$ (21,100)	\$ (21,100)	\$ (21,100)	\$ -	-
Other Revenue	(732,207)	(747,600)	(1,607,200)	(747,600)	-	-
<b>Total Revenues</b>	<b>(753,353)</b>	<b>(768,700)</b>	<b>(1,628,300)</b>	<b>(768,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 77,800,342</b>	<b>\$ 84,223,600</b>	<b>\$ 84,074,900</b>	<b>\$ 93,168,200</b>	<b>\$ 8,944,600</b>	<b>10.6</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 84,223,600</b>
<b>Service Enhancements</b>	
15 New FTEs (Fire Fighters, Engineers & Captains) (Aug. 2024 Start)	1,148,500
High Speed Wireless Internet at 51 Fire Stations & Command Post Upgrade	285,000
New Recruit Outfitting/PPE (15 New FTEs above)	39,700
Expanding FireSmart Training	36,000
<b>Inflation/Service Pressures</b>	
Honorarium Adjustment For Volunteer Fire Fighters	1,500,000
Collective agreements and other compensation adjustments	4,483,900
Swiftwater, Surface & Rescue Rescue Equipment/Training And Other Increases	175,000
15 Fire Fighters - Middle Musquodoboit	1,051,500
Training Pressures Across Department	30,000
<b>Contractual Increases</b>	
Snow Plowing Contract Increase	68,000
Generator Lease for 2 stations	28,800
<b>Other/Transfers</b>	
Other Various Adjustments	98,200
<b>Total Changes</b>	<b>\$ 8,944,600</b>
<b>2024/25 Budget</b>	<b>\$ 93,168,200</b>



## Service Enhancements

**15 New FTEs (Fire Fighters, Engineers and Captains).** HRFE is anticipating the conversion of Station 50 in Hammonds Plains from E Platoon Composite staffing to 24/7 Career composite staffing. These 15 new FTEs will be onboarded and commence recruit training in August 2024 in advance of the staffing of the station after their graduation.



**High Speed Wireless Internet at 51 Fire Stations and Command Post Upgrade.** High Speed Wireless Internet at 51 Fire Stations breaks down to \$5,000 per station at 51 Station for a total of \$255,000 (price established from IT). This is a one-time purchase with no ongoing support fees. The wireless is a requirement for immediate enhancements and future projects, which include Mobile Data Terminal remote troubleshooting and remote updates. Vehicle Inventory Management, Online Daily Vehicle Inspection and Remote Monitoring of Breathing Apparatus and Bottles. The Command Post Upgrades is a \$30,000 one-time purchase. This would include a new environmental unit for heating and cooling as well as a technology upgrade for connectivity, display, printing and access to the municipality’s network.


**Expanding FireSmart Training.** This year 17 firefighters have been trained and equipped to provide Advanced FireSmart Home Assessments. This first training opportunity focused on firefighters in specific areas where Nova Scotia Department of Natural Resources and Renewables (NSDNRR) have done “FireSmart Community Risk Assessments,” and communities were deemed to be of high risk.

## SERVICE AREA PLANS

### 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.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Review of the Traffic Calming Administrative Order	Traffic Management and Halifax Regional Fire & Emergency will work together to undertake a review of the Traffic Calming Administrative Order and its impact on emergency response times	 Safe Communities	T – Q4 2024/25
Planning for Growth and Risk	Halifax Regional Fire & Emergency will work closely with our partners in Planning & Development, IT and Public Works to assess growth nodes in relation to population density, emergency response needs/capacity and community risk. We will also onboard new staff with specific skills to do this work.	 Safe Communities	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Partner with the Halifax Port Authority on Risk Reduction Strategy	HRFE will continue to work closely with the Halifax Port Authority to develop a risk reduction strategy focused on fire inspections on federal lands, and emergency response to the port assets and vessels entering the port.	 Well-Managed	T – Q4 2024/25

## 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:




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

The administration of the Volunteer Program has been moved from the Performance and Safety Pillar to the Operations Pillar, to better align services delivered. The volunteer program provides marketing, outreach and recruitment of new volunteer firefighters across the municipality in alignment with the two Volunteer Recruit Training classes annually. The program also oversees recognition and retention initiatives such as honorariums, volunteer benefits, and attendance and performance metrics.

### Services Delivered

**Fire & Emergency Services.** This service consists of career and volunteer firefighters providing a full range of emergency services including:

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
HUSAR Implementation	HRFE will re-new a three-year contribution agreement with PSC and continue to develop heavy USAR capability including, Command (IMT), RPAS, medial, base camp, logistics, K9, and search & rescue. This will include implementing of the HUSAR governance structure and growing the team. HRFE will continue to attend National Task Force working groups and meetings and participate in the development of the National Team Standard, Concept of Operations and National Accreditation Process (NAP).	 Safe Communities	T – Q4 2024/25
HRM Roster Project	HRFE will continue to support the IT led Roster Project with a management sponsor, subject matter expertise and the Fire Chief on the Steering Committee. Objectives include building the organizational data base (Personnel, Station, Apparatus assignments), testing the scrips to ensure alignment with meet BU requirements and beginning to train the Roster and management user groups. Project is anticipating a go live date of April 2025.	 Well-Managed	T – Q4 2024/25
Volunteer Sector	<p>HRFE will continue to recruit volunteer firefighter applicants to best meet the needs of HRM. Emphasis will be placed on recruiting volunteers in rural communities, especially those with low or declining membership, as well as outreach to underrepresented and equity seeking communities. Alternative approaches to volunteer recruitment including minimizing barriers, targeted marketing campaigns, prior learning assessments and best use of support roles are ongoing.</p> <p>A volunteer firefighter engagement survey will be conducted in early 2024. Survey results will be compiled and translated into recommendations. These recommendations will inform action plans to maximize volunteer retention moving forward.</p>	 Engaged & Skilled People	T – Q4 2024/25

## 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.

## Services Delivered

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

**Logistics.** Responsible for the provision and maintenance of all personnel protective equipment, supplies and physical assets to support HRFE' s mission. Service is provided on a 24 hour basis, 365 days per year.

**Medical Training, Research and Continuous Quality Improvement.** Responsible for ensuring appropriate medical training for firefighters and members is evidence-based and follows industry best practices.

## Service Delivery Performance Measures

### Fire Safety Inspections

Inspection Type	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Deficiency Inspections	0	155	318	312	305	598	500	739	635	331
FSMI Inspections	0	0	93	757	521	500	323	243	326	385
Level 1 Inspections	892	705	936	1,039	786	425	899	1,325	1535	1530

### Customer Service Requests

Request Type	2017	2018	2019	2020	2021	2022	2023
Public Education	58	150	337	71	36	109	190
Inspection	216	304	487	341	318	393	476
General	893	854	1,086	803	822	737	611

### Detailed Inspection Results - 2023

Occupancy Type	Number of Occupancies	Frequency	Inspections Required per year	Failed Inspections	Completed Cases	Per cent of Completed Case to target
Assembly	2552	3	851	346	301	35%
Daycare, Medical	79	3	26	13	12	46%



Occupancy Type	Number of Occupancies	Frequency	Inspections Required per year	Failed Inspections	Completed Cases	Per cent of Completed Case to target
and Treatment						
Residential	5108	5	1022	457	278	27%
Business and Personal Services	3027	5	605	88	179	30%
Mercantile	1812	5	362	95	102	28%
Industrial F1	60	2	30	0	1	3%
Industrial F2	1382	3	461	42	35	8%
Industrial F3	837	3	279	25	19	7%
<b>TOTAL</b>	<b>14857</b>		<b>3636</b>	<b>1066</b>	<b>927</b>	25%








### Fire Related Fatalities



Fire Related Fatalities in HRM	2020	2021	2022	2023
Fatalities	0	3	5*	2
Population	448,544	460,274	480,582	496,622
Civilian Fatalities (per 10,000 population)	0	0.65	1.04	0.40
<p>Notes: 1) Fatality data source: Nova Scotia Medical Examiner's Service.</p> <p>*Includes one death that was not a structure fire, injuries from oxygen concentrator which caught fire.</p>				

### Performance Measures Analysis

Mandated Inspections – Fire Prevention staff continue to focus on the work mandated by the Nova Scotia Fire Safety Act. Completed files related to this mandate are up 11% from last year. Over the same period, the number

of mandated case files increased by 11% from 3,276 to 3,636 (annually). This is due to new construction combined with an ongoing improvement to the data model, uncovering additional buildings to be inspected.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Auditor General Fire Prevention Audit Recommendation 1	Halifax Fire should develop and implement detailed plans, with timelines, to meet fire inspection obligations.	 Well-Managed	T – Q4 2024/25
Private Hydrant Report	Develop a strategy to ensure private hydrants are properly maintained and their operational status available to responding fire crews.	 Well-Managed	T – Q4 2024/25
Auditor General Fire Prevention Audit Recommendation 3	Halifax Fire should develop and implement a system of fire inspections, including how often buildings should be inspected. Scheduling and monitoring processes should also be developed and implemented to ensure fire inspections are completed as planned.	 Well-Managed	T – Q4 2024/25
Auditor General Fire Prevention Audit Recommendation 8	Halifax Fire should develop and implement a quality assurance process to monitor that fire inspections are properly completed and documented. This should include developing guidance to promote consistency across inspection staff, which should help facilitate the quality assurance process.	 Well-Managed	T – Q1 2024/25
Auditor General Fire Prevention Audit Recommendation 9	Halifax Fire should update its fire inspection policies and procedures and establish a regular review process to maintain them going forward.	 Well-Managed	T – Q4 2024/25
Auditor General Fire Prevention Audit Recommendation 11	Halifax Fire should develop concrete plans, with timelines, for fire inspection staff to receive sufficient training in a timely manner.	 Well-Managed	T – Q4 2024/25
Auditor General Fire Prevention Audit Recommendation 12	Halifax Fire should develop performance indicators for the Fire Prevention Division, establish targets, and regularly monitor against them.	 Well-Managed	T – Q3 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Medical Program Quality Assurance Improvements	Recruitment of a Medical Program Specialist within Q1. By Q3, implement a medical quality assurance and audit program, including medical documentation of all medical responses by HRFE. This initiative will focus on quality and risk management for medical services, align with accreditation requirements, and achieve full compliance with the Provincial EHS MFR program.	 Safe Communities	T – Q4 2024/25
Roll out and training of new defibrillators	The EHS MFR program will supply new automatic external defibrillators (AEDs). By Q1, 75 devices will be introduced into front-line operations, with the remaining devices implemented by Q4. These new AEDs will provide compatibility with the Provincial EHS ambulance system to facilitate expedient patient care transfer and support data tracking and reporting in compliance with patient care documentation and quality assurance. This initiative provides an equivalent capital investment of approximately \$250,000 and an annual operating savings of about \$30,000.	 Safe Communities	T – Q4 2024/25

## 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.




### Services Delivered

**Communications and Technology.** HRFE relies heavily on voice, data, and information technology to carry out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Staff stay abreast of innovation in the industry to consider changes that improve firefighter safety and emergency service delivery using technology and streamlining business processes. In addition, this team collects and analyses data and reports on business unit performance toward council endorsed service delivery targets.




**Professional Development and Training.** Responsible for ensuring appropriate fire and rescue training and certification of firefighters and members to meet industry and regulatory standards.

**Safety.** The Occupational Health & Safety division provides on-shift incident safety officers at emergencies, leads workplace inspections, supervise accident investigations and provides expert advice to all divisions of the organization. The Division Chief of Safety also leads policy and operational guideline development related to safety and supports the Joint Occupational Health & Safety Committee.

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Station Alerting	This project (ICT 1270) will provide station alerting hardware, software, and services for career and composite fire stations. The result will be time savings of up to 30 seconds to alert firefighters of an emergency with clear and understandable emergency information	 Exceptional Customer Service	T – Q4 2024/25
TMR Radio Replacement	<p>This project will see the replacement of 90 vehicle-mounted and 610 hand-held portable radios for the fire service. Equipment will be upgraded where necessary to meet requirements for ruggedness and operation in high-heat firefighting environments.</p> <p>The new radio systems will be fully encrypted adding to the security and confidentiality of our residents.</p>	 Exceptional Customer Service	T – Q4 2024/25
Diversity, Equity & Inclusion	<p>This year, HRFE will;</p> <ul style="list-style-type: none"> <li>Update HRFE policies with a D&amp;I lens to ensure inclusive language is being used to promote equity, fairness and respect.</li> <li>Pilot a professional development tool “Let’s Talk” and further develop the tool for a complete role out for all members in 2025/26.</li> <li>Develop a new 5-year Strategic plan spanning 2025/26 to 2029/30.</li> <li>Create and deliver three Building a Better Fire Service education modules on racism and for neuro-diverse population response.</li> </ul>	 Engaged & Skilled People	T – Q4 2024/25



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Safety Program	The development of a consolidated safety program will result in increased health & safety by providing updated policies and procedures and other safety information in a common digital storage location accessible to all employees and volunteers. This program will align with NFPA Standard 1500 “Standard on Fire Department Occupational Safety, Health & Wellness Program”, 2021 edition.	 Well-Managed	T – Q4 2024/25
Fire Services Professional Certifications	We will analyse the opportunities and challenges in place for 3 <sup>rd</sup> party professional certification of career and volunteer firefighters and propose strategies. Strategies authorized by senior management will be tested and implemented. A report on results will be delivered.	 Engaged & Skilled People	T – Q4 2024/25
Self Contained Breathing Apparatus (SCBA) User Conversion	Approximately 1000 users will be trained in the care and safe use of new SCBAs. Each user will be signed off as competent as per the SCBA skill sheets by a manufacturer trained evaluator. The skill sheets will be stored as recorded proof of the organizational due diligence.	 Healthy & Safe Workplace	T – Q4 2024/25

## Service Delivery Performance Measures

### Training

Recruit Type	2019/20	2020/21	2021/22	2022/23	2023/24
Number of Career Recruits Trained	20	0	40	40	44
Number of Volunteer Recruits Trained	60	33	57	68	73
Number of new Volunteers Recruited <sup>1</sup>	N/A	N/A	N/A	90	110
Notes:	1) Number of new Volunteers Recruited is a new Performance Measure added last year to reflect that the graduation of volunteer recruit training does not always line up with fiscal years. There are also instances where recruits defer to a future class due to scheduling issues.				

## Summary of Net Expenditures - Halifax Regional Fire & Emergency

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
F121 Succession Planning	74,629	65,000	92,500	92,000	27,000	41.5
F122 Fire Chief's Office	485,287	447,100	807,300	1,061,500	614,400	137.4
F124 Admin Support Serv	-	-	133,800	232,100	232,100	-
<b>** Office Of The Fire Chief</b>	<b>567,118</b>	<b>512,100</b>	<b>1,033,600</b>	<b>1,385,600</b>	<b>873,500</b>	<b>170.6</b>
F120 Prof. Dev. & Train.	3,772,990	3,508,000	3,602,300	4,582,600	1,074,600	30.6
F140 Performance & Safety	807,801	873,900	754,900	1,013,400	139,500	16.0
F165 Firefighter & FAP	241,685	233,500	235,000	236,200	2,700	1.2
F180 Sfty, comp, Hlth Wel	280,843	344,500	268,100	295,600	(48,900)	(14.2)
F190 Technology and Innovation	670,817	678,200	727,600	1,026,200	348,000	51.3
F724 Enfield Fire Dept.	25,000	25,000	25,000	25,000	-	-
F727 Milford Fire Department	2,400	2,400	2,400	2,400	-	-
<b>** Prof. Devt., Performance &amp; Safe</b>	<b>5,810,557</b>	<b>5,665,500</b>	<b>5,615,300</b>	<b>7,181,400</b>	<b>1,515,900</b>	<b>26.8</b>
F110 Operations	62,685,071	67,938,100	68,946,300	72,639,900	4,701,800	6.9
F115 HU Search & Rescue	42,042	-	-	-	-	-
F793 Volunteer Coordination	3,267,576	3,294,400	3,230,100	4,596,200	1,301,800	39.5
<b>** Operations</b>	<b>65,994,689</b>	<b>71,232,500</b>	<b>72,176,400</b>	<b>77,236,100</b>	<b>6,003,600</b>	<b>8.4</b>
F125 CRR, PROF, DEV, LOG	450,293	472,500	431,500	431,800	(40,700)	(8.6)
F130 Fire Prevention	1,945,630	3,614,600	2,153,400	3,750,900	136,300	3.8
F135 Fire Buildings	217,059	158,200	279,700	199,200	41,000	25.9
F160 Logistics & Equipment	2,814,995	2,568,200	2,385,000	2,983,200	415,000	16.2
<b>** Comm. Risk Red., Logist &amp; Infra</b>	<b>5,427,977</b>	<b>6,813,500</b>	<b>5,249,600</b>	<b>7,365,100</b>	<b>551,600</b>	<b>8.1</b>
<b>Net Total</b>	<b>77,800,342</b>	<b>84,223,600</b>	<b>84,074,900</b>	<b>93,168,200</b>	<b>8,944,600</b>	<b>10.6</b>

## Summary Details - Halifax Regional Fire & Emergency

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	56,110,776	63,434,000	58,739,500	68,194,600	4,760,600	7.5
6002 Salaries - Overtime	7,431,205	3,286,500	6,828,300	3,422,500	136,000	4.1
6005 PDP & Union Con Incr	(5,270,011)	-	(248,800)	-	-	-
6054 Vacation payout	193,813	-	44,500	-	-	-
6100 Benefits - Salaries	11,675,551	11,903,300	11,664,900	12,853,600	950,300	8.0
6110 Vacancy Management	-	(2,627,700)	(104,400)	(2,326,000)	301,700	(11.5)
6150 Honorariums	2,636,300	2,839,300	2,839,300	4,339,300	1,500,000	52.8
6151 Vehicle Allowance	12,269	-	5,000	-	-	-
6152 Retirement Incentives	496,156	572,500	558,500	624,900	52,400	9.2
6154 Workers' Compensation	922,868	1,230,000	937,800	1,585,400	355,400	28.9
6156 Clothing Allowance	94,927	96,000	96,000	96,000	-	-
6157 stipends	317,954	-	-	-	-	-
6158 WCB Recov Earnings	(16,193)	-	-	-	-	-
6199 Comp & Ben InterDept	(123,622)	210,000	210,000	350,000	140,000	66.7
9200 HR CATS Wage/Ben	1,380	-	-	-	-	-
9210 HR CATS OT Wage/Ben	70	-	(165,300)	-	-	-
<b>* Compensation and Benefits</b>	<b>74,483,442</b>	<b>80,943,900</b>	<b>81,405,300</b>	<b>89,140,300</b>	<b>8,196,400</b>	<b>10.1</b>
6201 Telephone/Cable	109,526	92,100	110,100	98,600	6,500	7.1
6202 Courier/Postage	22,784	-	8,100	4,000	4,000	-
6203 Office Furn/Equip	62,783	71,600	73,400	71,600	-	-
6204 Computer S/W & Lic	52,413	15,000	5,000	22,900	7,900	52.7
6205 Printing & Reprod	5,904	10,000	10,000	10,000	-	-
6207 Office Supplies	49,780	35,000	40,600	32,000	(3,000)	(8.6)
<b>* Office</b>	<b>303,190</b>	<b>223,700</b>	<b>247,200</b>	<b>239,100</b>	<b>15,400</b>	<b>6.9</b>
6301 Professional Fees	100,079	180,000	154,100	180,000	-	-
6303 Consulting Fees	65,997	160,000	160,000	160,000	-	-
6304 Janitorial Services	8,928	-	-	10,000	10,000	-
6308 Snow Removal	241,989	155,900	155,900	223,900	68,000	43.6

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6311 Security	6,569	25,000	25,000	28,000	3,000	12.0
6312 Refuse Collection	5,349	6,000	6,000	6,000	-	-
6399 Contract Services	19,351	7,500	17,500	9,500	2,000	26.7
<b>* External Services</b>	<b>448,262</b>	<b>534,400</b>	<b>518,500</b>	<b>617,400</b>	<b>83,000</b>	<b>15.5</b>
6401 Uniforms & Clothing	447,914	662,000	662,700	662,000	-	-
6402 Med & First Aid Supp	101,645	60,000	60,400	60,000	-	-
6404 Rec Prog Supplies	86,513	100,000	100,000	100,000	-	-
6405 Photo Supp & Equip	470	2,500	2,500	2,500	-	-
6407 Clean/Sani Supplies	159,491	102,000	102,100	102,000	-	-
6409 Personal Protect Equ	98,592	30,000	30,000	189,700	159,700	532.3
6499 Other Supplies	14,047	2,500	2,700	2,500	-	-
<b>* Supplies</b>	<b>908,671</b>	<b>959,000</b>	<b>960,400</b>	<b>1,118,700</b>	<b>159,700</b>	<b>16.7</b>
6507 Propane	304	-	-	-	-	-
6511 Salt	1,258	-	-	-	-	-
6517 Paint	107	-	-	-	-	-
6599 Other Materials	38	-	-	-	-	-
<b>* Materials</b>	<b>1,706</b>	-	-	-	-	-
6602 Electrical	643	-	-	-	-	-
6603 Grnds & Landscaping	62	-	-	-	-	-
6607 Electricity	24,182	9,000	9,000	9,000	-	-
6608 Water	44,319	26,500	26,500	26,500	-	-
6610 Building - Exterior	114	-	-	-	-	-
6611 Building - Interior	2,283	-	200	-	-	-
6612 Safety Systems	2,894	-	-	-	-	-
6616 Natural Gas-Buildings	14,469	8,000	8,000	8,000	-	-
6699 Other Building Cost	172,777	172,100	287,100	485,100	313,000	181.9
<b>* Building Costs</b>	<b>261,742</b>	<b>215,600</b>	<b>330,800</b>	<b>528,600</b>	<b>313,000</b>	<b>145.2</b>
6701 Equipment Purchase	305,381	288,500	278,800	343,500	55,000	19.1
6702 Small Tools	95,746	35,000	32,000	35,000	-	-
6703 Computer Equip/Rent	13,910	25,000	25,000	26,500	1,500	6.0
6704 Equipment Rental	-	-	500	-	-	-
6705 Equip - R&M	273,870	385,000	385,300	391,000	6,000	1.6
6706 Computer R&M	33	-	-	-	-	-
6707 Plumbing & Heating	6,783	-	-	-	-	-
6708 Mechanical Equipment	811	-	-	-	-	-
6711 Communication System	43,033	76,300	89,300	80,900	4,600	6.0
<b>* Equipment &amp; Communications</b>	<b>739,567</b>	<b>809,800</b>	<b>810,900</b>	<b>876,900</b>	<b>67,100</b>	<b>8.3</b>
6802 Vehicle R&M	196	-	-	-	-	-
6803 Vehicle Fuel - Diesel	6,236	-	-	-	-	-
6804 Vehicle Fuel - Gas	1,039	-	-	-	-	-
6811 Shop Supplies	1,508	-	-	-	-	-
6899 Other Vehicle Expense	92	-	100	-	-	-
<b>* Vehicle Expense</b>	<b>9,072</b>	-	<b>100</b>	-	-	-
6901 Membership Dues	31,652	12,500	15,000	12,500	-	-
6902 Conferences/Workshop	600	-	-	-	-	-
6903 Travel - Local	23,092	20,000	21,200	21,000	1,000	5.0
6904 Travel - Out of Town	131,869	5,000	117,000	32,000	27,000	540.0
6905 Training & Education	360,819	485,000	479,000	524,000	39,000	8.0
6906 Licenses & Agreements	9,797	27,400	27,400	27,400	-	-
6908 Medical Examinations	26,078	60,000	60,000	60,000	-	-
6909 Cost of Sales	18,840	-	-	-	-	-
6911 Facilities Rental	151,215	178,000	58,000	193,000	15,000	8.4
6912 Advertising/Promotio	27,274	30,000	30,000	30,000	-	-
6913 Awards	54,836	50,000	50,000	50,000	-	-
6914 Recruiting	121,100	95,000	125,000	119,000	24,000	25.3
6916 Public Education	63,129	65,000	65,000	65,000	-	-
6917 Books and Periodicals	39,475	25,000	25,400	25,000	-	-
6918 Meals/Catering	75,630	55,000	61,700	56,000	1,000	1.8
6919 Special Projects	3,132	-	-	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6929 Procurement Card Clg	41,937	-	700	-	-	-
6933 Community Events	8,976	20,000	10,800	20,000	-	-
6938 Rewarding Excellence	12,504	5,000	8,500	6,000	1,000	20.0
6943 Health and Wellness	59,431	105,000	76,500	105,000	-	-
6999 Other Goods/Services	99,127	53,000	849,700	55,000	2,000	3.8
<b>* Other Goods &amp; Services</b>	<b>1,360,514</b>	<b>1,290,900</b>	<b>2,080,900</b>	<b>1,400,900</b>	<b>110,000</b>	<b>8.5</b>
7008 ltnTrsf IT & Commun	2,652	-	-	-	-	-
7009 Internal Trfr Other	4,957	-	100	-	-	-
7011 Int Trf Record Check	4,928	-	-	-	-	-
7012 Int Trf Print/Reprod	12,478	-	5,600	-	-	-
<b>* Interdepartmental</b>	<b>25,015</b>	<b>-</b>	<b>5,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
8003 Insurance Pol/Prem	12,514	15,000	15,000	15,000	-	-
8024 Transf to/fr Capital	-	-	376,900	-	-	-
8030 Tfr Fr Resvs to Oper	-	-	(1,048,500)	-	-	-
<b>* Other Fiscal</b>	<b>12,514</b>	<b>15,000</b>	<b>(656,600)</b>	<b>15,000</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>78,553,695</b>	<b>84,992,300</b>	<b>85,703,200</b>	<b>93,936,900</b>	<b>8,944,600</b>	<b>10.5</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5102 Facilities Rentals	(21,146)	(21,100)	(21,100)	(21,100)	-	-
<b>* Fee Revenues</b>	<b>(21,146)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	(726,470)	(739,900)	(1,599,200)	(739,900)	-	-
5600 Miscellaneous Revenue	(5,738)	(7,700)	(8,000)	(7,700)	-	-
<b>* Other Revenue</b>	<b>(732,207)</b>	<b>(747,600)</b>	<b>(1,607,200)</b>	<b>(747,600)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(753,353)</b>	<b>(768,700)</b>	<b>(1,628,300)</b>	<b>(768,700)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>77,800,342</b>	<b>84,223,600</b>	<b>84,074,900</b>	<b>93,168,200</b>	<b>8,944,600</b>	<b>10.6</b>



**HALIFAX**





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




**2024/25 BUDGET AND BUSINESS PLAN**

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

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together

Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

Policing services in the Halifax Regional Municipality are provided by Halifax Regional Police (HRP) and the Halifax Regional Detachment (RCMP HRD) of the Royal Canadian Mounted Police (RCMP).

The Halifax Board of Police Commissioners (BoPC) provides civilian governance and oversight for HRP on behalf of Halifax Regional Council. The BoPC also functions as a Police Advisory Board to the RCMP HRD as it performs contractual policing services within the municipality. RCMP HRD services are delivered under the Provincial Police Service Agreement through an agreement between the Halifax Regional Municipality and the Nova Scotia Department of Justice. The municipality maintains a 70/30 cost share agreement, where the province bills the municipality quarterly 70% of 'all in' costs per officer. The remaining 30% is covered by Public Safety Canada.

Access to support services such as Forensic Identification Services and the Emergency Response Team are not directly billed to municipalities but form part of the delivery of policing services for municipalities policed by the RCMP in Nova Scotia.

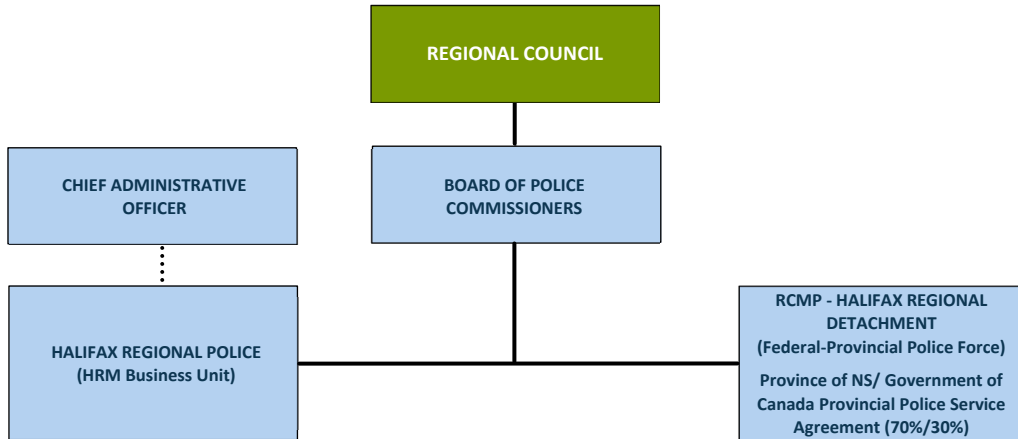
Policing in the municipality is delivered under an integrated service model where HRP and RCMP HRD employees work together in a number of integrated units. Both HRP and RCMP HRD utilize a COMSTAT intelligence-led policing model to focus and prioritize policing objectives related to people, places, patterns, and problems.

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

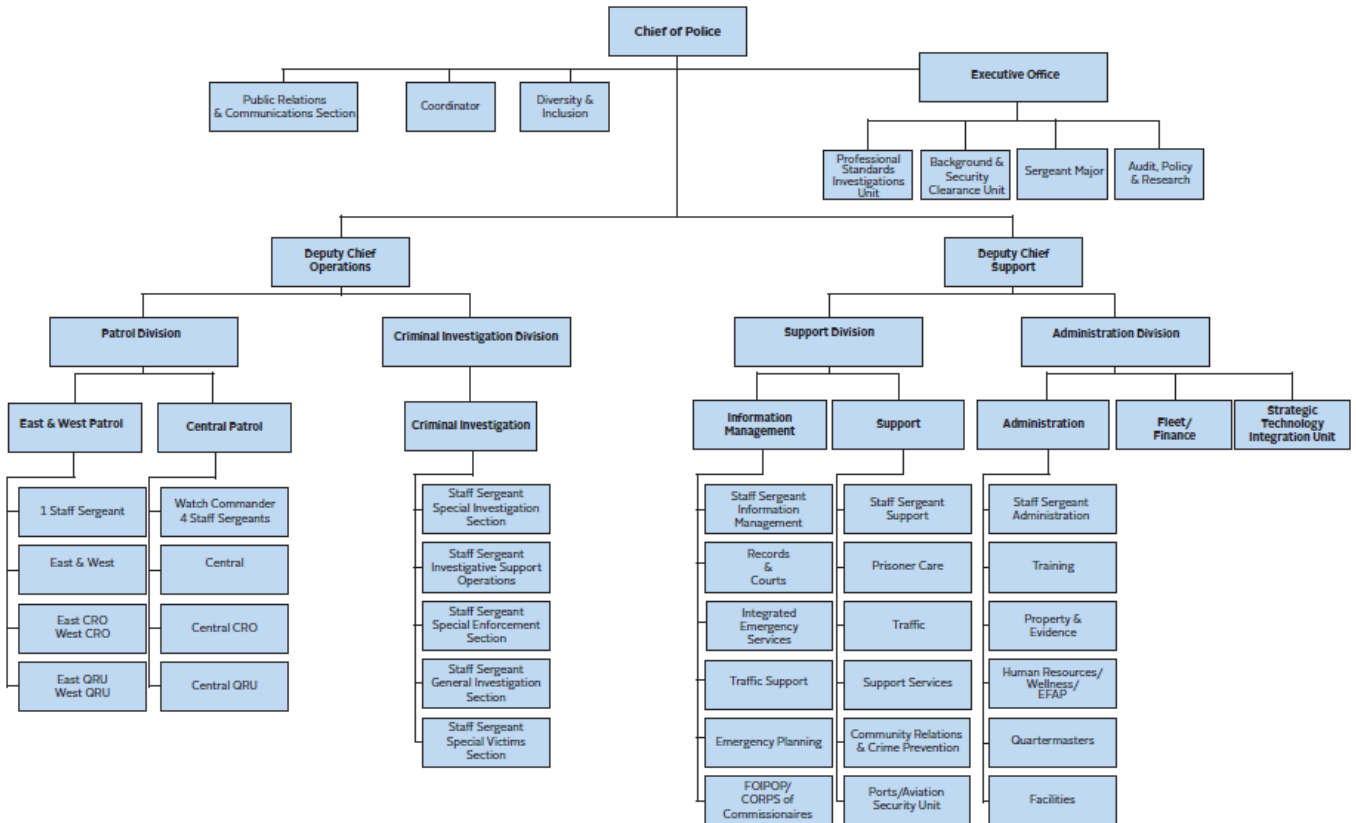
HRP and RCMP HRD are Partners in Policing with a model that facilitates mutual assistance and a coordinated response providing for a professional police service for the municipality.

## ORGANIZATION CHARTS

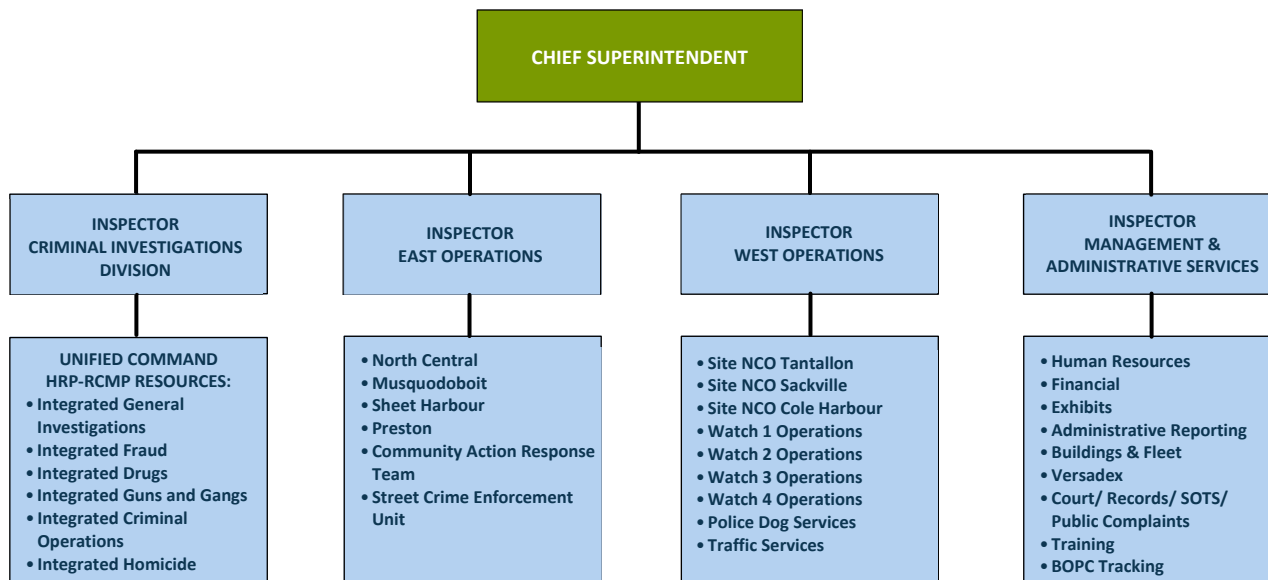
### Police Services Organization Chart



### Halifax Regional Police Organization Chart



## Royal Canadian Mounted Police Organization Chart



## FULL TIME EQUIVALENT COUNTS

### Halifax Regional Police

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	816.1
Transferred Positions:	
School Crossing Guards	(61.4)
New Positions:	
Statistics Clerk	1.0
Administrative Support/Intake Analyst	1.0
Service Enhancements:	
Constables	18.0
Sergeant	1.0
EFAP Coordinator	1.0
Civilian Investigator	2.0
Total Changes	(37.4)
<b>Total Budgeted 2024/25 FTEs</b>	<b>778.7</b>

Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted.



## BUDGET – HALIFAX REGIONAL POLICE

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Chiefs Office	\$ 4,023,491	\$ 3,749,100	\$ 3,932,200	\$ 4,405,000	\$ 655,900	17.5
Support Division	26,429,713	25,414,700	27,009,300	29,664,500	4,249,800	16.7
Operations Division	56,902,535	63,181,200	64,808,600	63,941,900	760,700	1.2
<b>Net Total</b>	<b>\$ 87,355,739</b>	<b>\$ 92,345,000</b>	<b>\$ 95,750,100</b>	<b>\$ 98,011,400</b>	<b>\$ 5,666,400</b>	<b>6.1</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 92,622,507	\$ 99,524,100	\$ 101,152,300	\$ 103,103,300	\$ 3,579,200	3.6
Office	611,055	445,700	902,100	645,700	200,000	44.9
External Services	2,548,154	2,244,900	2,562,100	3,108,400	863,500	38.5
Supplies	866,002	697,100	1,005,000	1,073,100	376,000	53.9
Materials	87	-	-	-	-	-
Building Costs	187,790	53,700	103,700	53,700	-	-
Equipment & Communications	1,365,319	1,614,200	1,530,400	1,654,100	39,900	2.5
Vehicle Expense	18,853	4,000	4,000	4,000	-	-
Other Goods & Services	2,170,224	1,946,800	2,400,700	2,538,700	591,900	30.4
Interdepartmental	(331,912)	(592,100)	(592,100)	(592,100)	-	-
Other Fiscal	47,960	54,100	20,400	54,100	-	-
<b>Total Expenditures</b>	<b>100,106,039</b>	<b>105,992,500</b>	<b>109,088,600</b>	<b>111,643,000</b>	<b>5,650,500</b>	<b>5.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Transfers from other Govts	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ (3,800,000)	\$ -	-
Fee Revenues	(441,702)	(608,000)	(537,200)	(565,000)	43,000	(7.1)
Other Revenue	(8,508,598)	(9,239,500)	(9,001,300)	(9,266,600)	(27,100)	0.3
<b>Total Revenues</b>	<b>(12,750,300)</b>	<b>(13,647,500)</b>	<b>(13,338,500)</b>	<b>(13,631,600)</b>	<b>15,900</b>	<b>(0.1)</b>
<b>Net Total</b>	<b>\$ 87,355,739</b>	<b>\$ 92,345,000</b>	<b>\$ 95,750,100</b>	<b>\$ 98,011,400</b>	<b>\$ 5,666,400</b>	<b>6.1</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 92,345,000
<b>Service Enhancements</b>	
Patrol Constables (12)	725,100
Community Response Constables (4)	241,800
Dedicated Police Science Program Support (Sergeant and Constable)	126,500
Civilian Security Clearance Unit/Background Investigators (2)	61,800
Hate Crime Unit Constable	60,400
EFAP Coordinator	52,400
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	2,252,100
Adjustments to fixed costs to continue delivering existing services	934,600
Joint Criminal Investigations	300,000
Criminal Investigations On Call Program	175,000
ICE Software	125,000
<b>Contractual Increases</b>	
Commissionaires of Nova Scotia Contract	414,300
Leased Facilities	147,300
Biological Casework Analysis Agreement	34,200
<b>Revenue Changes</b>	
911 Call Transfers to Other Provincial and Municipal Agencies	(103,600)
Miscellaneous Cost Recoveries and Criminal Record Checks	(45,500)
Constable Secondments	165,000
<b>Total Changes</b>	\$ 5,666,400
<b>2024/25 Budget</b>	<b>\$ 98,011,400</b>

### Service Enhancements

The proposed service enhancements are intended to improve operational and organizational support functions and bolster the level of service HRP provides to the public. Following public consultation, the BoPC approved the following additional positions on November 29, 2023:

- One Sergeant and One Constable for the Police Science Program (PSP)
- Two Civilian Investigators for the Background and Security Clearance Unit (BaSCU)
- One Coordinator for the Employee and Family Assistance Program (EFAP)
- One Constable for the Hate Crime Unit (HCU)
- Four Constables for the Community Response Office (CRO)
- 12 Constables for the Patrol Division – As proposed by the BoPC, two of the positions would be seconded to Community Safety for a minimum of three years to support the resourcing of implementation of the recommendations outlined in the Policing Transformation Study.

As an emergency service provider, it is essential that HRP has a fully staffed and readily deployable workforce that can capably respond to daily operations and emergency situations as they arise. Staffing challenges continue to be addressed through the ongoing recruitment efforts of hiring Experienced Police Officers and preparation of the next cadet class. HRP prioritizes its retention levels by focusing on the well-being of officers and supporting those on long-term leave to return to work. The proposed service enhancements in the areas of the PSP, BaSCU,

and the EFAP would support these continued efforts and reduce the need to pull officers from the Patrol Division to fulfill these duties.

The proposed frontline service enhancements would see the expansion of the CRO function, to focus on and grow community partnerships and enhance problem-solving approaches, an additional HCU Investigator to add resilience in an area experiencing extraordinary growth in demand, and increased Patrol Constable numbers to address the continuing issue of lengthy hospital wait times, as well as much-needed support for general patrol duties.

A detailed breakdown of the rationale for the service enhancements can be found in the Budget Information Package, Attachment 3.

## BUDGET – ROYAL CANADIAN MOUNTED POLICE

### RCMP HRD Contract Information

RCMP HRD provides its services under the auspices of the 2012 dated *Provincial Police Service Agreement* (PPSA). This agreement outlines the roles and responsibilities between the two contract partners (Canada and the Province of Nova Scotia), regarding the services provided by the RCMP. The RCMP is not a party to the PPSA. There is an agreement between the municipality and the Province of Nova Scotia that speaks to the RCMP service provided to the municipality.

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

The municipality was grandfathered into the PPSA contract negotiations in 2012 and retains a 70/30 cost share arrangement regardless of population size. Based on this cost share arrangement, the Province of Nova Scotia is responsible for 70 per cent of the cost of policing services and the Government of Canada is responsible for 30 per cent of the cost. Of the 70 percent the Province of Nova Scotia is responsible for, a portion is cost-recovered from municipalities policed. Municipalities, including the Halifax Regional Municipality, are billed based on the number of general duty policing resources and detachment supports as agreed to between the municipality and the Province of Nova Scotia (Department of Justice).

Municipalities policed under the PPSA are not billed for “shared” and “centralized” services such as Human Resources, Health Services, Emergency Response Team, Forensic Identification, Underwater Recovery, Collision Reconstruction, Critical Incident Program, etc. The costs associated with these services are borne by the province. The municipality pays for general duty policing services by the RCMP and receives the benefits of an enhanced suite of specialized policing services at no additional cost.

RCMP H Division submits a Multi-Year Financial Plan (MYFP) by June 1st of each year as stipulated under Article 18 of the PPSA. The MYFP reflects the RCMP’s determination of “need” to maintain an adequate level of policing services for municipalities. The Department of Justice analyzes and reviews the MYFP and has discussions with H Division before finalizing its recommended budget. The proposed budget is presented to the Justice Minister for approval. The approved budget is then submitted to Nova Scotia Treasury Board (TB) for final approval. Once TB approves the budget allocation, the RCMP is notified. The Notice of Annual Cost is then sent to municipalities.

### The “All-In” Cost RCMP Per Officer Billing Model

Currently, of the 70 per cent of policing costs the Province of Nova Scotia is responsible for, only the costs of members assigned to RCMP HRD are recovered from the municipality. This cost amount is determined using a per-officer calculation, whereby the municipality is billed a per-officer rate for the number of officers assigned.

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

Most capital costs for RCMP HRD buildings are not billable to the municipality. The RCMP (on behalf of HRD) have several space-service agreements with HRM/HRP whereby costs are recovered for services provided to RCMP HRD (e.g. use of HRP cells MOU) or where there is a split of costs between RCMP HRD and HRP (e.g. specific operational Criminal Investigation Division costs).

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

### RCMP – BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
RCMP	\$ 32,945,498	\$ 33,019,200	\$ 35,055,200	\$ 38,609,100	\$ 5,589,900	16.9
<b>Net Total</b>	<b>\$ 32,945,498</b>	<b>\$ 33,019,200</b>	<b>\$ 35,055,200</b>	<b>\$ 38,609,100</b>	<b>\$ 5,589,900</b>	<b>16.9</b>

### RCMP – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 33,019,200
RCMP contract enhancements (6 new Regular Member Positions)	572,300
Contract Changes:	
2023/24 Contract increase	2,339,100
2024/25 <b>ESTIMATED</b> increase	2,678,500
<b>Total Changes</b>	<b>\$ 5,589,900</b>
<b>2024/25 Budget</b>	<b>\$ 38,609,100</b>



## HRM INTEGRATED POLICE STATISTICS (HRP & RCMP HRD)

### SERVICE DELIVERY PERFORMANCE MEASURES

Performance Measures <sup>1</sup>	2021 Actual (HRM)	2022 Actual (HRM)	2022 (Canada)
<i>Population size in determining measures</i>	460,274	480,582	38,929,902
Reported Number of Criminal Code Incidents (Non-Traffic) per 100,000 Population	4,884	5,661	5,668
Reported Number of Violent Criminal Code Incidents per 100,000 Population	1,245	1,439	1,365
Number of Criminal Code incidents (Non-Traffic) per Police Officer	N/A	N/A	N/A
Total Crime Severity Index	65.72	72.19	78.10
Violent Crime Severity Index	91.72	104.19	97.74
Notes: 1. Data for all measures provided in the above table come from Statistics Canada.			

### PERFORMANCE MEASURES ANALYSIS

#### Service Delivery Measures

In 2022, the overall Crime Severity Index (CSI) for Halifax Census Metropolitan Area (CMA) increased for the third consecutive year, by 8.3% to 72.2. It remains below the national overall CSI of 78.1, which increased by 4.3% from 2021. The drivers influencing the increase in the overall CSI for Halifax in 2022 include an increase in shoplifting (under \$5k), robbery, and breaking and entering. Of note, the increase in shoplifting (under \$5k) was due in part to a change in coding practice in 2021 for some incidents involving retail theft.

The Violent CSI (VCSI) for Halifax CMA increased by 4.8% to 104.2 in 2022, taking it above the national CSI of 97.7, which increased by 4.6% from 2021. The top violations contributing to this increase were robbery, sexual assault level 1, uttering threats, extortion, and assault level 1.

## SERVICE AREA PLANS – HALIFAX REGIONAL POLICE

### CHIEF’S OFFICE AND HRP DIVISIONS

HRP is committed to supporting Regional Council priorities through the delivery of an effective and efficient police service for Halifax Regional Municipality residents and visitors. The Chief’s Office provides overall leadership and strategic direction to HRP under the leadership of the Chief, with all other divisions falling under the Deputy Chiefs of Operations and Support who report directly to the Chief of Police. The Chief is also supported by the Diversity and Inclusion Office and the Coordinator.

## Services Delivered

**Administration Division.** Reporting to the Deputy Chief of Support, this division provides administrative support to the organization in areas including include human resources, training, and information technology.

**Criminal Investigation Division (CID):** Reporting to the Deputy Chief of Operations, this division is responsible for Integrated Criminal Investigations, which includes a number of specialized investigative units. CID is an integrated unit made up of HRP and RCMP HRD officers and civilian employees and is headed by an HRP Superintendent.


**Executive Office.** Reporting to the Chief of Police, this division provides oversight and support to uphold the integrity and professionalism of the organization through professional standards and areas such as audit and oversight, the Background and Security Clearance Unit, research and policy, corporate analysis and Departmental Sergeant Major functions.







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



**Public Relations and Communications Section.** Reporting to the Chief of Police, this division manages relationships with a variety of HRP's external and internal partners and supports the Chief's Office in the delivery of strategic communications and public information.

**Support Division.** Reporting to the Deputy Chief of Support, this division provides support to HRP operations in areas including traffic support, information management, community relations and crime prevention and emergency planning. This division also includes various specialized functions, such as, K9, critical incident command, prisoner care and victim services, as well as teams which provide an integrated service to all areas of the municipality such as Integrated Emergency Services, Records, and Court Section.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
Evidence-Based, Community-Focused and Culturally Sensitive Policing (Wortley Report Implementation)	In collaboration with the Board of Police Commissioners, Nova Scotia Department of Justice, and local communities, HRP took several steps that are responsive to the Halifax, Nova Scotia Street Checks Report. Implementation consists of short- and long-term action plans, including enhanced training, team education on Anti-Black racism and bias, a greater focus on diversity in police cadet recruitment, proactive community engagement, and enhanced guidelines for officer conduct. HRP will continue to work with the Department of Justice and others on the implementation of the race-based data collection framework proposed by the working group of the Wortley report implementation team.	 Safe Communities

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Member Wellness	HRP will continue to implement new wellness initiatives and enhance awareness of various programs currently offered within the department.	 Healthy & Safe Workplace	T – Q4 2024/25
Wortley Report Implementation	HRP will continue to participate in, and support the work of the Wortley Report Research Committee and provide internal training on anti-Black racism and bias through delivery of the 'Journey to Change' program.	 Safe Communities	T – Q4 2024/25
Recruitment and Retention	HRP will work on its recruitment and retention efforts by selecting recruits for its next cadet class, which will start in the fall of 2024. In addition, HRP will continue its lateral officer hiring efforts through the Experienced Police Officer program.	 Talent Attraction & Retention	T – Q4 2024/25
Supporting Communities and Making Connections	HRP will proactively make and maintain connections with a variety of community groups within HRM and support them through new and ongoing initiatives and by attending events. HRP will also continue to build better relationships with communities by working to meet their specific needs.	 Safe Communities	T – Q4 2024/25
HRP Technology Roadmap: 2024/25	HRP will continue to work on its Technology Roadmap through a variety of projects including implementing E-disclosure and vMobile software.	 Innovative Performance Excellence	T – Q4 2024/25
Employee Engagement and Recognition	HRP will focus on employee engagement and recognition through a variety of efforts including the Employee Engagement Working Group and by revamping the Chief's Recognition Board.	 Engaged & Skilled People	T4 – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
HRP Policy Refresh and Public Release of HRP Policies	As part of HRP's ongoing Policy Refresh Project, the first set of refreshed HRP policies was completed in 2023. HRP will continue its focus on the overall refresh of the policy manuals, assisted by the hiring of a new Senior Policy Advisor. This is a significant long-term project, involving a large number of administrative and operational policies. As policies are added, revised, and updated, they will be considered for publication to the HRP website.	 Well-Managed	EST – Q4 2024/25
Bolster HRP Training to Better Serve Diverse Citizens	HRP will continue work to enhance the diversity training it offers to better equip members with the tools and knowledge required to serve all communities within our municipality.	 Inclusive Communities	T – Q4 2024/25

## SERVICE AREA PLANS – ROYAL CANADIAN MOUNTED POLICE HALIFAX DISTRICT

### CHIEF SUPERINTENDENT

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

#### Services Delivered

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

### RCMP OPERATIONS

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

#### Services Delivered

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




**Community Policing Section. Pilot Community Action Response Team (CART):** CART is intended to support the watches by reactively and proactively dealing with the 'Four Pillars' as they are identified, and ideally before

they become a major issue. The four pillars are: People, Places, Patterns, and Problems. CART's primary focus is to address and deliver the core mandate of schools, youths, and communities aligned with resources provided by the Province.




**Investigative Support – Criminal Investigations Division.** This HRP-RCMP HRD integrated unit provides specialized and complex investigative services in support of general duty.

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

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Deliver Strong Core Operations	In addition to responding to emerging crime trends, RCMP HRD continues to lead effective proactive patrols and techniques for impaired drivers and road safety. In addition to general duty watch members, each watch has a dedicated "Traffic member" (HDTU) whose main focus is road safety and impaired drivers (one Corporal and four Constable positions. Members will continue to focus on monthly road safety priorities such as distracted driving, cell phones, seatbelts, intersection safety, school bus safety, aggressive driving, ATV patrols, etc. through self-generated traffic stops and pro-actives.	 Safe Communities	T – Q4 2024/2025
Supporting the Price Waterhouse Coopers Report	RCMP HRD is fully supportive of revitalizing the integrated policing model in the municipality as envisioned by the Price Waterhouse Coopers report. RCMP HRD will continue to work with our policing and municipal partners to realize the optimal level of integration.	 Responsible Administration	T – Q3 2024/2025
Support reconciliation with Halifax Regional Municipality's African Nova Scotian communities	RCMP HRD is committed to supporting reconciliation with the municipality's African Nova Scotian communities in many ways, including the CART team.  RCMP HRD will also conduct a pilot Preston File review, looking at indicators specific to bias-free policing.  RCMP HRD will also support the RCMP's national initiative on Race Based Data Collection.	 Safe Communities	T – Q4 2024/2025



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Capacity Rebuilding	RCMP HRD is rebuilding the management team cadre to better enable service delivery to the citizens of Halifax Regional Municipality. The rebuild includes the establishment of a Superintendent, a position equivalent to a Deputy Chief, a Staff Sergeant Major, and specialized management resources.	 Service Excellence	T – Q4 2024/2025
Support Halifax Regional Municipality CAO and Public Safety Initiatives	<p>Applying information gathered on best practices, RCMP HRD will provide support to the Halifax Regional Municipality Homelessness Strategy.</p> <p>RCMP HRD Watch members will continue to promote public safety through proactive patrols and engagement with vulnerable persons who reside in homeless encampments in our primary jurisdiction.</p> <p>RCMP HRD will apply trauma-informed best practices to reduce impacts and harm.</p>	 Service Excellence	T – Q4 2024/2025
Effective Stewardship of Budget and Human Resources	<p>RCMP HRD will champion employee wellness and related support. RCMP HRD strives to promote wellness for all categories of employees. Wellness events will continue in 2024 with a minimum of two employee developmental initiatives per year as well as a Program-Oriented Work Planning Meeting for all categories of employees. There will be a particular focus on managing employee mental health, burnout, and Post-traumatic Stress Disorder.</p> <p>RCMP HRD will connect the municipality and RCMP business process cycles by working with BoPC, the CAO's office, and policing partners.</p>	 Responsible Administration	T – Q4 2024/2025

## Summary of Net Expenditures - Halifax Regional Police

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
P120 Corporate Affairs	1,139,173	1,159,800	1,102,900	1,260,800	101,000	8.7
<b>** Corporate Affairs Division</b>	<b>1,139,173</b>	<b>1,159,800</b>	<b>1,102,900</b>	<b>1,260,800</b>	<b>101,000</b>	<b>8.7</b>
P110 Professional Stds	347,016	320,600	299,300	385,200	64,600	20.1
P125 Audit & Policy	193,197	151,600	151,600	155,400	3,800	2.5
<b>** Executive Office</b>	<b>540,213</b>	<b>472,200</b>	<b>450,900</b>	<b>540,600</b>	<b>68,400</b>	<b>14.5</b>
P105 Chief's Office	2,344,105	2,117,100	2,378,400	2,603,600	486,500	23.0
<b>*** Chief's Office</b>	<b>4,023,491</b>	<b>3,749,100</b>	<b>3,932,200</b>	<b>4,405,000</b>	<b>655,900</b>	<b>17.5</b>
P311 STIU	878,380	1,262,600	1,234,600	1,298,700	36,100	2.9
<b>* IT &amp; Security</b>	<b>878,380</b>	<b>1,262,600</b>	<b>1,234,600</b>	<b>1,298,700</b>	<b>36,100</b>	<b>2.9</b>
P130 Facilities & Prop.	155,796	104,500	204,500	134,500	30,000	28.7
P210 EAP	216,567	165,700	167,700	219,100	53,400	32.2
P220 Human Resources	(34,149)	(167,300)	(59,300)	(87,400)	79,900	(47.8)
P225 Training	1,975,756	1,430,500	2,064,100	1,822,100	391,600	27.4
P255 Exhibits & Property	1,183,135	1,070,300	1,304,400	1,542,500	472,200	44.1
P505 Police Science Training	4,356	-	-	114,300	114,300	-
<b>* Administration</b>	<b>3,501,461</b>	<b>2,603,700</b>	<b>3,681,400</b>	<b>3,745,100</b>	<b>1,141,400</b>	<b>43.8</b>
P230 Finance	101,049	36,300	28,000	28,000	(8,300)	(22.9)
P250 Fleet Maintenance	84,696	50,900	66,400	50,900	-	-
<b>* Fleet/Finance</b>	<b>185,745</b>	<b>87,200</b>	<b>94,400</b>	<b>78,900</b>	<b>(8,300)</b>	<b>(9.5)</b>
<b>** Administration Division</b>	<b>4,565,586</b>	<b>3,953,500</b>	<b>5,010,400</b>	<b>5,122,700</b>	<b>1,169,200</b>	<b>29.6</b>
A450 Integrated Emerg Srv	7,402,605	8,403,700	8,463,200	8,344,200	(59,500)	(0.7)
A551 Emergency Planning	73,431	113,000	113,100	122,000	9,000	8.0
N711 Dispatch Centre	87,442	105,700	105,700	105,700	-	-
N721 HRP	281,060	281,800	281,800	281,800	-	-
N731 Core Fire & EMO	2,250	3,000	3,000	3,000	-	-
N732 Rural Fire	612,498	676,300	676,300	676,300	-	-
P240 Traffic Support	547,729	568,300	608,700	676,500	108,200	19.0
P245 Court Officers	1,629,182	1,726,000	1,685,300	1,755,600	29,600	1.7
P265 Records	326,714	316,400	313,300	455,500	139,100	44.0
P489 Ground Search/Rescue	2,850	-	-	-	-	-
S120 FOIPOP Coordinator	71,528	81,600	81,600	166,000	84,400	103.4
<b>* Information Management</b>	<b>11,037,289</b>	<b>12,275,800</b>	<b>12,332,000</b>	<b>12,586,600</b>	<b>310,800</b>	<b>2.5</b>
P235 Extra Duty	(434,963)	(135,100)	(135,100)	(134,100)	1,000	(0.7)
P317 CATS Clearing Account	2,336,270	-	(10,700)	-	-	-
P365 Collision Reconst	267,006	290,700	327,600	293,300	2,600	0.9
P370 Prisoner Care	1,012,562	901,400	1,331,000	875,000	(26,400)	(2.9)
P410 Shared Support	747,440	839,300	879,900	884,700	45,400	5.4
P430 Victim Service	255,476	268,300	267,200	325,300	57,000	21.2
P435 Canine	1,028,539	1,029,900	1,104,900	987,500	(42,400)	(4.1)
P440 ERT	633,207	123,200	85,800	2,214,700	2,091,500	1,697.6
P450 Public Safety Unit	33,607	36,700	36,700	36,700	-	-
P455 Bike Patrol	6,555	16,000	16,000	16,000	-	-
P465 Mounted	146,668	162,900	162,900	163,900	1,000	0.6
P470 Port's Policing	138,304	140,800	247,000	145,900	5,100	3.6
P480 CR/CP	845,488	1,189,100	1,201,900	1,200,100	11,000	0.9
P481 Youth Advocate Program	885,799	865,900	865,900	865,900	-	-
P485 Traffic	1,027,229	1,395,800	1,063,900	1,408,800	13,000	0.9
P486 Mental Health Crisis	303,508	270,300	340,300	262,500	(7,800)	(2.9)
P488 Aviation Security	(401,605)	(265,300)	(181,800)	(210,700)	54,600	(20.6)
<b>* Support</b>	<b>8,831,088</b>	<b>7,129,900</b>	<b>7,603,400</b>	<b>9,335,500</b>	<b>2,205,600</b>	<b>30.9</b>
<b>** Support Division</b>	<b>19,868,377</b>	<b>19,405,700</b>	<b>19,935,400</b>	<b>21,922,100</b>	<b>2,516,400</b>	<b>13.0</b>
P205 Support Division	1,991,107	2,055,500	2,063,500	2,619,700	564,200	27.4
<b>*** Deputy Chief Support</b>	<b>26,425,069</b>	<b>25,414,700</b>	<b>27,009,300</b>	<b>29,664,500</b>	<b>4,249,800</b>	<b>16.7</b>
P312 Technical Unit	901,127	1,216,500	1,248,300	1,279,700	63,200	5.2

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
P313 VICLAS	4,219	-	-	-	-	-
P314 Digital Forensics	379,743	538,100	698,100	537,800	(300)	(0.1)
P315 Inves. Call BackUnit	63,215	81,600	81,600	195,600	114,000	139.7
P316 CID	(2,531,808)	(2,469,800)	(2,153,000)	(2,152,300)	317,500	(12.9)
P320 Polygraph	175,488	152,800	152,800	153,800	1,000	0.7
P321 Cyber Crime	32,000	95,400	95,400	145,500	50,100	52.5
P325 Forensic Ident.	2,599,671	2,510,400	2,670,500	2,664,000	153,600	6.1
P330 Financial Crime	1,186,552	1,308,700	1,341,000	1,342,500	33,800	2.6
P335 Drugs	1,704,803	1,690,300	1,928,000	1,751,700	61,400	3.6
P340 Criminal Intel Unit	1,149,627	1,600,300	1,751,800	1,586,100	(14,200)	(0.9)
P345 Human Trafficking/MP	1,164,571	1,041,900	1,167,300	856,700	(185,200)	(17.8)
P346 ICE	475,362	382,100	388,500	561,500	179,400	47.0
P347 SAIT	1,274,113	1,502,900	1,575,800	1,610,600	107,700	7.2
P360 GIS	2,474,200	2,618,800	2,623,700	2,836,200	217,400	8.3
P375 Homicide	1,800,313	2,082,300	2,248,600	2,188,500	106,200	5.1
P376 Cold Case	200,429	238,900	265,600	290,000	51,100	21.4
P377 HEAT	302,535	289,700	308,400	292,400	2,700	0.9
P380 Crime Analysis	942,001	1,103,200	1,073,400	1,073,700	(29,500)	(2.7)
P381 Human Source Unit	197,228	171,700	93,900	173,500	1,800	1.0
P382 Intercept Monitors	-	10,000	10,000	10,000	-	-
<b>** Criminal Investigations Divis</b>	<b>14,495,389</b>	<b>16,165,800</b>	<b>17,569,700</b>	<b>17,397,500</b>	<b>1,231,700</b>	<b>7.6</b>
P415 Central	13,868,384	15,683,700	15,836,600	15,683,200	(500)	(0.0)
P475 QRU - Central Patrol	868,863	1,000,000	1,107,400	1,036,500	36,500	3.7
<b>* Operations Central</b>	<b>14,737,247</b>	<b>16,683,700</b>	<b>16,944,000</b>	<b>16,719,700</b>	<b>36,000</b>	<b>0.2</b>
P420 West	12,664,640	13,472,500	13,724,200	13,925,700	453,200	3.4
P495 QRU - West Patrol	603,206	816,800	788,300	732,500	(84,300)	(10.3)
<b>* Operations West</b>	<b>13,267,846</b>	<b>14,289,300</b>	<b>14,512,500</b>	<b>14,658,200</b>	<b>368,900</b>	<b>2.6</b>
P425 East	13,161,902	14,513,800	14,310,400	13,665,900	(847,900)	(5.8)
P490 QRU - East Patrol	531,983	786,000	762,600	719,000	(67,000)	(8.5)
<b>* Operations East</b>	<b>13,693,885</b>	<b>15,299,800</b>	<b>15,073,000</b>	<b>14,384,900</b>	<b>(914,900)</b>	<b>(6.0)</b>
<b>** Patrol Operations</b>	<b>41,698,978</b>	<b>46,272,800</b>	<b>46,529,500</b>	<b>45,762,800</b>	<b>(510,000)</b>	<b>(1.1)</b>
P405 Deputy Operations	708,167	742,600	709,400	781,600	39,000	5.3
<b>*** Operations Division</b>	<b>56,902,535</b>	<b>63,181,200</b>	<b>64,808,600</b>	<b>63,941,900</b>	<b>760,700</b>	<b>1.2</b>
P208 Back Check	3,875	-	-	-	-	-
P222 LEOSH Conference 2015	770	-	-	-	-	-
<b>*** Locked Police Services</b>	<b>4,645</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>**** HRM Police</b>	<b>87,355,739</b>	<b>92,345,000</b>	<b>95,750,100</b>	<b>98,011,400</b>	<b>5,666,400</b>	<b>6.1</b>
<b>Net Total</b>	<b>87,355,739</b>	<b>92,345,000</b>	<b>95,750,100</b>	<b>98,011,400</b>	<b>5,666,400</b>	<b>6.1</b>

Summary Details - Halifax Regional Police						
Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	70,273,058	75,545,900	72,037,700	78,113,200	2,567,300	3.4
6002 Salaries - Overtime	5,785,215	2,657,400	6,415,300	2,818,700	161,300	6.1
6003 Wages - Regular	-	132,400	-	132,400	-	-
6005 PDP & Union Con Incr	(5,220,876)	-	(369,700)	-	-	-
6050 Court Time	1,170,426	1,317,800	1,613,700	1,317,800	-	-
6051 Shift Agreements	79,071	-	-	-	-	-
6052 Shift Differentials	248,803	403,700	403,700	403,700	-	-
6053 Extra Duty	1,654,195	1,988,400	1,988,400	1,988,400	-	-
6054 Vacation payout	53,801	-	82,400	-	-	-
6099 Other Allowances	1,750	-	-	-	-	-
6100 Benefits - Salaries	15,227,820	15,269,200	14,917,100	16,100,300	831,100	5.4
6110 Vacancy Management	-	(2,125,400)	-	(2,227,400)	(102,000)	4.8
6152 Retirement Incentives	769,256	868,300	868,300	911,600	43,300	5.0

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6154 Workers' Compensation	1,591,188	2,022,900	2,025,800	2,065,000	42,100	2.1
6155 Overtime Meals	20	-	-	-	-	-
6156 Clothing Allowance	379,067	426,400	426,400	462,500	36,100	8.5
6157 stipends	2,000	-	2,000	-	-	-
6158 WCB Recov Earnings	(74,038)	-	(158,700)	-	-	-
6164 On the Job injuries	162,278	244,400	184,800	244,400	-	-
6199 Comp & Ben InterDept	518,463	772,700	715,100	772,700	-	-
9200 HR CATS Wage/Ben	626	-	-	-	-	-
9210 HR CATS OT Wage/Ben	384	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>92,622,507</b>	<b>99,524,100</b>	<b>101,152,300</b>	<b>103,103,300</b>	<b>3,579,200</b>	<b>3.6</b>
6201 Telephone/Cable	177,417	172,500	338,900	172,500	-	-
6202 Courier/Postage	51,715	29,000	46,300	49,000	20,000	69.0
6203 Office Furn/Equip	81,181	50,800	100,800	80,800	30,000	59.1
6204 Computer S/W & Lic	131,541	99,500	297,200	224,500	125,000	125.6
6205 Printing & Reprod	-	2,500	2,500	2,500	-	-
6207 Office Supplies	169,202	91,400	116,400	116,400	25,000	27.4
<b>* Office</b>	<b>611,055</b>	<b>445,700</b>	<b>902,100</b>	<b>645,700</b>	<b>200,000</b>	<b>44.9</b>
6302 Legal Fees	348,428	60,400	60,400	160,400	100,000	165.6
6304 Janitorial Services	127,519	139,700	139,700	139,700	-	-
6311 Security	20,573	27,900	47,900	42,900	15,000	53.8
6312 Refuse Collection	14,128	15,000	15,000	15,000	-	-
6315 Outside Policing	231,275	253,400	453,400	553,400	300,000	118.4
6399 Contract Services	1,806,232	1,748,500	1,845,700	2,197,000	448,500	25.7
<b>* External Services</b>	<b>2,548,154</b>	<b>2,244,900</b>	<b>2,562,100</b>	<b>3,108,400</b>	<b>863,500</b>	<b>38.5</b>
6401 Uniforms & Clothing	215,334	233,600	297,100	319,200	85,600	36.6
6402 Med & First Aid Supp	2,093	-	30,500	-	-	-
6403 Patrol Equip Supplies	575,943	432,900	621,300	688,300	255,400	59.0
6405 Photo Supp & Equip	38,896	20,000	45,500	35,000	15,000	75.0
6407 Clean/Sani Supplies	13,776	5,700	5,700	10,700	5,000	87.7
6409 Personal Protect Equ	19,703	-	-	15,000	15,000	-
6499 Other Supplies	259	4,900	4,900	4,900	-	-
<b>* Supplies</b>	<b>866,002</b>	<b>697,100</b>	<b>1,005,000</b>	<b>1,073,100</b>	<b>376,000</b>	<b>53.9</b>
6505 Lubricants	87	-	-	-	-	-
<b>* Materials</b>	<b>87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6607 Electricity	-	6,400	6,400	6,400	-	-
6699 Other Building Cost	187,672	47,300	97,300	47,300	-	-
<b>* Building Costs</b>	<b>187,790</b>	<b>53,700</b>	<b>103,700</b>	<b>53,700</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	256,758	352,300	268,500	392,200	39,900	11.3
6702 Small Tools	44	-	-	-	-	-
6703 Computer Equip/Rent	17,872	10,000	10,000	10,000	-	-
6704 Equipment Rental	2,046	1,800	1,800	1,800	-	-
6705 Equip - R&M	51,005	93,500	93,500	93,500	-	-
6706 Computer R&M	1,466	8,700	8,700	8,700	-	-
6708 Mechanical Equipment	6,468	4,100	4,100	4,100	-	-
6711 Communication System	776,646	885,100	885,100	885,100	-	-
6731 Airtime	253,014	258,700	258,700	258,700	-	-
<b>* Equipment &amp; Communications</b>	<b>1,365,319</b>	<b>1,614,200</b>	<b>1,530,400</b>	<b>1,654,100</b>	<b>39,900</b>	<b>2.5</b>
6802 Vehicle R&M	14,493	-	-	-	-	-
6803 Vehicle Fuel - Diesel	1,810	3,000	3,000	3,000	-	-
6804 Vehicle Fuel - Gas	604	1,000	1,000	1,000	-	-
6806 Vehicle Rentals	1,545	-	-	-	-	-
6811 Shop Supplies	74	-	-	-	-	-
6899 Other Vehicle Expense	327	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>18,853</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	18,356	9,600	9,600	19,600	10,000	104.2
6902 Conferences/Workshop	26,741	-	35,000	25,000	25,000	-
6903 Travel - Local	394	7,400	7,400	7,400	-	-
6904 Travel - Out of Town	413,522	230,200	399,100	380,200	150,000	65.2
6905 Training & Education	459,669	254,700	469,700	487,700	233,000	91.5

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6906 Licenses & Agreements	68,407	84,800	84,800	84,800	-	-
6907 Commission Fees	29	-	-	-	-	-
6910 Signage	41	-	-	-	-	-
6911 Facilities Rental	1,082,428	1,313,400	1,348,400	1,460,700	147,300	11.2
6912 Advertising/Promotio	17,993	6,100	6,100	20,100	14,000	229.5
6917 Books and Periodicals	11,649	9,900	9,900	9,900	-	-
6918 Meals/Catering	56,481	26,000	26,000	26,000	-	-
6919 Special Projects	-	2,000	2,000	2,000	-	-
6938 Rewarding Excellence	14,782	2,700	2,700	15,300	12,600	466.7
6999 Other Goods/Services	(268)	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>2,170,224</b>	<b>1,946,800</b>	<b>2,400,700</b>	<b>2,538,700</b>	<b>591,900</b>	<b>30.4</b>
7008 ltnTrsf IT & Commun	11,191	-	-	-	-	-
7009 Internal Trfr Other	133,233	92,700	92,700	92,700	-	-
7011 Int Trf Record Check	-	(3,300)	(3,300)	(3,300)	-	-
7012 Int Trf Print/Reprod	3,676	-	-	-	-	-
7013 Int Trf Extra Duty	(480,012)	(681,500)	(681,500)	(681,500)	-	-
<b>* Interdepartmental</b>	<b>(331,912)</b>	<b>(592,100)</b>	<b>(592,100)</b>	<b>(592,100)</b>	-	-
8003 Insurance Pol/Prem	47,960	54,100	54,100	54,100	-	-
8030 Tfr Fr Resvs to Oper	-	-	(33,700)	-	-	-
<b>* Other Fiscal</b>	<b>47,960</b>	<b>54,100</b>	<b>20,400</b>	<b>54,100</b>	-	-
<b>** Total</b>	<b>100,106,039</b>	<b>105,992,500</b>	<b>109,088,600</b>	<b>111,643,000</b>	<b>5,650,500</b>	<b>5.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4703 Cond.Grant NS(Other)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)	-	-
<b>* Transfers from other Gov'ts</b>	<b>(3,800,000)</b>	<b>(3,800,000)</b>	<b>(3,800,000)</b>	<b>(3,800,000)</b>	-	-
5250 Sales of Svcs-Other	(441,672)	(608,000)	(537,200)	(565,000)	43,000	(7.1)
5256 SOT Revenue	(30)	-	-	-	-	-
<b>* Fee Revenues</b>	<b>(441,702)</b>	<b>(608,000)</b>	<b>(537,200)</b>	<b>(565,000)</b>	<b>43,000</b>	<b>(7.1)</b>
5508 Recov External Parti	(6,956,317)	(7,326,600)	(7,094,100)	(7,353,700)	(27,100)	0.4
5600 Miscellaneous Revenue	(1,552,281)	(1,912,900)	(1,907,200)	(1,912,900)	-	-
<b>* Other Revenue</b>	<b>(8,508,598)</b>	<b>(9,239,500)</b>	<b>(9,001,300)</b>	<b>(9,266,600)</b>	<b>(27,100)</b>	<b>0.3</b>
<b>** Total</b>	<b>(12,750,300)</b>	<b>(13,647,500)</b>	<b>(13,338,500)</b>	<b>(13,631,600)</b>	<b>15,900</b>	<b>(0.1)</b>
<b>Net Total</b>	<b>87,355,739</b>	<b>92,345,000</b>	<b>95,750,100</b>	<b>98,011,400</b>	<b>5,666,400</b>	<b>6.1</b>







## COMMUNITY SAFETY




2024/25 BUDGET AND BUSINESS PLAN

**MISSION** TO CHAMPION A COMMUNITY-FOCUSED, HOLISTIC APPROACH TO SAFETY AND WELL-BEING IN HALIFAX, THROUGH THE IMPLEMENTATION OF STRATEGIES TO MITIGATE, PREVENT, RESPOND, AND RECOVER.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Community Safety Business Unit allows the Halifax Regional Municipality to create the capacity to address root causes of crime, social disorder, and victimization and protect vulnerable people through proactive and outcomes-focused services to respond to the full spectrum of community safety needs. The Business unit was formed at the beginning of the 23/24 budget, and this is the inaugural business plan and consolidated budget from the various units housed in other Business Units.

To better reflect operational requirements and service delivery, the PSO was restructured into two distinct divisions: Research and Development, and Programs and Partnerships.

## ORGANIZATION CHART









## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	<b>12.0</b>
Transferred Positions:	
School Crossing Guards from HRP	61.4
Public Safety Positions from CAO	11.0
Transfer from Finance	1.0
Transfer of Compliance from P&D	38.0
Transfer from Fire for EMO	3.0
New Positions:	
Additional Crossing Guards (5 FTE)	5.0
Compliance Officer II (Housing & Homelessness)	1.0
Emergency Food Truck Coordinator	1.0
Hazard, Risk and Vulnerability Assessment Specialist	1.0
Emergency Management Administrator	1.0
Emergency Management Administrative Assistant	1.0
Emergency Management Volunteer Program Lead	1.0
Housing and Homelessness Coordinator	1.0
BAL-08 - 1 FTE - Create Community Crisis Response model	1.0
BAL-09 - 1 FTE - Mobile Outreach and Transportation Service	1.0
BAL-12 - 5 Crossing Guards (0.4 FTE each)	2.0
<b>Total Changes</b>	<b>130.4</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>142.4</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Public Safety Strategy 2023-2026</b>	The Community Safety business unit has commenced implementation of the Public Safety Strategy. The strategy guides how the municipality will continue to apply and promote public safety across municipal business units in an effort to reduce social harms through proactive, preventative, and responsive actions. It also introduces new initiatives where the municipality can promote a more robust response to public safety in alignment with provincial, municipal, and community-led services.	 <b>Safe Communities</b>

Initiative	Description	Priority & Outcome
<b>Halifax Regional Municipality Safe City and Safe Public Spaces Program</b>	<p>The Safe Cities and Safe Public Spaces program aims to respond to and prevent sexual violence against women and girls in public spaces through collaborative and locally owned changes to laws, policies, programs, and built environments. The program plays a key role in actioning the Community Safety business unit's equitable, intersectional, and community-based approach to public safety.</p>	 Safe Communities
<b>Increasing Food Security and Strengthening the Local Food System</b>	<p>The municipality has partnered with the Halifax Food Policy Alliance to develop JustFOOD, an action plan for the Halifax region. JustFOOD is a collaborative effort to increase food security and strengthen the local food system, through the lens of food justice. As part of this effort, support will continue for the Mobile Food Market, bringing affordable, quality food to communities at risk for food access issues, and incorporating food planning into emergency measures and climate change mitigation/adaptation.</p>	 Affordable Communities
<b>Response to Homelessness</b>	<p>The municipality will continue to support people experiencing homelessness, through a variety of support services with the goal of persons obtaining suitable housing. Working closely with our service provider community as well as our provincial and federal counterparts, the municipality will continue to engage those with lived experience to learn how the municipality can provide better support to those people experiencing homelessness.</p>	 Affordable Communities
<b>Proactive Community Safety</b>	<p>The municipality proactively identifies, assesses, and mitigates potential risks within the municipality to improve safety and enhance the overall well-being of our communities. Working collaboratively with residents and stakeholders, business units will develop and implement plans to reduce the likelihood and impact from events creating severe or extreme risks to our people and our communities.</p>	 Safe Communities
<b>Emergency Response Optimization</b>	<p>The municipality responds to emergencies swiftly, safely, and efficiently to save and protect lives, property, and the environment. The municipality will develop and implement an enhanced coordinated and collaborative response model that includes all emergency response providers.</p>	 Safe Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Executive Director Office	\$ 82,282	\$ 83,600	\$ 568,500	\$ 512,900	\$ 429,300	513.5
Research & Development				\$360,300	360,300	-
Emergency Management	606,640	502,100	869,500	1,105,800	603,700	120.2
Housing & Homelessness	-	1,625,900	2,130,500	2,375,300	749,400	46.1
Programs & Partnerships	403,567	1,490,800	1,454,700	2,832,000	1,341,200	90.0
Food Security & Food Systems Planning	-	-	348,000	762,000	762,000	-
Community Standards & Compliance	3,241,888	3,426,300	3,294,200	3,672,100	245,800	7.2
School Crossing Guard	1,794,363	2,193,800	2,224,900	2,364,800	171,000	7.8
<b>Net Total</b>	<b>\$ 6,128,740</b>	<b>\$ 9,322,500</b>	<b>\$ 10,890,300</b>	<b>\$ 13,985,200</b>	<b>\$ 4,662,700</b>	<b>50.0</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Compensation and Benefits	\$ 5,703,754	\$ 7,213,400	\$ 8,003,700	\$ 9,593,700	\$ 2,380,300	33.0
Office	44,079	92,500	120,300	92,500	-	-
External Services	1,360,549	1,296,300	2,460,300	1,311,300	15,000	1.2
Supplies	44,777	38,000	44,000	38,000	-	-
Materials	339	1,200	2,400	1,200	-	-
Building Costs	3,343	211,000	383,000	411,000	200,000	94.8
Equipment & Communications	20,902	33,000	34,000	133,000	100,000	303.0
Vehicle Expense	1,856	5,800	6,300	5,800	-	-
Other Goods & Services	190,473	1,475,200	11,147,200	3,003,900	1,528,700	103.6
Interdepartmental	(359,691)	5,900	6,200	5,900	-	-
Other Fiscal	166,300	657,300	(8,828,000)	1,096,000	438,700	66.7
<b>Total Expenditures</b>	<b>7,176,682</b>	<b>11,029,600</b>	<b>13,379,400</b>	<b>15,692,300</b>	<b>4,662,700</b>	<b>42.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Transfers from other Govts	(305,757)	-	(750,000)	-	-	-
Fee Revenues	(360,236)	(400,000)	(400,000)	(400,000)	-	-
Other Revenue	(381,949)	(1,307,100)	(1,339,100)	(1,307,100)	-	-
<b>Total Revenues</b>	<b>(1,047,942)</b>	<b>(1,707,100)</b>	<b>(2,489,100)</b>	<b>(1,707,100)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 6,128,739</b>	<b>\$ 9,322,500</b>	<b>\$ 10,890,300</b>	<b>\$ 13,985,200</b>	<b>\$ 4,662,700</b>	<b>50.0</b>



## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 9,322,500</b>
<b>Service Enhancements</b>	
Additional Crossing Guards (5 FTE)	90,000
Compliance Officer II (Housing & Homelessness)	81,200
Emergency Food Truck Coordinator	67,600
Hazard, Risk and Vulnerability Assessment	83,700
Emergency Management Administrator	82,100
Emergency Management Administrative Assistant	71,200
Emergency Management Volunteer Program Lead	122,100
Housing and Homelessness Coordinator	112,000
JustFOOD Phase B partial funding	334,500
Mobile Outreach Program	449,200
BAL-07 - Enhance Safe City Program	250,000
BAL-08 - 1 FTE - Create Community Crisis Response model for HRM	70,900
BAL-09 - 1 FTE - Mobile Outreach and Transportation Service	70,900
BAL-10 - Mobile Outreach and Transportation Service Additional	325,000
BAL-11 - Housing and Homelessness - Diversion Plan	60,000
BAL-12 - 5 Crossing Guards positions	50,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	1,005,700
Increase in homelessness site cleanups	200,000
EMO site upgrades	100,000
<b>Other/Transfers</b>	
Transfers from CAO (JustFOOD funding, Navigator program, positions)	868,800
Transfers from Finance (position)	144,800
Miscellaneous adjustments	23,000
<b>Total Changes</b>	<b>\$ 4,662,700</b>
<b>2024/25 Budget</b>	<b>\$ 13,985,200</b>

### Service Enhancements

**Additional Crossing Guards (5 FTE)** – HRM Crossing Guards are a vital part of the HRM's public safety portfolio; they ensure our school children arrive to and from school safely.

**Compliance Officer II (Housing & Homelessness)** – This enhancement is to realign Housing & Homelessness and compliance resources from Parks & Recreation to Community Safety, to accurately reflect the intended structure and operational needs.

**Emergency Food Truck Coordinator** – This position will work to increase food access and reduce food waste through maximizing the HRM Emergency Food Truck. The Coordinator will support emergency food responses and the Community Food Distribution Pilot.

**Hazard, Risk and Vulnerability Assessment** – The Municipal Emergency Plan requires an updated Hazard, Risk, and Vulnerability Assessment (HRVA) in order to be complete. The HRVA covers the entire municipality and involves identifying community risk profiles and possible strategies to minimize these risks.

**Emergency Management Administrator** – HRM Emergency Management has been authorized by Regional Council to establish a Voluntary Vulnerable Persons Registry (VVPR). An FTE was approved by Regional Council on 20 June 23 to create this position. This position will establish the VVPR process and interview all applicants to ensure eligibility into the program.

**Emergency Management Administrative Assistant** – This service enhancement provides administrative support to the director of Emergency Management by way of records management from both staff during routine operations and emergency events.

**Emergency Management Volunteer Program Lead** – As HRM continues to grow, our volunteer sector needs to grow with us to be able to continue to respond and assist with crisis events. The EM Office requires a dedicated resource to be able to effectively manage the volunteer program.

**Housing and Homelessness Coordinator** – This position is responsible for supporting the coordination and operation of pallet shelter villages, tiny homes, and similar structures in HRM. The Housing Coordinator will be the lead person in working with service providers on the recruitment and placement of clients in these sheltering and housing options.

**JustFOOD Phase B partial funding** – This investment will build regional capacity for community-led governance, collaborative action, knowledge sharing, and impact measurement towards a more healthy, just, and resilient food system.

**Mobile Outreach Program** – The investment addresses the creation of Action 2.4 of Public Safety Strategy 2023-2026, which creates a safer and more inclusive space, enhances support for people experiencing homelessness, and broadens the spectrum of emergency and crisis response.

## SERVICE AREA PLANS

### EXECUTIVE DIRECTOR'S OFFICE




The Executive Director's Office provides strategic direction and support to the divisions within the Business Unit to deliver on the Municipality's vision, mission, values, and priorities. The Office is responsible for creating this business plan and budget and associated KPIs which will be used to measure performance for each Business Area, embrace the principles of diversity and inclusion, actively address racism, take steps to build a strong culture of respect, and strive to eliminate harassment, with an emphasis on gender-based and sexual harassment. The Executive Director's office creates the conditions for a healthy, productive workforce by developing strategies that will keep the team engaged and actively contributing to the goals and objectives. As this Business Unit is just a year old it will be particularly important for the unit to build cohesion and purpose through active employee engagement.

## Services Delivered

Move forward the recommendations of the Policing Transformation Study in partnership with the Board of Police Commissioners, Halifax Regional Police, and Royal Canadian Mounted Police and ensure there is alignment where possible with the Public Safety Strategy and the Mass Casualty Commission Findings.

Develop strong working relationships to move forward the deliverables in this plan; and

Establish and maintain collaborative working relationships with peers, Provincial executives, external stakeholders, and particularly HRM Business Units to continue to further the work ongoing in Emergency Management, Public Safety, Food Security, Senior Safety, Homelessness, and Community Standards.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Building Community Safety	Expand the collective impact of the Community Safety business unit through collaborative working relationships with other HRM Business Units and external stakeholders to advance the Council-approved Public Safety Strategy, JustFOOD Action Plan, Homelessness Framework, and Emergency Management.	 Well Managed	T – Q4 2024/25
Policing Transformation Study Implementation	In partnership with HRP, RCMP, BoPC, and Community Safety, HRM will begin to implement the recommendations from the final policing transformation study report	 Safe Communities	T – Q4 2024-25
Establish Employee Engagement Working Group	Establish and support the work of an Employee Engagement Committee, and strengthen team dynamics and relationships, and promote a positive, healthy, and safe work culture.	 Engaged & Skilled People	T – Q4 2024/25

## 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.

## Services Delivered

**Program and Policy Research, Development, and Evaluation.** Responsible for strategic advice and oversight of the municipality’s Public Safety Strategy, including research, design, and development of new and existing

programs, services, and policies. Leads the evaluation of Public Safety Strategic initiatives, development and monitoring of key performance indicators, and other tools to enable continuous improvement and learning. Collaborates and partners with relevant organizations and orders of government to advance equitable, locally relevant, and evidence-informed approaches to community safety and wellbeing.

**Community Safety Training.** Business Unit lead for the establishment of community safety training development and implementation. Responsible for developing training capacity to support staff and community partners in alternative to enforcement, skills to meet people where they are at, and capacity to help individuals navigate toward services to support their needs.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Public Safety Strategy Evaluation Framework and Program Evaluation	With Programs and Partnerships, develop and implement an evaluation and monitoring framework for the municipality's Public Safety Strategy to measure and monitor impact. Oversee the evaluation of new programs and services, including the Stabilization Centre Pilot, and Non-violent Crisis Intervention training program.	 Safe Communities	T – Q4 2024/25
Social Equity Index	With ICT, develop a mapping tool that will support the evaluation of capital infrastructure planning from a socio-economic equity lens.	 Safe Communities	T – Q4 2024/25
Public Safety Strategy service, program, and policy development	With Programs and Partnerships, research, develop, design, and cost new service models and initiatives including: Community Mental Health Crisis Response and Outreach Service, alternative reporting for Gender-based Violence Service, and enhanced training capacity.	 Safe Communities	T – Q4 2024/25
Senior Safety	Develop a strategy to address Senior Safety in the municipality in partnership with the Province of Nova Scotia and the HRM Policing Partners.	 Safe Communities	T – Q4 2024/25

## 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.

### Services Delivered

**Joint Emergency Management Teams (JEM).** JEM teams form the community response and assist in public education on Emergency Management throughout the entirety of the municipality. They are responsible for opening and managing all Comfort Centres during crisis or severe weather events. They also provide emergency management public education within their communities to increase community and individual resiliency and are deployed when needed for Voluntary Vulnerable Persons Registry (VVPR) response.

**Comfort Centre Management.** Memorandums of Understanding (MOU) are required to validate all potential comfort and evacuation centres within HRM. Each facility requires inspection(s) and coordinated training with JEM teams.

**Hazard Risk and Vulnerability Assessment (HRVA).** This service involves identifying community risk profiles and developing strategies to mitigate risks for the entire municipality in support of the Municipal Emergency Plan. HRVA includes both climate impacts and public Safety considerations.

**Voluntary vulnerable persons registry (VVPR).** The VVPR is a voluntary self-referral list intended for Halifax Regional Municipality (HRM) residents who may need more support during emergencies. The VVPR is managed through the HRM Division of Emergency Management.

**Regional Search and Rescue (RESAR) Coordination.** RESAR is formed from the four Ground Search and Rescue Teams that cover the geographic region of HRM. Coordination on providing a more streamlined effort of response. Continued coordinated response for wellness checks on homeless encampments during weather events, and response for VVPR response.



### Service Delivery Performance Measures

Performance Measures	2021 Actual	2022 Actual	2023 Actual	2024 Actual
Emergency Management Partial Activation	110	116	111	15 (YTD)
Emergency Management Full Activations	12	16	62	3 (YTD)

### Performance Measures Analysis

Emergency Operations Center (EOC) ACTIVATIONS. The EOC has seen a steady increase in monitoring events and activations mainly due to extreme weather events in the past 3 years. Each activation causes a pause on all regular work for EM staff to solely focus on the event. It also brings in other staff members from other Business Units to assist with the coordination and output in responding to events within HRM. Each event also uses a large number of volunteer hours.



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Hazard Risk and Vulnerability Assessment (HRVA)	The HRVA will produce a list of the highest risks and vulnerabilities in each HRM focus area. These risks and vulnerabilities will produce a list of mitigations in order of priority for both residents and Council.	 Safe Communities	T – Q4 2024-25
Emergency Management Framework	The municipality will undertake a complete review of the Municipal Emergency Plan and the policy and procedures associated with planning, mitigation, response, and recovery.	 Safe Communities	T – Q4 2024-25

## HOUSING & HOMELESSNESS

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

### Services Delivered

**Policy Development.** This framework will provide consistent direction to partnership activities with government and community service providers, as well as direct service delivery.

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

### Service Delivery Performance Measures


Performance Measures	2021 Actual	2022 Actual	2023 Actual
Encampment service calls	413	700	784

### Performance Measures Analysis

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

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

- **Number of people sheltered and housed.** The ultimate goal of the municipality is that every resident of the Halifax Regional Municipality has a safe, supportive, and sustainable home and that all homes are purposely constructed for long-term human habitation, built to safety codes and standards, and in a suitable location based on municipal planning strategies. One of the primary roles of the navigator is connecting people experiencing homelessness to sheltering and housing. By tracking the number of people supported by navigators who can be housed we can measure the effectiveness in transitioning people from a state of homelessness to being housed. It is important to remember that the achievement of this performance measure is primarily impacted by the availability of affordable, deeply affordable, and supported housing.
- **Provision of supplies and supports.** People experiencing homelessness often lack resources to shelter outside safely. People need access to washrooms, power, and running water. While a primary goal of the navigator programs is connecting people to housing, the other is supporting people while they are forced to sleep rough. By tracking the volume of supplies and supports provided each year, we are able to measure, to some extent, a key outcome of the work.
- **Number and usage of designated locations.** The municipality will monitor the number of people sleeping rough in the community and usage trends could be an important measure of activity in the community and the effectiveness of designated locations.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Building strong partnerships	In partnership with the province, service providers, and those with lived experiences, the municipality will better coordinate services to the unhoused, improving both the efficiency and effectiveness of those services provided to persons experiencing homelessness or/and those who are precariously housed.	 Affordable Communities	T – Q4 2024/25

## 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 HRM 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.





### Services Delivered

**Public Safety Coordination.** Through the implementation of the Public Safety Strategy, responsible for ensuring a coordinated and holistic approach to addressing the root causes of crime and enhancing public safety. This includes maintaining strong partnerships with various levels of government, social agencies, educational institutions, business associations, community groups, and residents.

**Program Operation.** Responsible for delivery of Community Mobilization Teams, Safe City and Safe Public Spaces program, and Community Crisis Response Pilot.

**Collaborative Partnership Operations.** Manages partnerships and collaborations with community-based safety projects and initiatives. These include but are not limited to community partners operating the Stabilization Centre and the Mobile Outreach and Transportation Service.

**Community Led Innovation.** We foster innovation at a community level, working to support the community to develop the skills and capacity to implement best practices and alternative responses. We are working with local groups to lead community initiatives such as the Preston Area Response to Trauma Working Group (PART-WG), the Community Collaborative Response Plan, and engagement sessions with Indigenous Organizations and Communities.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST) Description
Description	Description		
Youth Violence Prevention and Intervention Strategic Plan	With Research & Development, develop a Youth Violence Prevention and Intervention Strategic Plan.	 Safe Communities	T – Q4 2024/25
Stabilization Centre	Commence implementation of the Stabilization Centre Pilot as an alternative to the Prisoner Care Facility for public intoxication charges. Oversee service agreement and coordination.	 Safe Communities	T – Q4 2024/25
Mobile Crisis, Outreach and Transportation Service	Develop and implement mobile outreach and transportation services to enhance supports and service navigation for people experiencing homelessness.	 Safe Communities	T – Q4 2024/25
Enhance Safe City Program	Develop an alternative, women-centered reporting service for survivors of gender-based violence and sexual violence.	 Safe Communities	T – Q4 2024/25

## 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 for the Halifax Region. Part A of JustFOOD was approved in March of 2023, establishing the priorities and recommendations for municipal and collaboration action. If the 2024/25 budget is approved, delivery of Part B in 2024/25 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 & vulnerabilities to food insecurity, strengthen emergency food planning, and advance collective action towards positive food systems change.

**Services Delivered**

**JustFOOD Halifax Action Plan.** Responsible for the promotion, implementation, prioritization, and performance measurement of the Action Plan, both internal to the Municipality and across the Region through collaborative governance.

**Food Systems Expertise & Connection to Network.** Responsible for supporting other Business Units and Regional Council in factoring impact on food security and our food system into decision-making. Responsible for providing access to expertise and a network of community knowledge holders.

**Halifax Mobile Food Market.** Responsible for ongoing Municipal leadership and partnership in supporting the growth of the Halifax Mobile Food Market and its mission to bring affordable, quality food into HRM communities with food access challenges.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST) Description
Description	Description		
Delivery of Part B of JustFOOD Halifax Action Plan: Collaborative Initiatives	The implementation Strategies for Part B Collaborative Initiatives focus on three areas of work to deliver the Year 1 Priorities including formalizing governance and establishing community food grants; understanding food resources and community vulnerabilities; and collaborating towards positive food system change. Municipal support for the Halifax Mobile Food Market is also part of this work.	 Affordable Communities	T – Q4 2024/25
Delivery of Part B of JustFOOD Halifax Action Plan: Municipally Led Initiatives	The implementation Strategies for Part B municipally led initiatives focuses on three areas of work to deliver the Year 1 Priorities including growing municipal capacity for action; maximizing municipal assets for food production, access, and literacy; and strengthening emergency food planning.	 Affordable Communities	T – Q4 2024/25

## 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.

### Services Delivered

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

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

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

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

**Crossing Guard Program.** Responsible for ensuring the safety of children at designated school crosswalks.

### Service Delivery Performance Measures

Performance Measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Number of by-law service requests/complaints and inquiries <sup>1</sup>	10,144	9,719	12,842	9,931
Number of by-law services inspections <sup>2</sup>	8,233	9,718	-	-
Number of by-law cases	-	-	6,499	7,119
Number of by-law enforcements	-	-	6,125	5,261
Number of summary offence tickets issued	-	-	138	243
Number of site visits	-	-	13,082	12,005
Number of license inspections	-	-	1,155	1,161
Number of licenses issued	-	-	7,176	5,519
Park and taxi stand patrols	-	-	1,301	684
Number of animals handled (animal control)	287	262	320	389



Performance Measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual
<p>Notes:</p> <ul style="list-style-type: none"> <li>1) Service requests include requests from Animal Services, License Standards, and By-law Standards.</li> <li>2) Changes in data collection through the new Permitting, Planning, Licensing, and Compliance system rolled out in 2022 have required alternative measures for reporting on compliance service delivery performance.</li> </ul>				

### Performance Measures Analysis

**Total number of service requests/complaints/inquiries has decreased slightly;** however, there was a slight increase in the cases created and the number of Summary Offense Tickets (SOTs) issued. The decrease in licenses issued is based on the Taxi Driver’s licenses having a 2-year license term and based on the cycle the majority are not due for renewal until 2024. The other factor contributing to the decrease in licenses issued can be attributed to an increase in lifetime licenses being purchased in 2021 and 2022, resulting in fewer annual licenses being purchased.

## Summary of Net Expenditures - Community Safety

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
S421 Contracted Remedies	-	-	-	-	-	-
S420 By-Law Standards	2,344,260	2,456,200	2,346,600	2,580,400	124,200	5.1
S410 By-Law Services Adm	651,461	635,000	620,700	696,200	61,200	9.6
S330 Taxi & Limousine	68,647	199,200	157,400	109,900	(89,300)	(44.8)
S320 Animal control	(40,840)	-	(800)	-	-	-
D004 Building Administration	218,361	135,900	170,300	285,600	149,700	110.2
<b>** Compliance</b>	<b>3,241,888</b>	<b>3,426,300</b>	<b>3,294,200</b>	<b>3,672,100</b>	<b>245,800</b>	<b>7.2</b>
C421 Food Security	-	-	-	762,000	762,000	-
C417 HRM Safe Cities	-	-	-	40,000	40,000	-
C418 Comm Mobilization	-	-	-	45,400	45,400	-
C419 Public Safety Grant	-	-	-	-	-	-
P445 Marine	82,282	83,600	83,600	98,600	15,000	17.9
P460 Sch. Crossing Guard	1,794,363	2,193,800	2,224,900	2,364,800	171,000	7.8
C411 Public Safety Advisor	403,567	1,490,800	1,454,700	2,746,600	1,255,800	84.2
C415 Homelessness Support	-	1,625,900	2,130,500	2,375,300	749,400	46.1
C416 Public Safety Research	-	-	-	360,300	360,300	-
C600 Ex Dir Comm Safety	-	-	832,900	414,300	414,300	-
C801 Emergency Measures	606,640	502,100	869,500	1,105,800	603,700	120.2
<b>Net Total</b>	<b>6,128,739</b>	<b>9,322,500</b>	<b>10,890,300</b>	<b>13,985,200</b>	<b>4,662,700</b>	<b>50.0</b>

## Summary Details - Community Safety

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	4,940,466	5,569,000	6,491,100	7,637,400	2,068,400	37.1
6002 Salaries - Overtime	16,891	46,200	187,300	46,200	-	-
6005 PDP & Union Con Incr	(341,344)	-	(337,200)	-	-	-
6054 Vacation payout	32,036	-	33,200	-	-	-
6099 Other Allowances	-	17,000	17,000	17,000	-	-
6100 Benefits - Salaries	771,534	898,700	1,128,700	1,324,000	425,300	47.3
6110 Vacancy Management	-	(297,300)	-	(612,300)	(315,000)	106.0
6150 Honorariums	130	-	-	-	-	-
6152 Retirement Incentives	18,765	25,800	29,100	36,500	10,700	41.5
6154 Workers' Compensation	128,393	156,800	167,500	206,600	49,800	31.8
6155 Overtime Meals	-	-	900	-	-	-
6156 Clothing Allowance	31,338	26,000	26,000	26,000	-	-
6170 ext Fund Positions	-	-	-	222,600	222,600	-
6199 Comp & Ben InterDept	107,155	771,200	260,100	689,700	(81,500)	(10.6)
9200 HR CATS Wage/Ben	(1,611)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>5,703,754</b>	<b>7,213,400</b>	<b>8,003,700</b>	<b>9,593,700</b>	<b>2,380,300</b>	<b>33.0</b>
6201 Telephone/Cable	13,943	17,400	20,400	17,400	-	-
6202 Courier/Postage	833	1,200	23,400	1,200	-	-
6203 Office Furn/Equip	6,682	18,600	17,800	18,600	-	-
6205 Printing & Reprod	4,918	5,400	5,400	5,400	-	-
6207 Office Supplies	16,886	14,900	20,300	14,900	-	-
6299 Other Office Expenses	818	35,000	33,000	35,000	-	-
<b>* Office</b>	<b>44,079</b>	<b>92,500</b>	<b>120,300</b>	<b>92,500</b>	-	-
6301 Professional Fees	6,555	42,000	42,000	42,000	-	-
6302 Legal Fees	450	700	700	700	-	-
6303 Consulting Fees	447,000	348,000	348,000	348,000	-	-
6311 Security	13,263	-	-	-	-	-
6312 Refuse Collection	-	-	10,000	-	-	-
6314 Prosecution Services	187	-	-	-	-	-
6399 Contract Services	893,093	905,600	2,059,600	920,600	15,000	1.7
<b>* External Services</b>	<b>1,360,549</b>	<b>1,296,300</b>	<b>2,460,300</b>	<b>1,311,300</b>	<b>15,000</b>	<b>1.2</b>

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6401 Uniforms & Clothing	35,449	24,300	24,300	24,300	-	-
6402 Med & First Aid Supp	87	-	-	-	-	-
6403 Patrol Equip Supplies	2,747	-	-	-	-	-
6404 Rec Prog Supplies	177	-	-	-	-	-
6406 Bridge Tolls	3,933	3,500	3,500	3,500	-	-
6407 Clean/Sani Supplies	564	2,000	2,000	2,000	-	-
6409 Personal Protect Equ	1,054	-	200	-	-	-
6499 Other Supplies	766	8,200	14,000	8,200	-	-
<b>* Supplies</b>	<b>44,777</b>	<b>38,000</b>	<b>44,000</b>	<b>38,000</b>	-	-
6502 Chemicals	-	-	100	-	-	-
6504 Hardware	-	-	1,100	-	-	-
6505 Lubricants	282	-	-	-	-	-
6516 Topsoil	-	1,200	1,200	1,200	-	-
6519 Welding Supplies	57	-	-	-	-	-
<b>* Materials</b>	<b>339</b>	<b>1,200</b>	<b>2,400</b>	<b>1,200</b>	-	-
6603 Grnds & Landscaping	2,727	-	-	-	-	-
6607 Electricity	616	1,000	43,000	1,000	-	-
6608 Water	-	-	30,000	-	-	-
6614 Envir Assess/Cleanup	-	200,000	200,000	400,000	200,000	100.0
6699 Other Building Cost	-	10,000	110,000	10,000	-	-
<b>* Building Costs</b>	<b>3,343</b>	<b>211,000</b>	<b>383,000</b>	<b>411,000</b>	<b>200,000</b>	<b>94.8</b>
6701 Equipment Purchase	7,852	12,000	12,500	112,000	100,000	833.3
6702 Small Tools	82	-	-	-	-	-
6703 Computer Equip/Rent	191	-	500	-	-	-
6704 Equipment Rental	2,868	200	200	200	-	-
6705 Equip - R&M	-	1,800	3,000	1,800	-	-
6706 Computer R&M	147	4,000	2,800	4,000	-	-
6711 Communication System	9,761	15,000	15,000	15,000	-	-
<b>* Equipment &amp; Communications</b>	<b>20,902</b>	<b>33,000</b>	<b>34,000</b>	<b>133,000</b>	<b>100,000</b>	<b>303.0</b>
6802 Vehicle R&M	396	2,500	3,000	2,500	-	-
6804 Vehicle Fuel - Gas	14	300	300	300	-	-
6806 Vehicle Rentals	-	1,000	1,000	1,000	-	-
6899 Other Vehicle Expense	1,446	2,000	2,000	2,000	-	-
<b>* Vehicle Expense</b>	<b>1,856</b>	<b>5,800</b>	<b>6,300</b>	<b>5,800</b>	-	-
6901 Membership Dues	2,243	7,000	8,100	7,000	-	-
6902 Conferences/Workshop	768	16,700	16,700	16,700	-	-
6903 Travel - Local	5,692	60,500	55,700	60,500	-	-
6904 Travel - Out of Town	17,832	17,400	31,400	17,400	-	-
6905 Training & Education	23,463	161,500	161,500	161,500	-	-
6906 Licenses & Agreements	-	-	400	-	-	-
6911 Facilities Rental	100	29,300	29,300	29,300	-	-
6912 Advertising/Promotio	4,990	51,500	65,500	101,500	50,000	97.1
6913 Awards	-	1,200	1,200	1,200	-	-
6914 Recruiting	-	-	200	-	-	-
6917 Books and Periodicals	16,464	4,100	4,100	4,100	-	-
6918 Meals/Catering	36,925	49,000	57,600	49,000	-	-
6919 Special Projects	74,094	1,049,000	1,267,600	2,527,700	1,478,700	141.0
6929 Procurement Card Clg	435	-	-	-	-	-
6932 Youth Pr Services	97	-	-	-	-	-
6933 Community Events	-	5,000	5,000	5,000	-	-
6938 Rewarding Excellence	871	3,000	4,200	3,000	-	-
6940 Fencing	-	-	9,417,000	-	-	-
6999 Other Goods/Services	6,500	20,000	21,700	20,000	-	-
<b>* Other Goods &amp; Services</b>	<b>190,473</b>	<b>1,475,200</b>	<b>11,147,200</b>	<b>3,003,900</b>	<b>1,528,700</b>	<b>103.6</b>
7009 Internal Trfr Other	(361,492)	1,300	1,300	1,300	-	-
7011 Int Trf Record Check	-	2,000	2,000	2,000	-	-
7012 Int Trf Print/Reprod	1,801	2,600	2,900	2,600	-	-
<b>* Interdepartmental</b>	<b>(359,691)</b>	<b>5,900</b>	<b>6,200</b>	<b>5,900</b>	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
8001 Transf Outside Agenc	-	491,000	731,000	731,000	240,000	48.9
8004 Grants	166,300	166,300	874,600	365,000	198,700	119.5
8030 Tfr Fr Resvs to Oper	-	-	(10,433,600)	-	-	-
<b>* Other Fiscal</b>	<b>166,300</b>	<b>657,300</b>	<b>(8,828,000)</b>	<b>1,096,000</b>	<b>438,700</b>	<b>66.7</b>
<b>** Total</b>	<b>7,176,682</b>	<b>11,029,600</b>	<b>13,379,400</b>	<b>15,692,300</b>	<b>4,662,700</b>	<b>42.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4703 Cond.Grant NS(Other)	-	-	(750,000)	-	-	-
4704 Conditnl Grnts Other	(305,757)	-	-	-	-	-
<b>* Transfers from other Gov'ts</b>	<b>(305,757)</b>	<b>-</b>	<b>(750,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
4907 Taxi Licenses	(113,612)	(140,000)	(140,000)	(140,000)	-	-
4908 Animal Licenses	(207,957)	(175,000)	(175,000)	(175,000)	-	-
4916 Vending Licenses	(14,381)	(25,000)	(25,000)	(25,000)	-	-
4950 Other Lic. & Permits	(24,286)	(60,000)	(60,000)	(60,000)	-	-
<b>* Fee Revenues</b>	<b>(360,236)</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	(381,949)	(1,307,100)	(1,339,100)	(1,307,100)	-	-
<b>* Other Revenue</b>	<b>(381,949)</b>	<b>(1,307,100)</b>	<b>(1,339,100)</b>	<b>(1,307,100)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(1,047,942)</b>	<b>(1,707,100)</b>	<b>(2,489,100)</b>	<b>(1,707,100)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>6,128,739</b>	<b>9,322,500</b>	<b>10,890,300</b>	<b>13,985,200</b>	<b>4,662,700</b>	<b>50.0</b>

**HALIFAX**

# **HALIFAX TRANSIT**





**2024/25 BUDGET AND BUSINESS PLAN**




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



## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

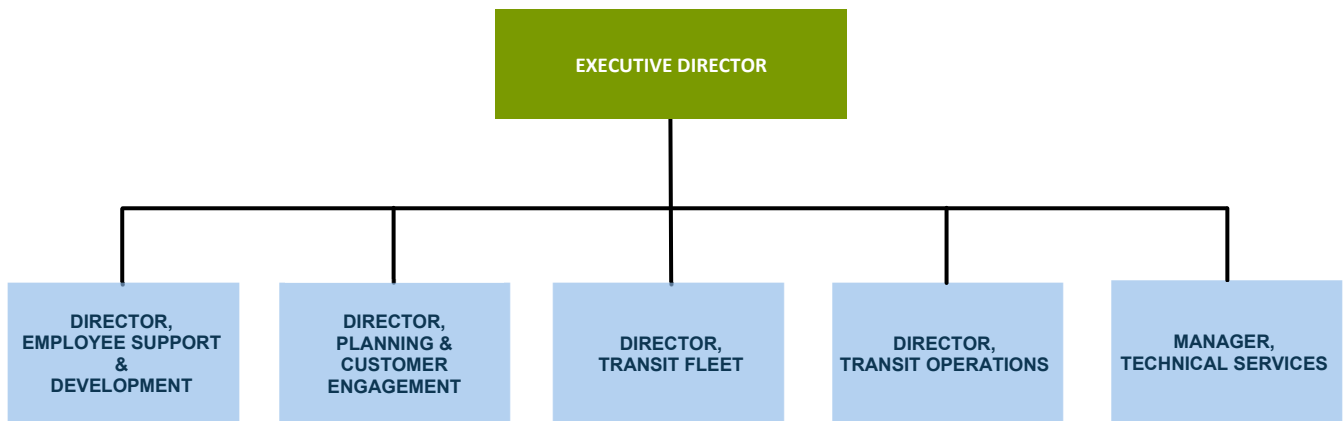


Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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

## ORGANIZATION CHART



## FULL TIME EQUIVALENT COUNTS



Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	1,056.4
New Positions:	
Project Controller	1.0
Safety Supervisor	2.0
Program Manager	1.0
Business Analyst	1.0
Project Controller	1.0
Operators (MFTP)	38.0
Mechanic (MFTP)	1.0
Hostlers (MFTP)	2.0
Trainer (MFTP)	1.0
Capital Changes:	
Outreach & Engagement Specialist	1.0
<b>Total Changes</b>	<b>49.0</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>1,105.4</b>






Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted.

The MFTP position funding previously approved in 2023/24 operating budget.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Transit Asset &amp; Infrastructure Renewal</b>	To create an enhanced experience for its customers, Halifax Transit will continue to invest in the renewal of on-street infrastructure, buildings, terminals, vehicles, fleet, and ferries, with an emphasis on energy-efficiency and safety.	 Connected & Healthy Long Range Mobility Planning
<b>Transit Service Plan</b>	Halifax Transit is continuously evolving to offer residents a significantly improved transit service. Guided by principles of integrated mobility, high ridership opportunity, and future sustainability, Halifax Transit is undertaking strategic planning activities to ensure transit routes and services are aligned with the growth of the region, demand for services, and emerging technologies and service models.	 Connected & Healthy Long Range Mobility Planning

Initiative	Description	Priority & Outcome
<b>Transit Technology</b>	Through the implementation of improved transit technology, including Electronic Fare Management Systems, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.	 Innovative Performance Excellence
<b>Transit Accessibility</b>	Halifax Transit is committed to improving the accessibility and equity of transit services in the municipality. This includes improvements to the conventional service to make it an inclusive, viable option, as well as improvements to the Access-A-Bus system to ensure it is meeting the needs of people who rely on that service. This includes physical infrastructure, policy and process improvements, engagement with the community, staff training and vehicle improvements.	 Safe & Accessible Mobility Network
<b>Decarbonize Public Transit</b>	In keeping with the municipality's HalifACT goals to reduce green house gas emissions and criteria air contaminants, Halifax Transit is in the process of converting to a zero-emission fleet. Decarbonization initiatives include the procurement of zero emission buses and charging infrastructure, transit facility improvements and retrofits, and staff training.	 Net-Zero Emissions 
<b>Safety &amp; Security</b>	Safety is of critical importance to Halifax Transit. To ensure the protection of passengers, employees, and property, staff are taking proactive measures across the transit system. Efforts include the installation of operator safety barriers across the conventional fleet, a comprehensive review of current public safety challenges and recommended options for mitigation, and a Transit Code campaign focused on Operator safety and anti-aggression.	 Safe & Accessible Mobility Network

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Access-A-Bus Service	\$ 7,345,436	\$ 7,427,300	\$ 8,442,500	\$ 8,685,500	\$ 1,258,200	16.9
Conventional Service	72,334,670	79,860,300	77,169,100	88,763,300	8,903,000	11.1
Ferry Service	5,773,990	5,410,500	5,867,700	6,726,000	1,315,500	24.3
Transit Facilities	5,320,064	4,558,900	5,399,000	4,679,900	121,000	2.7
Fiscal Transit	(56,549,001)	(36,994,800)	(36,616,100)	(40,154,300)	(3,159,500)	8.5
<b>Net Total</b>	<b>\$ 34,225,158</b>	<b>\$ 60,262,200</b>	<b>\$ 60,262,200</b>	<b>\$ 68,700,400</b>	<b>\$ 8,438,200</b>	<b>14.0</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 88,098,508	\$ 88,131,900	\$ 88,305,600	\$ 99,631,600	\$ 11,499,700	13.0
Office	1,049,944	1,113,516	1,241,900	1,199,500	85,984	7.7
External Services	3,930,379	3,771,300	4,152,500	4,615,600	844,300	22.4
Supplies	1,402,139	1,481,284	1,446,800	1,609,700	128,416	8.7
Materials	261,190	177,200	340,600	242,200	65,000	36.7
Building Costs	2,801,368	2,085,600	2,799,300	2,208,600	123,000	5.9
Equipment & Communications	1,192,729	1,073,500	1,251,200	1,156,500	83,000	7.7
Vehicle Expense	31,327,386	31,823,100	30,391,300	32,813,800	990,700	3.1
Other Goods & Services	1,407,319	1,521,500	1,488,300	1,733,500	212,000	13.9
Interdepartmental	100,432	(95,500)	348,800	(95,500)	-	-
Other Fiscal	334,626	370,000	370,000	400,000	30,000	8.1
<b>Total Expenditures</b>	<b>131,906,021</b>	<b>131,453,400</b>	<b>132,136,300</b>	<b>145,515,500</b>	<b>14,062,100</b>	<b>10.7</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Area Rate Revenue	(56,883,627)	(37,364,800)	(36,986,100)	(40,554,300)	(3,189,500)	8.5
Transfers from other Govts	(8,657,506)	-	-	-	-	-
Fee Revenues	(30,776,496)	(32,447,200)	(33,618,800)	(34,981,600)	(2,534,400)	7.8
Other Revenue	(1,363,234)	(1,379,200)	(1,269,200)	(1,279,200)	100,000	(7.3)
<b>Total Revenues</b>	<b>(97,680,862)</b>	<b>(71,191,200)</b>	<b>(71,874,100)</b>	<b>(76,815,100)</b>	<b>(5,623,900)</b>	<b>7.9</b>
<b>Net Total</b>	<b>\$ 34,225,158</b>	<b>\$ 60,262,200</b>	<b>\$ 60,262,200</b>	<b>\$ 68,700,400</b>	<b>\$ 8,438,200</b>	<b>14.0</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 60,262,200
<b>Service Enhancements</b>	
Fare Solution upgrades	50,000
Staff supporting Safety Program	302,000
Moving Forward Together Plan	2,247,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	9,409,300
Inflationary Pressures (Materials, Uniforms, & Security)	813,800
Overtime increase	250,000
Other inflationary and service pressures	15,000
<b>Contractual Increases</b>	
Contractual Increase - Janitorial contracts	100,000
Contractual Increase - Security contracts	444,000
<b>Revenue Changes</b>	
Fare increase	(700,000)
Ridership growth increase to fare revenue	(1,834,400)
Adjustment to tax revenue	(3,189,500)
Other revenue adjustments	100,000
<b>Other/Transfers</b>	
Increase in Consulting/Studies	100,000
Increase in Extra Duty Officer (extra HRP officer)	250,000
Miscellaneous adjustments	81,000
<b>Total Changes</b>	\$ 8,438,200
<b>2024/25 Budget</b>	<b>\$ 68,700,400</b>

### Services Enhancements

**Fare Solution Upgrades.** Additional fare payment application validators for the ferry terminals and electric buses.

**Staff supporting the Safety Program.** These headcount resources (2 FTE) will help support the municipality's Occupational Health and Safety (OH&S) program within Halifax Transit and managing health and safety-related services. The remaining 3 FTE was part of the Halifax Transit Safety Program plan presented to Council on December 12, 2023.

**Moving Forward Together Plan.** This is the additional investment required to implement the remainder of the plan. Originally, five months of funding was approved in the 2023/24 operating budget, so this is accounting for the remaining 7 months to provide the full funding for the plan.



## SERVICE AREA PLANS

### ACCESS-A-BUS SERVICE

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

#### Services Delivered


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

#### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Ridership	120,373	155,838	167,758	168,000
Total Cost (Expenses) per Revenue Vehicle Hour	\$87.27	\$81.43	\$92.12	\$94.10
Operating Expense per Passenger	\$61.19	\$50.53	\$54.03	\$55.11
Average Fare per Passenger	\$1.25	\$1.35	\$1.50	\$1.54
Revenue/Cost Ratio	2.0%	2.7%	2.8%	2.8%
Customer Service (requests addressed within standard)	87%	87%	96%	90%

#### Performance Measures Analysis

Access-A-Bus ridership is expected to stay stable in 2024/25. Overall service levels are expected to be similar, with higher operating costs related to inflation being offset by a fare increase to maintain a static cost recovery ratio.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
<b>Access-A-Bus Plan</b>	To ensure ongoing improvements in Access-A-Bus service, planned initiatives include an industry scan and alignment of administrative best practices, the Interactive Voice Response (IVR) system to provide automated and consistent client communications, and updates to the eligibility criteria to best match services to client abilities.	 Safe & Accessible Mobility Network	T – Q4 2025/26

## CONVENTIONAL TRANSIT SERVICE

The Conventional Transit Service supports Regional Council priorities by providing a network of routes that operate throughout the defined service area. This service provides over 19 million passenger trips annually and travels nearly 21,000,000 kilometres. Many of the services below also support the paratransit and ferry services, such as employee support, bus fleet planning, bus cleaning, and more.

### Services Delivered

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

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

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

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

**Customer Support.** Providing communication, customer service and engagement.

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

**Operating Conventional Transit Routes.** Consisting of 69 fixed-route services and 3 Regional Express routes to rural areas.

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







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





## Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Ridership	12,580,418	15,608,977	18,211,432	18,500,000
Number of Regular Service Passenger Trips per Capita in Service Area	37.7	46.1	49.9	48.5
Passengers per Service Hour	13.1	16.2	19.7	18.5
Revenue Vehicle Hour per Capita in-Service Area	2.9	2.8	2.5	2.6
Total Cost (Expenses) per Revenue Vehicle Hour	\$109.35	\$120.13	\$123.44	\$126.47
Operating Expense per Passenger	\$8.38	\$7.40	\$6.26	\$6.82
Average Fare per Passenger	\$1.80	\$2.47	\$1.76	\$1.81
Revenue/Cost Ratio	21%	33%	28%	26%
Requests Addressed within Standard	88%	73%	79%	90%

## Performance Measures Analysis

In 2024/25, it is anticipated that service changes, including reinstating service and implementing the final routing changes under the Moving Forward Together Plan, will be completed; however, as this will occur part way through the year it will only result in modest ridership increases overall. Based on the expected ridership, along with the proposed fare increase, a higher average fare per passenger and revenue/cost ratio could be expected, however, the table above also reflects trends towards increased uptake for reduced fare products. This includes the Epass program, which has seen more than a 75% increase in participation since 2019, as well as other initiatives such as the Affordable Access Pass, and discounted bulk fare products (i.e., 20-ride tickets) now available in the mobile fare app.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
<b>Burnside Transit Centre Eco-Rebuild – Design</b>	A rebuild of the Burnside Transit Centre is required due to the physical deterioration of the building and to allow for the growth associated with the Zero Emission Bus Project. In 2024/25, the detailed planning and design will be complete.	 Affordable Sustainable Mobility Network	EST – Q4 2024/25
<b>Rapid Transit Strategy - Pursue Funding &amp; Prepare Conceptual Designs for Bus Rapid Transit</b>	The Rapid Transit Strategy includes a network of four Bus Rapid Transit (BRT) lines and three new ferry routes, which will promote the creation of more compact and walkable communities and increase mobility options and alternatives to private vehicles. In 2024/25, Halifax Transit will be advancing planning, design, and cost estimates for a BRT system, in preparation to submit funding applications.	 Affordable Sustainable Mobility Network	T – Q4 2025/26
<b>Fare Management Project – Phase 2</b>	To increase boarding efficiency and to improve fare payment options, Halifax Transit will begin work to install fare payment application validators, removing the need for validation by the Operators.	 Innovative Performance Excellence	EST – Q1 2024/25
<b>Fixed Route Planning, Scheduling and Operations – Complete Implementation</b>	To improve operational efficiency, Halifax Transit will begin to enhance functionality in the new planning, scheduling, and operations software solution. This will require system testing, user training and solution configuration.	 Innovative Performance Excellence	EST – Q1 2024/25
<b>Operator Safety Barriers</b>	To improve Operator safety, the entire conventional fleet will be retrofitted with driver barriers. The physical barriers allow the Operator to connect and interact with passengers while also protecting them from situations that may result in inappropriate physical contact.	 Safe & Accessible Mobility Network	EST – Q4 2024/25
<b>Fleet Composition Metric</b>	Building off the feasibility study for zero-emission vehicles, a plan will be developed to assess the fleet mix and create a composition metric for the entire fleet.	 Net-Zero Emissions 	EST – Q3 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
<b>Zero Emission Bus Project – Phase 1</b>	In 2024/25, Phase 1 of the Zero Emission Bus Project will be completed. This includes continued work on the RLTC expansion, installation of chargers, delivery of the remaining 59 electric buses, and commencing public transit service with the zero-emission fleet.	 <b>Net-Zero Emissions</b> 	T – Q4 2024/25
<b>Draft Halifax Transit Safety Program Plan</b>	With increases in the number and severity of incidents, Halifax Transit has identified the need for an increased focus on safety. As directed by Halifax Regional Council in December 2023, Halifax Transit will draft a plan for a Halifax Transit Safety Program for further consideration. Drafting the plan will involve defining the goals and objectives of the program, and pending budget approval, the recruitment of additional resources for future development phases of the program.	 <b>Safe &amp; Accessible Mobility Network</b>	T – Q4 2025/26
<b>New Transit Service Plan</b>	An incremental improvement of Halifax Transit’s strategic route network. To prepare for future transit network changes, Halifax Transit will begin a new transit service planning process, including defining scope, engaging the public and stakeholders, and preparing a draft transit service plan.	 <b>Connected &amp; Healthy Long Range Mobility Planning</b>	T – Q4 2024/25

## FERRY SERVICE

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

### Services Delivered

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


**Ferry Service Maintenance.** Responsible for maintaining and repairing ferry boats and dock pontoons to keep them in good order, fit for use, and compliant with federal legislation and regulations.

## Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Ridership	704,510	1,113,018	1,432,827	1,433,000
Passengers per Capita within Service Area	2.1	3.3	3.9	3.8
Passengers per Service Hour	49.9	76.9	100.2	96.3
Cost to Operate a Ferry for Each In-service Hour	\$550.35	\$562.11	\$612.41	\$647.84
Operating Expense per Passenger	\$11.03	\$7.31	\$6.11	\$6.73
Average Fare per Passenger	\$1.61	\$1.83	\$1.76	\$1.82
Revenue/Cost Ratio	15%	25%	29%	27%
Requests Addressed within Standard	92%	71%	93%	90%

## Performance Measures Analysis

In 2024/25, no changes are proposed to ferry service levels, and ridership is projected to be static. The slight decrease in passengers per service hour in the table above reflects a reduced level of service in 2023/24 due to ferry maintenance issues that resulted in temporary service reductions.

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



## Summary of Net Expenditures - Halifax Transit

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
R680 Facilities - Ragged Lake	1,428,581	1,189,500	1,517,100	1,189,500	-	-
R681 Facilities - Burnside	1,619,345	1,312,900	1,478,300	1,412,900	100,000	7.6
R682 Facil-Ferry Terminal	802,781	667,600	889,600	681,600	14,000	2.1
R683 Facil-Other Property	1,469,356	1,388,900	1,514,000	1,395,900	7,000	0.5
<b>*** Transit Facilities</b>	<b>5,320,064</b>	<b>4,558,900</b>	<b>5,399,000</b>	<b>4,679,900</b>	<b>121,000</b>	<b>2.7</b>
R652 Access-A -Bus Operations	7,345,436	7,427,300	8,442,500	8,685,500	1,258,200	16.9
<b>*** Access-A-Bus Service</b>	<b>7,345,436</b>	<b>7,427,300</b>	<b>8,442,500</b>	<b>8,685,500</b>	<b>1,258,200</b>	<b>16.9</b>
R624 HT Director's Office	1,789,655	1,665,700	1,724,600	1,905,200	239,500	14.4
R631 Revenue	(37,839,780)	(30,618,400)	(31,622,600)	(32,975,400)	(2,357,000)	7.7
R637 Planning & Custm Eng	2,473,395	3,059,900	2,930,100	3,420,700	360,800	11.8
** Halifax Transit Administratio	(33,576,730)	(25,892,800)	(26,967,900)	(27,649,500)	(1,756,700)	6.8
R640 Technical Services	1,964,050	2,279,600	2,310,400	2,401,300	121,700	5.3
** Halifax Transit - Technical Se	1,964,050	2,279,600	2,310,400	2,401,300	121,700	5.3
R932 BTC Facility Maintenance	548,005	600,000	660,700	528,400	(71,600)	(11.9)
R938 BTC Bus Maintenance	13,554,463	14,558,400	13,514,500	15,245,500	687,100	4.7
R962 RLTC Facility Maint	242,487	223,400	243,400	283,400	60,000	26.9
R963 RLTC Bus Maint	11,929,568	11,700,900	12,123,900	13,252,700	1,551,800	13.3
** Halifax Transit - Transit Flee	26,274,523	27,082,700	26,542,500	29,310,000	2,227,300	8.2
R656 Safety and Training	964,769	1,013,500	986,300	1,354,800	341,300	33.7
R658 Resource Sup & Dev	1,354,829	1,468,700	1,515,900	1,610,500	141,800	9.7
** Halifax Transit - Employee Sup	2,319,599	2,482,200	2,502,200	2,965,300	483,100	19.5
R635 BTC Operators	26,340,231	26,602,800	22,961,700	28,302,300	1,699,500	6.4
R636 Service Supervisors	3,937,900	4,223,300	4,385,300	5,468,900	1,245,600	29.5
R638 BTC & RLTC Bus Ops	18,508,806	18,202,600	17,146,200	18,179,300	(23,300)	(0.1)
R657 Security	618,180	470,000	906,600	1,186,000	716,000	152.3
R670 RLTC Operators	25,948,111	24,409,900	27,382,100	28,599,700	4,189,800	17.2
** Halifax Transit - Bus Operatio	75,353,229	73,908,600	72,781,900	81,736,200	7,827,600	10.6
<b>*** Conventional Service</b>	<b>72,334,670</b>	<b>79,860,300</b>	<b>77,169,100</b>	<b>88,763,300</b>	<b>8,903,000</b>	<b>11.1</b>
R661 Ferry Operations	5,773,990	5,410,500	5,867,700	6,726,000	1,315,500	24.3
<b>*** Ferry Service</b>	<b>5,773,990</b>	<b>5,410,500</b>	<b>5,867,700</b>	<b>6,726,000</b>	<b>1,315,500</b>	<b>24.3</b>
M701 Fiscal Transit	(56,549,001)	(36,994,800)	(36,616,100)	(40,154,300)	(3,159,500)	8.5
<b>*** Fiscal Transit</b>	<b>(56,549,001)</b>	<b>(36,994,800)</b>	<b>(36,616,100)</b>	<b>(40,154,300)</b>	<b>(3,159,500)</b>	<b>8.5</b>
<b>Net Total</b>	<b>34,225,158</b>	<b>60,262,200</b>	<b>60,262,200</b>	<b>68,700,400</b>	<b>8,438,200</b>	<b>14.0</b>

## Summary Details - Halifax Transit

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	57,992,057	63,886,100	67,353,300	71,234,600	7,348,500	11.5
6002 Salaries - Overtime	9,760,041	6,838,300	9,074,100	7,088,300	250,000	3.7
6005 PDP & Union Con Incr	(92,800)	-	(10,455,800)	-	-	-
6051 Shift Agreements	157,049	140,000	140,000	160,000	20,000	14.3
6052 Shift Differentials	18,954	15,900	15,900	15,900	-	-
6054 Vacation payout	392,069	-	411,900	-	-	-
6099 Other Allowances	7,705	2,500	17,500	2,500	-	-
6100 Benefits - Salaries	14,758,112	13,851,800	15,653,300	15,355,100	1,503,300	10.9
6110 Vacancy Management	-	(4,271,300)	-	(4,271,300)	-	-
6120 Comp OCC Budget Yr 1	-	1,084,600	-	2,603,000	1,518,400	140.0
6152 Retirement Incentives	494,788	615,100	612,000	695,000	79,900	13.0
6153 Severence	-	-	86,600	-	-	-
6154 Workers' Compensation	4,487,622	5,260,000	5,148,300	5,737,600	477,600	9.1
6155 Overtime Meals	8,800	13,800	12,000	13,800	-	-
6156 Clothing Allowance	138,750	144,400	144,600	144,400	-	-
6158 WCB Recov Earnings	(54,890)	(18,300)	(33,900)	(18,300)	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6199 Comp & Ben InterDept	(136,633)	569,000	(18,800)	871,000	302,000	53.1
9200 HR CATS Wage/Ben	134,353	-	111,000	-	-	-
9210 HR CATS OT Wage/Ben	32,530	-	33,600	-	-	-
<b>* Compensation and Benefits</b>	<b>88,098,508</b>	<b>88,131,900</b>	<b>88,305,600</b>	<b>99,631,600</b>	<b>11,499,700</b>	<b>13.0</b>
6201 Telephone/Cable	157,398	163,000	163,000	143,000	(20,000)	(12.3)
6202 Courier/Postage	42,500	38,300	49,900	50,300	12,000	31.3
6203 Office Furn/Equip	28,910	40,000	46,000	40,000	-	-
6204 Computer S/W & Lic	563,527	625,000	705,800	725,000	100,000	16.0
6205 Printing & Reprod	215,443	200,000	236,000	200,000	-	-
6207 Office Supplies	42,167	41,216	41,200	33,200	(8,016)	(19.4)
6290 Office OCC Transfer	-	6,000	-	8,000	2,000	33.3
<b>* Office</b>	<b>1,049,944</b>	<b>1,113,516</b>	<b>1,241,900</b>	<b>1,199,500</b>	<b>85,984</b>	<b>7.7</b>
6301 Professional Fees	2,074	2,500	2,500	3,800	1,300	52.0
6302 Legal Fees	262,551	10,000	45,800	10,000	-	-
6304 Janitorial Services	1,322,871	1,276,400	1,477,400	1,376,400	100,000	7.8
6308 Snow Removal	606,389	673,000	673,000	673,000	-	-
6310 Outside Personnel	528,675	480,000	670,000	751,000	271,000	56.5
6311 Security	731,940	537,000	579,600	956,000	419,000	78.0
6312 Refuse Collection	75,930	83,400	98,200	83,400	-	-
6390 Extnl Svcs OCC Trsf	-	-	-	-	-	-
6399 Contract Services	399,949	709,000	606,000	762,000	53,000	7.5
<b>* External Services</b>	<b>3,930,379</b>	<b>3,771,300</b>	<b>4,152,500</b>	<b>4,615,600</b>	<b>844,300</b>	<b>22.4</b>
6401 Uniforms & Clothing	677,318	719,500	763,900	818,300	98,800	13.7
6402 Med & First Aid Supp	14,864	18,000	22,300	19,000	1,000	5.6
6403 Patrol Equip Supplies	2,871	3,800	3,800	3,800	-	-
6406 Bridge Tolls	492,025	460,800	461,700	461,800	1,000	0.2
6407 Clean/Sani Supplies	84,535	115,000	114,800	115,000	-	-
6409 Personal Protect Equ	130,521	122,900	80,300	122,900	-	-
6490 Supplies OCC Transfer	-	19,700	-	47,300	27,600	140.1
6499 Other Supplies	5	21,584	-	21,600	16	0.1
<b>* Supplies</b>	<b>1,402,139</b>	<b>1,481,284</b>	<b>1,446,800</b>	<b>1,609,700</b>	<b>128,416</b>	<b>8.7</b>
6502 Chemicals	8	-	-	-	-	-
6505 Lubricants	260,455	176,500	337,500	241,500	65,000	36.8
6519 Welding Supplies	727	700	3,100	700	-	-
<b>* Materials</b>	<b>261,190</b>	<b>177,200</b>	<b>340,600</b>	<b>242,200</b>	<b>65,000</b>	<b>36.7</b>
6602 Electrical	4,715	-	-	-	-	-
6603 Grnds & Landscaping	30,422	40,200	47,500	40,200	-	-
6604 Bus Gates/Shltr-R&M	3,652	35,000	15,500	35,000	-	-
6606 Heating Fuel	-	-	-	-	-	-
6607 Electricity	756,171	804,000	795,300	804,000	-	-
6608 Water	106,330	89,200	120,900	89,200	-	-
6609 Elevator & Escalator	23,063	18,100	42,800	18,100	-	-
6610 Building - Exterior	315,852	152,000	278,500	152,000	-	-
6611 Building - Interior	538,459	230,000	500,000	323,000	93,000	40.4
6612 Safety Systems	116,512	85,500	122,000	95,500	10,000	11.7
6613 Overhead Doors	127,775	80,800	97,800	100,800	20,000	24.8
6614 Envir Assess/Cleanup	4,891	-	-	-	-	-
6616 Natural Gas-Buildings	751,937	539,800	756,400	539,800	-	-
6617 Pest Management	16,873	6,000	17,600	6,000	-	-
6699 Other Building Cost	4,715	5,000	5,000	5,000	-	-
<b>* Building Costs</b>	<b>2,801,368</b>	<b>2,085,600</b>	<b>2,799,300</b>	<b>2,208,600</b>	<b>123,000</b>	<b>5.9</b>
6701 Equipment Purchase	-	-	-	20,000	20,000	-
6702 Small Tools	108,575	96,000	85,100	99,000	3,000	3.1
6703 Computer Equip/Rent	53,135	44,000	75,800	44,000	-	-
6704 Equipment Rental	27,587	-	20,000	-	-	-
6705 Equip - R&M	546,727	516,500	580,000	576,500	60,000	11.6
6707 Plumbing & Heating	12,845	-	-	-	-	-
6708 Mechanical Equipment	312,775	255,000	328,300	255,000	-	-
6711 Communication System	41,231	70,000	70,000	70,000	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6732 Mobile Data	89,855	92,000	92,000	92,000	-	-
<b>* Equipment &amp; Communications</b>	<b>1,192,729</b>	<b>1,073,500</b>	<b>1,251,200</b>	<b>1,156,500</b>	<b>83,000</b>	<b>7.7</b>
6802 Vehicle R&M	8,993,755	8,716,500	9,152,700	8,826,500	110,000	1.3
6803 Vehicle Fuel - Diesel	18,719,172	18,215,700	17,023,500	18,215,700	-	-
6804 Vehicle Fuel - Gas	643,602	783,400	673,700	783,400	-	-
6805 Tires and Tubes	1,099,263	1,350,000	1,250,000	1,257,000	(93,000)	(6.9)
6806 Vehicle Rentals	2,448	800	4,000	2,500	1,700	212.5
6810 Comm Vehicle R&M	1,508,943	1,756,000	1,518,000	1,634,000	(122,000)	(6.9)
6811 Shop Supplies	50,718	55,000	50,000	55,000	-	-
6890 Vehicle OCC Transfer	-	495,700	-	1,189,700	694,000	140.0
6899 Other Vehicle Expense	309,487	450,000	719,400	850,000	400,000	88.9
<b>* Vehicle Expense</b>	<b>31,327,386</b>	<b>31,823,100</b>	<b>30,391,300</b>	<b>32,813,800</b>	<b>990,700</b>	<b>3.1</b>
6901 Membership Dues	36,842	35,500	35,000	35,500	-	-
6902 Conferences/Workshop	11,280	13,000	13,100	18,000	5,000	38.5
6903 Travel - Local	15,366	14,300	17,100	15,800	1,500	10.5
6904 Travel - Out of Town	18,831	19,000	31,600	24,000	5,000	26.3
6905 Training & Education	113,983	195,000	202,500	223,500	28,500	14.6
6906 Licenses & Agreements	100,562	148,100	98,100	98,100	(50,000)	(33.8)
6907 Commission Fees	325,516	300,000	370,000	350,000	50,000	16.7
6908 Medical Examinations	81,070	91,500	87,100	91,500	-	-
6909 Cost of Sales	59,541	-	-	-	-	-
6910 Signage	-	2,500	-	2,500	-	-
6911 Facilities Rental	264,765	242,800	257,300	257,800	15,000	6.2
6912 Advertising/Promotio	237,161	350,000	228,000	350,000	-	-
6913 Awards	-	15,000	15,000	15,000	-	-
6914 Recruiting	104,106	50,100	66,100	52,100	2,000	4.0
6918 Meals/Catering	3,429	1,100	2,800	1,100	-	-
6919 Special Projects	84	18,000	34,000	138,000	120,000	666.7
6936 Staff Relations	23,272	20,000	20,000	50,000	30,000	150.0
6938 Rewarding Excellence	965	-	5,000	5,000	5,000	-
6999 Other Goods/Services	10,546	5,600	5,600	5,600	-	-
<b>* Other Goods &amp; Services</b>	<b>1,407,319</b>	<b>1,521,500</b>	<b>1,488,300</b>	<b>1,733,500</b>	<b>212,000</b>	<b>13.9</b>
7008 ltnTrsf IT & Commun	1,749	-	-	-	-	-
7009 Internal Trfr Other	67,397	-	(9,800)	-	-	-
7010 IntTrfr Insur Funds	(1,192)	(100,000)	(50,000)	(100,000)	-	-
7011 Int Trf Record Check	901	4,500	-	4,500	-	-
7012 Int Trf Print/Reprod	31,578	-	23,600	-	-	-
7013 Int Trf Extra Duty	-	-	385,000	-	-	-
<b>* Interdepartmental</b>	<b>100,432</b>	<b>(95,500)</b>	<b>348,800</b>	<b>(95,500)</b>	<b>-</b>	<b>-</b>
8004 Grants	334,626	370,000	370,000	400,000	30,000	8.1
<b>* Other Fiscal</b>	<b>334,626</b>	<b>370,000</b>	<b>370,000</b>	<b>400,000</b>	<b>30,000</b>	<b>8.1</b>
<b>** Total</b>	<b>131,906,021</b>	<b>131,453,400</b>	<b>132,136,300</b>	<b>145,515,500</b>	<b>14,062,100</b>	<b>10.7</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4204 Area Rate Loc Transi	(35,242,712)	(37,364,800)	(36,986,100)	(40,554,300)	(3,189,500)	8.5
4205 Area Rate Reg Transp	(21,640,915)	-	-	-	-	-
<b>* Area Rate Revenue</b>	<b>(56,883,627)</b>	<b>(37,364,800)</b>	<b>(36,986,100)</b>	<b>(40,554,300)</b>	<b>(3,189,500)</b>	<b>8.5</b>
4704 Conditnl Grnts Other	(8,655,876)	-	-	-	-	-
4750 Other Grants	(1,630)	-	-	-	-	-
<b>* Transfers from other Gov'ts</b>	<b>(8,657,506)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
5102 Facilities Rentals	(37,055)	(54,400)	(36,200)	(54,400)	-	-
5201 Fare Revenue	(30,739,929)	(32,392,800)	(33,582,800)	(34,927,200)	(2,534,400)	7.8
5450 Other Sales Revenue	488	-	200	-	-	-
<b>* Fee Revenues</b>	<b>(30,776,496)</b>	<b>(32,447,200)</b>	<b>(33,618,800)</b>	<b>(34,981,600)</b>	<b>(2,534,400)</b>	<b>7.8</b>
5503 Advertising Revenue	(678,908)	(665,000)	(565,000)	(665,000)	-	-
5508 Recov External Parti	(657,816)	(514,200)	(494,200)	(414,200)	100,000	(19.4)

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5600 Miscellaneous Revenue	(26,509)	(200,000)	(210,000)	(200,000)	-	-
* Other Revenue	(1,363,234)	(1,379,200)	(1,269,200)	(1,279,200)	100,000	(7.3)
** Total	(97,680,862)	(71,191,200)	(71,874,100)	(76,815,100)	(5,623,900)	7.9
<b>Net Total</b>	<b>34,225,158</b>	<b>60,262,200</b>	<b>60,262,200</b>	<b>68,700,400</b>	<b>8,438,200</b>	<b>14.0</b>

**HALIFAX**

# **HALIFAX PUBLIC LIBRARIES**





**2024/25 BUDGET AND BUSINESS PLAN**




**MISSION**

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

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



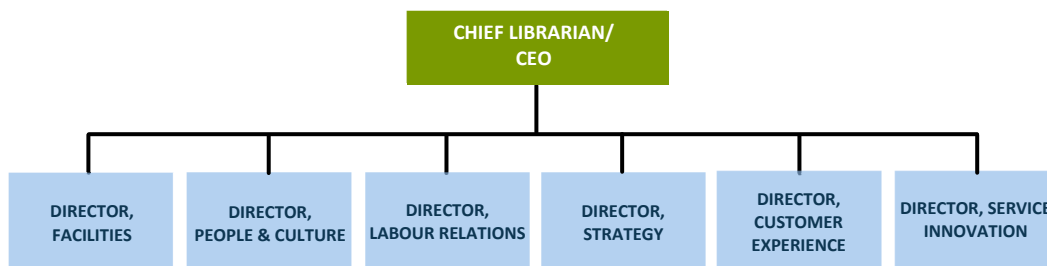
Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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

Halifax Public Libraries supports Regional Council and Administrative priorities through community building, offering equitable access to services, and supporting the economic growth of our community. Details on how the Library supports Regional Council priorities can be found in the Library’s Strategic Plan and the municipality’s Strategic Priorities Plan.

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS








Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	333
Total Changes	-
<b>Total Budgeted 2024/25 FTEs</b>	<b>333</b>





Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted.

2023/24 FTE adjusted to include 4 FTE approved in 2022/23 Library budget to enhance rural and home library service.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Community-Focused Service Delivery</b>	Halifax Public Libraries has adopted a Community-Focused Service Delivery strategy to meet various customer needs and will include building literacy, community leadership, and civic engagement.	 Involved Communities
<b>Social and Economic Impact</b>	The Library will continue to implement an innovation-focused approach to ongoing service and program improvements, based on measured social and economic impact.	 Inclusive Communities
<b>Building Literacy</b>	The Library will undertake initiatives to improve language literacy with a focus on youth and newcomers.	 Involved Communities
<b>Community Leadership</b>	The Library will model excellence in community engagement, leveraging community partnership for public good.	 Involved Communities
<b>Civic Engagement</b>	The Library will encourage and provide opportunities for people to contribute to their communities and engage with issues that are important to them.	 Involved Communities
<b>Sustainable &amp; Resilient Communities</b>	The Library will work to help build sustainable and resilient communities.	 Climate Resilience 

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

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Administrative Services	(2,700,424)	(2,642,800)	(2,642,800)	(2,475,000)	167,800	(6.3)
Information Technology/Collections	7,367,483	7,089,200	7,091,300	7,574,900	485,700	6.9
Branches/Public Services	19,081,398	18,766,600	18,764,500	19,757,400	990,800	5.3
English Language Learning/Literacy		324,000	324,000	226,000	(98,000)	(30.2)
Library Restricted Funds	(76,853)					
Capital Transactions	(405,074)					
<b>Net Total</b>	<b>\$ 23,266,530</b>	<b>\$ 23,537,000</b>	<b>\$ 23,537,000</b>	<b>\$ 25,083,300</b>	<b>\$ 1,546,300</b>	<b>6.6</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 20,273,002	\$ 21,019,000	\$ 21,019,000	\$ 21,769,300	\$ 750,300	3.6
Office	633,965	702,000	756,000	752,300	50,300	7.2
External Services	1,247,815	1,325,700	1,325,700	1,344,000	18,300	1.4
Supplies	143,356	118,600	53,600	88,600	(30,000)	(25.3)
Materials	136	-	-	-	-	-
Building Costs	1,828,855	1,423,800	1,386,800	1,524,800	101,000	7.1
Equipment and Communications	233,032	346,500	396,600	491,500	145,000	41.8
Other Goods and Services	4,878,188	4,528,900	4,528,900	5,029,100	500,200	11.0
Interdepartmental	28,858	33,200	33,200	33,200	-	-
Other Fiscal	624,109	(400)	(2,500)	(2,400)	(2,000)	500.0
<b>Total Expenditures</b>	<b>29,891,316</b>	<b>29,497,300</b>	<b>29,497,300</b>	<b>31,030,400</b>	<b>1,533,100</b>	<b>5.2</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Transfers from other Governments	(5,321,700)	(5,274,300)	(5,274,300)	(5,274,300)	-	-
Fee Revenues	(353,217)	(381,500)	(381,500)	(368,300)	13,200	(3.5)
Other Revenue	(949,869)	(304,500)	(304,500)	(304,500)	-	-
<b>Total Revenues</b>	<b>(6,624,786)</b>	<b>(5,960,300)</b>	<b>(5,960,300)</b>	<b>(5,947,100)</b>	<b>13,200</b>	<b>(0.2)</b>
<b>Net Total</b>	<b>\$ 23,266,530</b>	<b>\$ 23,537,000</b>	<b>\$ 23,537,000</b>	<b>\$ 25,083,300</b>	<b>\$ 1,546,300</b>	<b>6.6</b>

Service Area Budget Overview						
Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Administrative Services	(2,700,424)	(2,642,800)	(2,642,800)	(2,475,000)	167,800	(6.3)
Information Technology/Collections	7,367,483	7,089,200	7,091,300	7,574,900	485,700	6.9
Branches/Public Services	19,081,398	18,766,600	18,764,500	19,757,400	990,800	5.3
English Language Learning/Literacy		324,000	324,000	226,000	(98,000)	(30.2)
Library Restricted Funds	(76,853)					
Capital Transactions	(405,074)					
<b>Net Total</b>	<b>\$ 23,266,530</b>	<b>\$ 23,537,000</b>	<b>\$ 23,537,000</b>	<b>\$ 25,083,300</b>	<b>\$ 1,546,300</b>	<b>6.6</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 23,537,000</b>
Service Enhancements	
Library collections investment as per Halifax Regional Council direction	300,000
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	750,300
Natural gas and other building maintenance	101,000
Supplies and equipment	317,500
Contractual Increases	
Janitorial, snow removal, refuse collection, facility lease agreement	66,300
Revenue Changes	
Adjustments for printing, parking, and fees	11,200
Total Changes	\$ 1,546,300
<b>2024/25 Budget</b>	<b>\$ 25,083,300</b>

## Service Enhancements

**Library Collections Investment.** Additional investment to improve library physical and digital materials as per Halifax Regional Council direction of December 12, 2023. The Halifax Public Libraries Collection Investment Staff Report is attached to the proposed budget and business plan recommendation report.

# SERVICE AREA PLANS

## ACCESS SERVICES

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

### Services Delivered

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

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

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual <sup>1</sup>	2022/23 Actual	2023/24 Projected <sup>2</sup>	2024/25 Projected
Total annual wireless connections	4,912,687	6,979,600	6,813,701	6,979,600
Public use computer bookings	223,124	363,555	407,714	407,714
Annual non-electronic circulation <sup>3</sup>	2,504,088	3,035,121	2,804,215	2,600,000
Annual non-electronic circulation per capita	5.44	6.13	5.64	5.24
Annual electronic circulation <sup>4</sup>	1,524,883	1,607,096	2,005,265	2,200,000
Annual electronic circulation per capita	3.31	3.34	4.03	4.42
Size of collection per capita	1.81	1.77	1.63	1.70

Performance Measures	2021/22 Actual <sup>1</sup>	2022/23 Actual	2023/24 Projected <sup>2</sup>	2024/25 Projected
Annual dollar amount spent on electronic library materials per capita	\$2.56	\$2.40	\$2.80	\$3.10
Materials expenditures per capita	\$6.08	\$5.19	\$5.63	\$6.23
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) Includes in-person public access closure from April 23 – June 15. Also includes reduced capacity and programming adjustments to help stop the spread of COVID-19.</li> <li>2) Starting August 2023, Keshen Goodman library service was reduced due to long term renovations that are anticipated to be completed in Spring 2024. Keshen Goodman is the second busiest branch in the library system.</li> <li>3) Non-electronic circulation includes all print books, magazines, CDs, and DVDs.</li> <li>4) Electronic circulation includes e-books and e-magazines. It does not include streaming services.</li> </ol>				


### Performance Measures Analysis




The demand for technology and digital information continues to grow. Use of public computers has increased by 14.5% compared to last year; there were more than \$6M Wi-Fi connections, and electronic circulation is up by 24.8%. This increased demand for digital services demonstrates the community need and unique role the Library plays in bridging the digital divide.

While the demand for technology and access to Wi-Fi continues to grow in the community, we do not project increases in Wi-Fi connections and computer books as we are constrained by the physical infrastructure of the current library branches.

Demand for the Library collection (both physical and digital) remains consistent with a 5% increase in demand over last year; however, the demand for electronic collections experienced a substantial 24.8% increase in electronic circulation compared to last year. The cost of physical materials continues to increase, but the cost of electronic materials continues to rise making it increasingly challenging for the Library to keep up with the demand for materials.

Additional funds were invested in the library collection and that has helped to meet some of the community demand. However, there remains long wait times for new or topical books both in physical and electronic formats.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Technology to Support Service	The Library will identify and implement new technology that improves customer experience in and outside of library locations.	 Involved Communities	T – Q4 2025/26

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Expansion of Home Services	The Library will work to expand home delivery service to those who cannot access Library locations.	 Inclusive Communities	T – Q4 2025/26
Digital Literacy	The Library will build capacity in staff to offer public programming and individual support to community members to build confidence in using technology.	 Involved Communities	T – Q4 2025/26
Accessible Collections	The Library will invest in building accessible format collections.	 Inclusive Communities	T – Q4 2025/26

## ADMINISTRATIVE SERVICES

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

### Services Delivered

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

**Finance.** This service ensures strong stewardship of financial resources. Key functional areas include financial planning, analysis and management of the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management, risk analysis, financial modeling, and annual audit support. This unit provides direct support to the Finance Audit & Risk Committee of the Library Board.







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


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



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

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Accessible Website	The Library will enhance the user experience, focusing on accessibility of the library website.	 Inclusive Communities	T – Q4 2024/25
Community Growth	The Library will undertake an assessment of the impact of new neighbourhood development and population distribution on Library services and locations.	 Involved Communities	T – Q4 2025/26
Indigenous Spaces	Through partnerships with Indigenous community members, the Library will work to find ways to welcome and represent Indigenous communities into our physical spaces.	 Inclusive Communities	T – Q4 2025/26
Community Safety	Working with the Library Community Navigators, the Library security team, and community, the Library will share and train all staff on the Library's approach to community safety in our branches.	 Safe Communities	T – Q4 2024/25
Internal Communications	The Library will develop and enhance internal communication channels to support employee engagement, information sharing and connection.	 Engaged and Skilled People	T – Q4 2026/27
Leadership Development	The Library will develop a leadership development plan to build future leaders of the organization.	 Engaged and	T – Q4 2026/27

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
		Skilled People	
Sheet Harbour Library	The Library will work collaboratively with the municipality, Parks & Recreation and Halifax Regional Fire & Emergency to build a new library in Sheet Harbour that meets the community's needs.	 Inclusive Communities	T – Q4 2026/27

## PUBLIC SERVICES

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

### Services Delivered

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

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

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

## Service Delivery Performance Measures

Performance Measures	2021/22 Actual <sup>1</sup>	2022/23 Actual	2023/24 Projected <sup>2</sup>	2024/25 Projected
Annual Library uses <sup>3</sup>	15,922,511	20,824,731	20,952,089	21,300,000
Annual Library uses per capita	34.6	43.3	42.2	42.8
Annual Library visits	1,521,302	2,593,425	2,665,021	2,900,000
Annual Library visits per capita	3.31	5.39	5.36	5.40
Home delivery / borrow by mail circulation <sup>4</sup>	65,441	77,539	67,535	67,535
Meeting room bookings	5,887	10,954	13,191	13,191
Volunteer hours	25,497	24,823	25,839	25,839
Hours of in person Library service <sup>5</sup>	30,584	42,749	38,435 <sup>6</sup>	42,749
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) Includes in person public access closure from April 23 – June 15. Also includes reduced capacity and programming adjustments in accordance with public health orders to help stop the spread of COVID-19.</li> <li>2) Starting August 2023 Keshen Goodman library service was reduced due to long term renovations that are anticipated to be completed in Spring 2024. Keshen Goodman is the second busiest branch in the library system.</li> <li>3) Library uses include in-person visits, circulation (both electronic and digital), online activity, Wi-Fi connections, program attendance, and technology use. Calculated using the Canadian Urban Library Council definition of Library use.</li> <li>4) Home delivery/borrow by mail circulation are a subset of the physical collection circulation that are delivered or mailed to community members.</li> <li>5) Total hours of open hours to the public does not include curbside service.</li> <li>6) Decline in number of hours is based primarily on Keshen Goodman adjusted services and reduction of evening hours at Alderney Gate.</li> </ol>				

## Performance Measures Analysis








In August 2023, a large-scale renovation project began at Keshen Goodman Library. Undertaking the renovation required a reduction in library service at that location which included closing a large portion of the Library, and short term closures of the branch and reduced access throughout the project. It is anticipated that this project will be completed in Spring 2024 and the branch will return to full service at that time. Despite this service reduction at the second largest and busiest branch in the system, the overall number of Library uses across Halifax Public Libraries remains consistent with last year. In person visits, circulation, and program attendance are all higher than the previous year.





Higher costs, food insecurity, and lack of secure housing continue to impact the community. The Library works to provide access and services that help to address community need. Free access to family programs that entertain

and build literacy, entertainment, community referral services, warm (or cool) spaces for all, access to technology, information, and programs that support learning help to support everyone.

The Library continues to focus services to meet the needs of newcomers, marginalized groups, individuals who experience social isolation, families, children, seniors, and those experiencing poverty. Under the Library's community focused service delivery approach, programs and services are adapted to each community or neighbourhood.

While demand for Library services continues to grow, it is not anticipated that there will be a significant increase in library uses, room rentals, and in person visits etc. in the coming year. Most Library branches are operating at capacity and until additional Library space is created, it is projected that the use of the Library will remain consistent but not grow dramatically.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Affordability	The Library will work to build programming and supports that help community members navigate increasing costs.	 Inclusive Communities	T – Q4 2025/26
Library Access	The Library will work to provide options for residents to access library services outside of normal branch hours.	 Involved Communities	T – Q4 2025/26
Emergency Preparedness	The Library will build capacity to support the public in times of emergency, climate change preparedness, and post-disaster recovery.	 Climate Resilience 	T – Q4 2025/26
Residential Retrofit Information	The Library will partner to provide information and resources to residents about options for energy efficiency and residential retrofits to reduce energy consumption.	 Climate Resilience 	T – Q4 2024/25
Food Literacy	The Library will identify specific communities and groups to work with to build food literacy skills.	 Inclusive Communities	T – Q4 2025/26

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Newcomer Services	Working with community partners, the Library will work to build programs, services and staff capacity to address the specific needs of newcomers.	 Inclusive Communities	T – Q4 2025/26
Local & Family History Collections	Working with community members, the Library will make available new digital collections that focus on the African Nova Scotian community.	 Inclusive Communities	T – Q4 2025/26
Community Dialogue	The Library will provide spaces, opportunities and facilitated discussions on important topics to our communities.	 Inclusive Communities	T – Q4 2025/26
Access to Arts and Culture	The Library will provide free and open access to arts and culture experiences, including concerts, art exhibits, cultural programming, and more.	 Inclusive Communities	T – Q4 2025/26

## Summary of Net Expenditures - Halifax Public Library

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
B012 Collection Management	5,282,379	5,274,900	5,274,900	5,711,100	436,200	8.3
B015 IT Department	2,085,104	1,814,300	1,816,400	1,863,800	49,500	2.7
<b>* Information Technology/Collecti</b>	<b>7,367,483</b>	<b>7,089,200</b>	<b>7,091,300</b>	<b>7,574,900</b>	<b>485,700</b>	<b>6.9</b>
B011 Administrative Services	(2,700,424)	(2,642,800)	(2,642,800)	(2,475,000)	167,800	(6.3)
<b>* Administrative Services</b>	<b>(2,700,424)</b>	<b>(2,642,800)</b>	<b>(2,642,800)</b>	<b>(2,475,000)</b>	<b>167,800</b>	<b>(6.3)</b>
B013 Communications & Mkt	925,389	1,019,300	1,019,300	1,058,300	39,000	3.8
B021 Alderney Gate Library	1,550,805	1,643,600	1,643,600	1,728,800	85,200	5.2
B034 Central Library	5,356,510	5,136,300	5,116,300	5,200,700	64,400	1.3
B035 Central, Parkg/Plaza	94	-	-	-	-	-
B041 Branch Library Services	1,014,301	838,700	868,700	969,200	130,500	15.6
B042 Cole Harbour Library	810,937	828,400	828,400	834,100	5,700	0.7
B043 Dartmouth North Library	436,378	437,000	437,000	444,000	7,000	1.6
B044 Sackville Library	727,181	711,900	711,900	771,500	59,600	8.4
B045 Woodlawn Library	1,874,563	1,990,200	1,990,200	2,198,400	208,200	10.5
B046 Bedford Library	719,929	729,500	729,500	753,400	23,900	3.3
B047 Cpt Wil. Spry Library	527,259	519,500	519,500	656,800	137,300	26.4
B048 Halifax North Library	956,812	974,600	974,600	1,062,900	88,300	9.1
B049 Keshen Goodman Library	2,082,571	2,089,700	2,079,700	1,977,500	(112,200)	(5.4)
B050 Locked Outreach Services	-	-	-	-	-	-
B051 Musq. Harb. Library	464,329	397,500	397,500	409,900	12,400	3.1
B052 Shatford Memorial Library	319,208	294,800	292,700	436,300	141,500	48.0
B053 Sheet Harbour Library	351,111	292,800	292,800	349,500	56,700	19.4
B054 Tantallon Library	934,921	838,500	838,500	880,300	41,800	5.0
B055 Merchandise Sales	2,246	(1,500)	(1,500)	(1,500)	-	-
B056 East Preston Service	26,853	25,800	25,800	27,300	1,500	5.8
<b>* Branches/Public Services</b>	<b>19,081,398</b>	<b>18,766,600</b>	<b>18,764,500</b>	<b>19,757,400</b>	<b>990,800</b>	<b>5.3</b>
B064 English Language Learning	-	250,000	250,000	209,000	(41,000)	(16.4)
B065 Literacy	-	74,000	74,000	17,000	(57,000)	(77.0)
<b>* Eng. Lang. Learning/Literacy</b>	<b>-</b>	<b>324,000</b>	<b>324,000</b>	<b>226,000</b>	<b>(98,000)</b>	<b>(30.2)</b>
<b>** Library General Rate</b>	<b>23,748,457</b>	<b>23,537,000</b>	<b>23,537,000</b>	<b>25,083,300</b>	<b>1,546,300</b>	<b>6.6</b>
B061 Restricted Grants	112,860	-	-	-	-	-
B063 Restricted Donations	(210,895)	-	-	-	-	-
B066 Restricted - Lou Duggan	50,580	-	-	-	-	-
B067 Restricted Sun Life	(29,398)	-	-	-	-	-
<b>* Restricted Funds</b>	<b>(76,853)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Library Restricted Funds</b>	<b>(76,853)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
B071 Capital Transactions	(405,074)	-	-	-	-	-
<b>** Capital Transactions</b>	<b>(405,074)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>23,266,530</b>	<b>23,537,000</b>	<b>23,537,000</b>	<b>25,083,300</b>	<b>1,546,300</b>	<b>6.6</b>

## Summary Details - Halifax Public Library

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	16,505,457	17,051,000	17,051,000	19,114,000	2,063,000	12.1
6002 Salaries - Overtime	83,871	-	-	-	-	-
6054 Vacation payout	19,003	-	-	-	-	-
6100 Benefits - Salaries	3,340,802	3,666,000	3,666,000	4,109,000	443,000	12.1
6110 Vacancy Management	-	-	-	(1,791,700)	(1,791,700)	-
6150 Honorariums	250	-	-	-	-	-
6152 Retirement Incentives	196,255	169,000	169,000	192,000	23,000	13.6
6154 Workers' Compensation	120,804	133,000	133,000	146,000	13,000	9.8
6155 Overtime Meals	122	-	-	-	-	-
6158 WCB Recov Earnings	(7,690)	-	-	-	-	-



Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6194 Sick Bank allowance	(32,750)	-	-	-	-	-
6199 Comp & Ben InterDept	(15,491)	-	-	-	-	-
9200 HR CATS Wage/Ben	47,703	-	-	-	-	-
9210 HR CATS OT Wage/Ben	14,666	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>20,273,002</b>	<b>21,019,000</b>	<b>21,019,000</b>	<b>21,769,300</b>	<b>750,300</b>	<b>3.6</b>
6201 Telephone/Cable	114,636	122,000	122,000	115,000	(7,000)	(5.7)
6202 Courier/Postage	26,817	27,000	27,000	27,000	-	-
6203 Office Furn/Equip	135,183	116,000	136,000	203,900	87,900	75.8
6204 Computer S/W & Lic	138,987	280,000	314,000	250,000	(30,000)	(10.7)
6205 Printing & Reprod	40,217	37,000	37,000	37,000	-	-
6207 Office Supplies	111,415	50,000	50,000	44,400	(5,600)	(11.2)
6208 Binding	10,415	5,000	5,000	10,000	5,000	100.0
6299 Other Office Expenses	56,295	65,000	65,000	65,000	-	-
<b>* Office</b>	<b>633,965</b>	<b>702,000</b>	<b>756,000</b>	<b>752,300</b>	<b>50,300</b>	<b>7.2</b>
6301 Professional Fees	29,443	25,000	25,000	25,000	-	-
6302 Legal Fees	32,969	30,000	30,000	30,000	-	-
6303 Consulting Fees	3,632	-	-	-	-	-
6304 Janitorial Services	629,042	655,200	655,200	680,500	25,300	3.9
6308 Snow Removal	69,809	66,500	66,500	74,000	7,500	11.3
6311 Security	28,697	31,000	31,000	31,000	-	-
6312 Refuse Collection	35,328	27,000	27,000	40,000	13,000	48.1
6399 Contract Services	418,895	491,000	491,000	463,500	(27,500)	(5.6)
<b>* External Services</b>	<b>1,247,815</b>	<b>1,325,700</b>	<b>1,325,700</b>	<b>1,344,000</b>	<b>18,300</b>	<b>1.4</b>
6401 Uniforms & Clothing	2,029	1,200	1,200	1,200	-	-
6402 Med & First Aid Supp	6,451	-	-	-	-	-
6406 Bridge Tolls	1,618	2,400	2,400	2,400	-	-
6407 Clean/Sani Supplies	29,493	40,000	20,000	10,000	(30,000)	(75.0)
6499 Other Supplies	103,765	75,000	30,000	75,000	-	-
<b>* Supplies</b>	<b>143,356</b>	<b>118,600</b>	<b>53,600</b>	<b>88,600</b>	<b>(30,000)</b>	<b>(25.3)</b>
6504 Hardware	136	-	-	-	-	-
<b>* Materials</b>	<b>136</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	1,374	-	-	-	-	-
6603 Grnds & Landscaping	18,098	47,500	17,500	47,500	-	-
6605 Municipal Taxes	251,917	254,000	254,000	254,000	-	-
6607 Electricity	468,555	492,000	492,000	488,000	(4,000)	(0.8)
6608 Water	41,259	42,000	42,000	42,000	-	-
6609 Elevator & Escalator	17,583	25,000	25,000	27,500	2,500	10.0
6610 Building - Exterior	2,052	-	-	-	-	-
6611 Building - Interior	977	-	-	-	-	-
6612 Safety Systems	3,534	6,000	6,000	6,000	-	-
6616 Natural Gas-Buildings	192,886	165,000	165,000	189,800	24,800	15.0
6617 Pest Management	2,567	-	-	-	-	-
6699 Other Building Cost	828,053	392,300	385,300	470,000	77,700	19.8
<b>* Building Costs</b>	<b>1,828,855</b>	<b>1,423,800</b>	<b>1,386,800</b>	<b>1,524,800</b>	<b>101,000</b>	<b>7.1</b>
6701 Equipment Purchase	207,267	305,000	353,000	430,500	125,500	41.1
6702 Small Tools	-	-	-	5,000	5,000	-
6705 Equip - R&M	5,459	-	-	-	-	-
6706 Computer R&M	9,330	10,000	12,100	30,000	20,000	200.0
6707 Plumbing & Heating	3,510	-	-	-	-	-
6708 Mechanical Equipment	7,465	31,500	31,500	26,000	(5,500)	(17.5)
<b>* Equipment &amp; Communications</b>	<b>233,032</b>	<b>346,500</b>	<b>396,600</b>	<b>491,500</b>	<b>145,000</b>	<b>41.8</b>
6901 Membership Dues	27,339	25,000	25,000	25,000	-	-
6903 Travel - Local	47,991	50,000	50,000	50,000	-	-
6904 Travel - Out of Town	43,093	30,000	30,000	80,000	50,000	166.7
6905 Training & Education	118,839	90,000	90,000	140,000	50,000	55.6
6911 Facilities Rental	1,192,324	1,256,000	1,256,000	1,304,000	48,000	3.8
6912 Advertising/Promotio	52,772	58,000	58,000	58,000	-	-
6917 Books and Periodicals	2,733,884	2,796,500	2,796,500	3,096,500	300,000	10.7

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6918 Meals/Catering	8	-	-	-	-	-
6928 Committee Expenses	1,359	10,000	10,000	10,000	-	-
6938 Rewarding Excellence	28,251	23,900	23,900	23,600	(300)	(1.3)
6946 Branch Programming	2,259	-	-	-	-	-
6947 Literacy/Heritage Pr	16,618	-	-	-	-	-
6948 Arts/Perform.Program	183	-	-	-	-	-
6950 Region.Serv.Program	610,611	181,000	181,000	231,000	50,000	27.6
6954 Cash over/under	5	-	-	-	-	-
6999 Other Goods/Services	2,651	8,500	8,500	11,000	2,500	29.4
<b>* Other Goods &amp; Services</b>	<b>4,878,188</b>	<b>4,528,900</b>	<b>4,528,900</b>	<b>5,029,100</b>	<b>500,200</b>	<b>11.0</b>
7008 ltnTrsf IT & Commun	1,049	-	-	-	-	-
7009 Internal Trfr Other	9,146	9,200	9,200	9,200	-	-
7012 Int Trf Print/Reprod	18,663	24,000	24,000	24,000	-	-
<b>* Interdepartmental</b>	<b>28,858</b>	<b>33,200</b>	<b>33,200</b>	<b>33,200</b>	-	-
8022 Transf to/fr Trust	(1,522)	(400)	(2,500)	(2,400)	(2,000)	500.0
8045 Amortization Expense	625,631	-	-	-	-	-
<b>* Other Fiscal</b>	<b>624,109</b>	<b>(400)</b>	<b>(2,500)</b>	<b>(2,400)</b>	<b>(2,000)</b>	<b>500.0</b>
<b>** Total</b>	<b>29,891,316</b>	<b>29,497,300</b>	<b>29,497,300</b>	<b>31,030,400</b>	<b>1,533,100</b>	<b>5.2</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4703 Cond.Grant NS(Other)	(5,321,700)	(5,274,300)	(5,274,300)	(5,274,300)	-	-
<b>* Transfers from other Gov'ts</b>	<b>(5,321,700)</b>	<b>(5,274,300)</b>	<b>(5,274,300)</b>	<b>(5,274,300)</b>	-	-
4902 Fines Fees	(6,747)	(4,500)	(4,500)	(6,500)	(2,000)	44.4
5101 Parking Rentals	(213,516)	(236,000)	(236,000)	(214,000)	22,000	(9.3)
5102 Facilities Rentals	(62,080)	(80,000)	(80,000)	(80,000)	-	-
5204 Administration Fees	-	-	-	-	-	-
5227 Photocopier Revenue	(70,874)	(61,000)	(61,000)	(67,800)	(6,800)	11.1
<b>* Fee Revenues</b>	<b>(353,217)</b>	<b>(381,500)</b>	<b>(381,500)</b>	<b>(368,300)</b>	<b>13,200</b>	<b>(3.5)</b>
5520 Donations	(263,918)	(20,000)	(20,000)	(20,000)	-	-
5600 Miscellaneous Revenue	(685,951)	(284,500)	(284,500)	(284,500)	-	-
<b>* Other Revenue</b>	<b>(949,869)</b>	<b>(304,500)</b>	<b>(304,500)</b>	<b>(304,500)</b>	-	-
<b>** Total</b>	<b>(6,624,786)</b>	<b>(5,960,300)</b>	<b>(5,960,300)</b>	<b>(5,947,100)</b>	<b>13,200</b>	<b>(0.2)</b>
<b>Net Total</b>	<b>23,266,530</b>	<b>23,537,000</b>	<b>23,537,000</b>	<b>25,083,300</b>	<b>1,546,300</b>	<b>6.6</b>





# PROPERTY, FLEET & ENVIRONMENT




2024/25 BUDGET AND BUSINESS PLAN


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

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

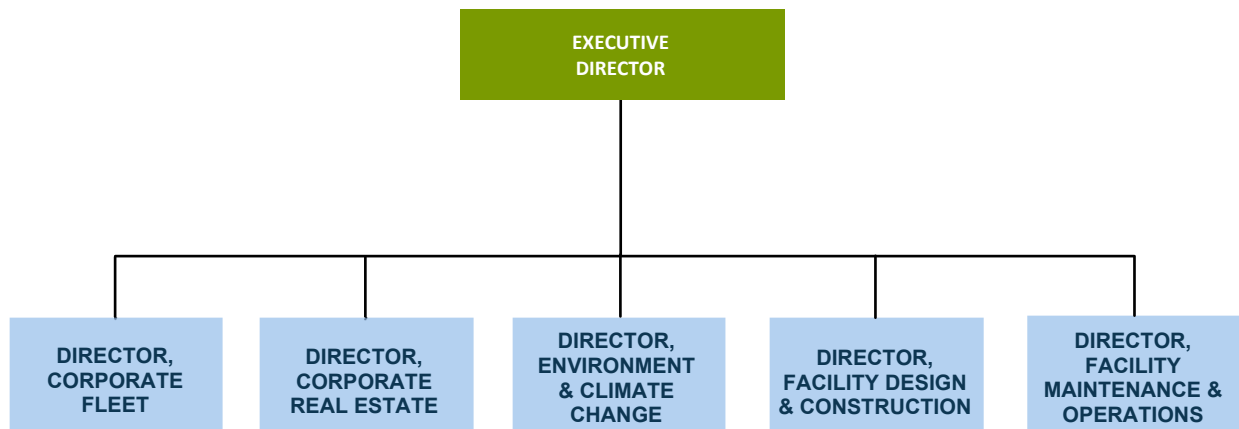

 Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

Property, Fleet & Environment (PFE) supports the Regional Council and Administrative priorities through a commitment to advance the priority outcomes. Several of the PFE multi-year strategic initiatives continue in the 2024/25 business plan. In its work, PFE is focused on the delivery of sustainable management of municipal fleet, buildings, land, and ecosystems, while taking meaningful action on climate change to support a healthy and resilient future for our residents.

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

## ORGANIZATION CHART








## FULL TIME EQUIVALENT COUNTS





Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	211.5
New Positions:	
Fleet Apprentice Positions	6.0
Fleet Fire night shift & one day shift mechanic	4.0
Real Estate – Acquisition Coordinator	1.0
Real Estate – Lease Administrator	1.0
Facilities – Building Service Technician for Commons Pool	1.0
Total Changes	13.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>224.5</b>

Includes full, part-time, and permanent positions.











Some opening balances have been restated to be consistent with how an FTE is counted.










## STRATEGIC INITIATIVES






Initiative	Description	Priority & Outcome
<b>Climate Risk Management</b>	The municipality will help protect people and infrastructure from climate risks by modeling and mapping these risks under current and future climate conditions. These findings will enable risk and vulnerability mapping of critical infrastructure and communities and will inform policies and standards moving forward.	 Climate Resilience 
<b>Deep Energy Retrofits of Municipal Buildings</b>	The municipality has completed a net-zero roadmap and has begun implementation of deep energy retrofits and fuel oil conversions for corporate buildings. Retrofits must achieve a 50 per cent reduction in energy demand, include renewable energy solutions where possible, and plan for resilience to climate impacts. The roadmap will evolve into a detailed plan for which facilities will be completed each year.	 Net-Zero Emissions 
<b>PFE Performance Excellence Strategy</b>	PFE is committed to fostering a performance excellence culture, and this is linked to initiatives such as: maintaining a Performance Excellence Champion Committee, incorporating performance excellence goals into non-union professional development plans, and regularly tracking and communicating the benefits associated with continuous improvement activities.	 Innovative Performance Excellence

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



Initiative	Description	Priority & Outcome
<p><b>Decarbonize Transportation</b></p>	<p>To achieve the HalifACT targets for decarbonized transportation, the municipality will implement the Electric Vehicle Strategy, which includes considerations for public charging infrastructure, chargers at municipal facilities, and converting municipal fleet to electric vehicles and will require key partnerships, funding and incentives. Cross-departmental collaboration will be supported to plan and build the transit and active transportation infrastructure needed to achieve the 2030 mode share targets in the Integrated Mobility Plan and the Moving Forward Together Plan.</p>	 <p>Net-Zero Emissions</p> 
<p><b>Increase Protection and Health of Ecosystems</b></p>	<p>The municipality will promote the use of nature-based climate solutions and support the implementation of the Urban Forest Master Plan and the Green Network Plan to achieve their targets and outcomes. Strengthening partnerships with academic institutions, other levels of government, and non-profit organizations will support this work. The municipality will continue to promote biodiversity and ecosystem health through the management of invasive species, pests, contamination, and more.</p> <p>The municipality will protect and enhance lakes and rivers through programs, policies, and projects. This includes water quality monitoring, blue-green algae management, bacteria testing, and public education initiatives.</p>	 <p>Protected &amp; Sustainable Environment</p> 
<p><b>Watershed Management</b></p>	<p>ECC will protect and enhance lakes and rivers through programs, policies, and projects. This includes water quality monitoring, blue-green algae management, bacteria testing, and public education initiatives.</p>	 <p>Protected &amp; Sustainable Environment</p> 
<p><b>Protect Critical Infrastructure Against Future Climate and Extreme Weather Impacts</b></p>	<p>The municipality will develop a framework with owners of critical infrastructure to conduct high-level risk and vulnerability assessments. This will include completion of risk and vulnerability assessments of municipally owned and operated critical infrastructure, followed by prioritization of the most vulnerable infrastructure for improvements.</p>	 <p>Climate Resilience</p> 
<p><b>Transformative Climate Leadership</b></p>	<p>To respond to the urgency of climate change and succeed in the massive effort required across the organization and with external partners, the municipality must approach this work fundamentally differently. Applying a complex systems mindset, the collective impact approach and HalifACT governance model will shift our organizational culture and create the conditions for success.</p>	 <p>Climate Resilience</p> 

Initiative	Description	Priority & Outcome
<b>Succession Planning</b>	PFE will continue with the implementation of the Human Resources Succession Planning Strategy. This is inclusive of supporting non-union employees interested in succession planning with their development plans, and identifying critical positions.	 Engaged & Skilled People
<b>Diversity &amp; Inclusion</b>	PFE will focus on collaboration with the PFE Diversity & Inclusion Advisor on connections for opportunities to apply a diversity and inclusion lens to our work. Increase participation of all divisions by bringing our Diversity & Inclusion Advisor to management meetings for communications, knowledge sharing, and increasing awareness in PFE.	 Diverse, Inclusive & Equitable Environment
<b>Municipal Electric Vehicle Strategy</b>	PFE will install public charging infrastructure and work with partners to secure funding, encourage private investment, and conduct public engagement campaigns.	 Net-Zero Emissions 
<b>Include Natural Assets in Corporate Asset Management</b>	The municipality will include natural assets in corporate asset management to consider the many benefits provided by the natural environment to the municipality and create an inventory of natural assets to better understand and incorporate their value.	 Protected & Sustainable Environment
<b>Climate Hazard Mapping and Integration</b>	ECC will complete pluvial, fluvial, and coastal flood hazard mapping for the municipality. Continue developing additional climate hazard maps and collaborating with other business units on integrating identified climate hazards into municipal planning, policies, and projects.	 Climate Resilience 
<b>Municipal Natural Asset Management</b>	ECC will continue to explore opportunities to integrate the natural asset valuation approach into municipal procedures such as asset management, regional planning, and land suitability studies.	 Protected & Sustainable Environment 

Initiative	Description	Priority & Outcome
<b>Community Retrofit, Renewables and Resilience Program Pilot Projects</b>	ECC will complete pilot projects to support the development of the full program. The results of each along with the Solar City evaluation study and third-party financing study will be reviewed to inform next step recommendations for Council consideration.	 <b>Net-Zero Emissions</b> 
<b>Increase Resiliency of Critical Infrastructure to Climate Impacts</b>	ECC will identify municipally owned and operated critical infrastructure most at risk to climate impacts and prioritize assets for climate resilient upgrades. Initiate climate resilient upgrades for select prioritized assets.	 <b>Climate Resilience</b> 
<b>Technology Roadmap</b>	PFE will work with the IT Business Relationship Manager to develop a technology roadmap for PFE which will map out technology initiatives that support PFE business strategy.	 <b>Well-Managed</b>

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Executive Director's Office	\$ 395,751	428,200	\$ 451,800	\$ 473,100	\$ 44,900	10.5
Corporate Fleet	14,862,932	15,193,200	16,285,700	18,291,300	3,098,100	20.4
Corporate Real Estate	4,954,768	5,692,500	5,905,800	6,407,700	715,200	12.6
Environment & Climate Change	2,262,091	3,905,200	3,045,100	4,658,500	753,300	19.3
Facility Design & Construction	1,263,586	1,426,500	1,439,200	1,564,800	138,300	9.7
Facility Maintenance & Operations	23,860,487	21,861,800	24,913,900	26,340,600	4,478,800	20.5
<b>Net Total</b>	<b>\$ 47,599,615</b>	<b>\$ 48,507,400</b>	<b>\$ 52,041,500</b>	<b>\$ 57,736,000</b>	<b>\$ 9,228,600</b>	<b>19.0</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 17,223,806	\$ 18,229,500	\$ 18,077,600	\$ 21,290,900	\$ 3,061,400	16.8
Office	148,169	194,400	206,900	198,600	4,200	2.2
External Services	6,684,283	7,919,800	7,798,700	8,605,800	686,000	8.7
Supplies	301,007	304,100	293,300	312,700	8,600	2.8
Materials	346,568	460,400	365,700	409,900	(50,500)	(11.0)
Building Costs	10,199,606	8,309,700	10,253,000	11,257,600	2,947,900	35.5
Equipment and Communications	2,484,214	2,237,600	3,013,700	2,839,400	601,800	26.9
Vehicle Expense	8,290,798	8,504,000	9,687,600	9,959,700	1,455,700	17.1
Other Goods and Services	4,792,364	5,175,600	5,252,500	5,402,600	227,000	4.4
Interdepartmental	(126,583)	(30,100)	(66,800)	(31,100)	(1,000)	3.3
Other Fiscal	(349,796)	(446,000)	(760,500)	18,000	464,000	(104.0)
<b>Total Expenditures</b>	<b>49,994,437</b>	<b>50,859,000</b>	<b>54,121,700</b>	<b>60,264,100</b>	<b>9,405,100</b>	<b>18.5</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Fee Revenues	(2,200,184)	(2,290,200)	(1,952,600)	(2,468,100)	(177,900)	7.8
Other Revenue	(194,638)	(61,400)	(127,600)	(60,000)	1,400	(2.3)
<b>Total Revenues</b>	<b>(2,394,822)</b>	<b>(2,351,600)</b>	<b>(2,080,200)</b>	<b>(2,528,100)</b>	<b>(176,500)</b>	<b>7.5</b>
<b>Net Total</b>	<b>\$ 47,599,615</b>	<b>\$ 48,507,400</b>	<b>\$ 52,041,500</b>	<b>\$ 57,736,000</b>	<b>\$ 9,228,600</b>	<b>19.0</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 48,507,400</b>
<b>Service Enhancements</b>	
HalifACT – roll out of Deep Energy Retrofit program	250,000
New Halifax Commons Aquatic Facility	384,000
Fleet recruitment for succession planning	484,000
Launch of Fire Fleet nightshift	461,300
Increased leased accommodations to address growth	150,000
New HalifACT position – Environmental Professional focused on Transit	100,000
Corporate Real Estate – new Acquisition Coordinator & Lease Administrator	173,800
Completion of the Dartmouth North Community Centre project	44,000
New regional park washrooms and Lake Echo Community Centre generator	52,400
Fire Fleet expansion – increased fuel, repair and maintenance	46,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	2,188,300
Utility price increases	2,101,100
Increase in building maintenance and parts	1,560,100
Increase in vehicle parts, repair and maintenance	1,012,500
<b>Contractual Increases</b>	
Living wage increases in contracts	177,300
Safety systems increases	100,000
<b>Revenue Changes</b>	
New Business Park leases	(79,000)
Increased tenant lease revenue	(97,500)
<b>Other/Transfers</b>	
Miscellaneous adjustments	20,300
<b>Total Changes</b>	<b>\$ 9,128,600</b>
<b>2024/25 Budget</b>	<b>\$ 57,636,000</b>

### Service Enhancements

**HalifACT: Roll out of Deep Energy Retrofit program.** This program is a key action for HalifACT. It will support residents in completing energy efficiency measures on their homes to reduce emissions and utility costs. This is the total in start-up and first year operating costs estimated. ECC is exploring Federation of Canadian Municipalities (FCM) funding to partially offset current and future year operating costs. A full-time resource will be onboarded in January 2024 to move the program from design to implementation.

**Halifax Common Aquatic Facility.** Opened in July 2023, requires one additional Building Service Technician for maintenance and repair services. Additional operational funds for security, janitorial, utilities and maintenance are required.

**Fleet Recruitment Succession Planning of six (6) Apprentices.** These positions were identified to address the labour shortages currently being experienced across the industry for Fleet Skilled Trades certified workers. These

positions will provide opportunities and train apprentices in acquiring their Red Seal accreditations, which will be the future labour force for the municipality.

**Launch of Fire Fleet Nightshift.** A Vehicle Equivalency review was completed to identify the standards of technician to vehicle ratios. Emergency fleet was not able to meet preventative maintenance motor vehicle inspections schedules. The review identified that the current technician to vehicle ratio for Emergency Fire Fleet was below the recommended standards. Due to the existing facility being at capacity to accommodate additional staffing, and the increased volume of overtime during the evening hours, the implementation of an evening shift will address both the amount of overtime and the volume of work.

**Increased Leased Accommodations to address growth.** Additional office space for the new Diversity & Inclusion (D&I) / ANSAIO office at Purdy's Landing. The new space was required to address current and planned future growth, both within the D&I team as well as within the HR business unit. Operating costs of Capital (OCC) associated with the Capital project #CB190011.

**New HalifACT Environmental Professional position focused on Transit.** This position is part of the identified staff increase needed to implement HalifACT across the organization (estimated at 25 FTEs, of which 9 are remaining). This Environmental Professional will report to ECC, with a dotted line to Transit, supporting greening transit across all major initiatives, and will be integral to the *HalifACT* working group focused on Transit.

**Corporate Real Estate positions.** The Acquisition Coordinator position will report to the Manager and Project Managers supporting the planning, implementation and execution of acquisition plans for a broad range of municipal infrastructure to support the municipality's growth target, specifically for its transportation and facility land requirements. This will be funded by the Integrated Mobility Plan (IMP) Land Acquisition Project #CT190009.

The Lease Administrator position was added to the Leasing & Tenant Services section, to address the service gaps identified by management. Service gaps driven by steadily increasing service growth over the past few years has led to staff consistently working over capacity, and present risks to the municipality including project delivery delays, overtime, and staff retention. The costs of this position (only one existed prior) will be offset by savings that will be realized by an expected increase in lease revenue from upcoming lease renewals.

**Dartmouth North Community Centre Asset renewal.** The cleaning scope, utilities and security requirements have increased with the refurbishment of this facility. These costs were identified as OCC with the approval of the capital project.

**New Regional Park Washrooms.** Grahams Grove & Metropolitan Field. New facility costs for janitorial, utilities and maintenance. In addition, the installation of a generator at the Lake Echo Community Centre, which requires regular maintenance (OCC).

**Fire Fleet Expansion.** In the 2022/23 Capital Fire Expansion Project, a total of 14 Light vehicles were added to the Fire Fleet, which went into operation during 2023/24 fiscal. This funding is required to operate and maintain these vehicles (OCC).

## SERVICE AREA PLANS

### CORPORATE FLEET

The main goal of Corporate Fleet is to provide customers with safe and reliable vehicles. Corporate Fleet supports all business units and is committed to supporting administrative priorities through the purchase, maintenance,



repair, and disposal of fleet and equipment assets. Corporate Fleet is the asset manager for over 1,600 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.

## Services Delivered

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

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

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

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

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

### Service Delivery Performance Measures

Performance Measures <sup>1</sup>	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of planned maintenance work order hours	19,779	17,265	16,980	17,122
Number of demand maintenance work order hours	13,342	14,047	14,179	14,113
Service request rate: per cent of demand work order hours	40%	45%	46%	45%
Operating cost per vehicle km	\$0.95	\$1.09	\$1.00	\$1.05
Notes: 1) Measures are for Municipal Fleet (excludes Emergency Fleet)				

### Average Age of Fleet

Fleet Type	Average Age
Municipal Fleet	8 years
Police Fleet	8 Years
Fire Apparatus (Engines, Tankers, Quints, and Aerials)	16 Years
Fire Supporting Fleet	12 Years

### Performance Measures Analysis






A review and implementation of revised processes for the Corporate Fleet Preventative Maintenance program has allowed for improvements in data and reporting. A more accurate representation of hours spent on vehicle preventative maintenance work (extend asset life) and demand work (break/fix) is now available.

Vehicle maintenance and operating costs of municipal fleet vehicles are influenced by several factors including usage, weather, cost of fuel, vehicle/equipment, age, and vocation. The 2023/24 operating cost per kilometer is impacted by the volatile increase of both the cost of parts and fuel rates. The costs of parts in 2024/25 are expected to remain higher than in previous years, and will continue to be challenged by global supply chain shortages. The current challenges associated with industry shortages of skilled tradespersons in automotive and truck repair are affecting both internal and external ability to provide mechanical services within established service timelines.

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

Corporate Fleet is actively moving towards providing a sustainable green fleet as it aligns with Regional Council's priority of decarbonizing transportation. With the current global supply chain challenges, these purchases have

experienced delays in availability. In 2023, Corporate Fleet ordered 58 plug-in/fully electric vehicles, and received 37 of these by the end of 2023. These compliment the 9 plug-in/fully electric vehicles and 31 Hybrid vehicles that were previously in the fleet inventory.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Fleet Operations Improvement Analysis	Complete Analysis of Ownership vs. Lease with maintenance agreements on specialized equipment.	 Well-Managed	T – Q4 2024/25
Electric Vehicle (EV) Implementation	Corporate Fleet in conjunction with ECC will complete site design and installation of EV fleet charging stations for HRM locations, to align with the EV Vehicle Deployment Plan. Procure EV's to replace existing eligible vehicles that currently operate within HRM.	 Net-Zero Emissions	T – Q4 2024/25
Vehicle Compliance & Vehicle Safety	Prioritize the Vehicle Incident Reduction Strategy recommendations and develop an implementation plan for a Vehicle Incident Reduction Strategy.	 Safe Communities	T – Q4 2024/25
Service Level Agreements	Corporate Fleet will develop Service Level Agreements (SLA) with Halifax Regional Police (HRP).	 Exceptional Customer Service	T – Q4 2024/25
Fleet Utilization & Rationalization	Continue to distribute quarterly Vehicle Utilization Awareness Reports to business units; Review Vehicle Usage for re-assignments; Implement a utilization review committee.	 Well-Managed	T – Q4 2024/25

## CORPORATE REAL ESTATE

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

## Services Delivered

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

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

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

## Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Property transactions (acquisitions and disposals)	\$2.84M	\$3.44M	\$8.5M	\$40M
Industrial Park sales (acres)	66 acres	32 acres	54 acres	84 acres
Industrial Park sales (gross revenue)	\$20.5M	\$10.75M	\$26M	\$40M

## Performance Measures Analysis

The strong population growth and market for Halifax real estate continues to put demand pressures on land supply and is increasing the land cost for capital projects. CRE is supporting several major projects including, but not limited to the Corporate Accommodation Program implementation, land acquisitions for the IMP and transportation corridors, Burnside Phase 13 expansion, and Secondary Planning Background Assessments to advance other planned industrial lands towards project readiness.

Work continues towards advancing PFE’s Strategic Land Acquisition Plan; advancing land requirements for Halifax Transit’s Mill Cove Ferry Terminal; and supporting Parks & Recreation with respect to various community and regional parkland acquisitions.

### Property Transactions

Land transactions for 2023 were driven by the final acquisitions for Bayers Road Transit Priority Corridor, with 90% of the property requirements being met and some initial acquisitions for Robie Street. The approval of the sale of 1940 Gottingen Street to the Mi’kmaq Native Friendship Center was another key disposal milestone for 2023.

Transaction volumes for land to support transit and transportation projects is expected to grow significantly over the next five years.

### Industrial Lands

The Industrial Employment Lands Strategy (IELS) provides a forward-looking assessment and forecast for industrial employment land supply requirements in HRM. CRE, together with Planning & Development, is

undertaking the second five-year review of the Regional Plan. This work will support planning for HRM’s industrial employment land supply; the IELS is the long-term management framework to ensure HRM’s industrial land supply is healthy. The industrial land demand (absorption) is forecasted at an average of 55 net acres per year. HRM plans to provide a balanced inventory of shovel-ready and zoned developable vacant industrial employment lands sufficient to meet market that demand.

The short-term demand has been met with the launch of Burnside Phase 13-1, with \$70M of lots brought to market in November 2023 for conditional purchase allowing for 2024 construction starts.




Going forward, the timely planning permissions to enable the buildout of Burnside Phase 13/14, Aerotech, and Ragged Lake are critical and necessary to allow Council to meet or exceed its industrial land supply goal of up to 50-100 acres per year.



Planning and Development as a strategic partner and will lead the planning initiatives necessary to deliver the industrial supply for Council, as highlighted by the 2022 Audit General’s Report, and its recommendations therein.

The industrial land program is one of the municipality’s largest investments to the regional economy, and Gross Domestic Product is estimated at over \$2.5 billion annually for Burnside alone.

### Corporate Accommodations

Leasing & Tenant Services has successfully delivered new space for Finance & Asset Management (FAM), who relocated to their new space on the 5<sup>th</sup> floor at Alderney Gate. Parks & Recreation is expected to be consolidated on the 3<sup>rd</sup> floor at Alderney Gate in Spring 2024.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Aerotech Zoning	CRE will prepare an application to amend zoning at Aerotech Business Park to permit a broader range of industrial uses.	 Holistic Planning	T - Q4 2024/25
IMP Land Acquisition-Bayers Road	CRE will complete the land acquisition work to support implementation of the IMP transit corridors and initiatives for Bayers Road to support the IMP and HalifACT.	 Holistic Planning	T – Q4 2024/25
IMP Land Acquisition-Young/Robie	CRE will advance the land acquisition work to support implementation of the IMP transit corridors and initiatives for Young Street and Robie Street to support the IMP and <i>HalifACT</i> .	 Holistic Planning	T – Q4 2027/28

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Ferry Terminal Projects-Land Acquisition	CRE to secure lands at Mill Cove and Halifax Waterfront for the future Ferry Transit Services planned to start construction in 2025/26.	 Holistic Planning	T – Q4 2024/25
Service Level Agreement	CRE will develop a service level agreement for a key business unit.	 Exceptional Customer Service	T – Q4 2024/25

## ENVIRONMENT & CLIMATE CHANGE

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

### Services Delivered

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

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

**Net-Zero Emissions.** ECC oversees and supports projects, policies, and programs to target net-zero municipal operations by 2030, a 75% reduction in community-wide emissions over 2016 levels by 2030, and net-zero community-wide emissions by 2050. This includes electrifying public and corporate transportation, advocating for



and supporting net-zero new construction, developing and administering community-wide retrofit programs, establishing district energy and community scale renewable initiatives, and supporting municipal business units in achieving net-zero municipal operations.

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

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Total number of electric vehicle charging stations in the municipality	97	104	115	140	155
Number of level 2 electric vehicle charging ports in the municipality	84	91	102	120	130
Number of direct current fast chargers in the municipality	13	13	13	20	25
Total corporate GHG emissions (tonnes)	60,881	57,735	56,208	53,700	51,200
Total GHG emissions associated with municipal buildings (tonnes)	45,390	42,442	41,093	38,600	36,100
Capacity of net-metered solar installed (megawatts)	8.90	15.86	23.85	28	33
Number of net-zero buildings constructed (municipal)	1	0	3	3	3
Percentage of the municipality's light duty fleet that is zero emissions	0	1%	1.8%	4.6%	14.5%
Greenhouse gas emissions (tonnes per capita) <sup>1</sup>	11.39	11.93	10.88	11	11
Annual per cent of days when beaches were open	91%	86%	91%	80%	Unknown
Notes: 1) Projected to remain static in the short term as programs and policies are implemented.					

## Performance Measures Analysis

### Enabling Climate Action

- The CAO is the Executive Sponsor for HalifACT; work is progressing on the launch of the HalifACT Governance Model.
- ECC worked closely with the Halifax Partnership to engage CEOs in conversations around a CEO Climate Charter, resulting in 18 large employers signing on to climate commitments.
- Supported the development of Building to Zero Exchange (BTZx), a network focused on preparing the building sector for a Net Zero future. HRM is a foundational partner and sits on the executive committee.
- Continued participation on the Advisory Board for the Halifax Climate Investment, Innovation, and Impact Fund (HCi3), with the objective of fast-tracking emissions reductions in HRM.
- Convened the HalifACT Network with over 100 participants in Fall 2023.
- Organized 'A Call to Climate Action': Human Library and Ideas Fair in collaboration with the Halifax Public Libraries after months of public engagement on climate change through all 16 library branches.
- Organized the second Climate Action Challenge and a Food Action Challenge with 13 organizations, funding each \$5,000, and providing mentorship on collective action and prototyping.
- Collaboration with a community non-profit 'How We Thrive'. ECC is supporting the creation of a community climate education program in collaboration with a range of key partners. The course will be launched for residents in 2024.
- Supporting the Climate Futures Lab with Youth Challenge International (YCI). This program is engaging a cohort of youth aged 16-24 to develop Climate Action Projects in response to challenges related to implementing HalifACT.
- Drafted a Climate Equity Framework to provide guidance around the "Just Transition" principle of the HalifACT climate action plan. Outreach to African Nova Scotian communities around climate was initiated. Collaborating closely with the Community Safety Team, ECC presented on HalifACT to the Preston Township Community Mobilization Team. ECC attended North Preston Days and the Peace Basketball Tournament in August to engage communities.

### Net-Zero Emissions

- Solar installs designed or installed at the East Preston Community Centre, North Preston Community Centre Sackville Terminal, Cole Harbour Place, Wallace Lucas Community Centre, Keshen Goodman Library, Carrols Corner Community Centre, and the Ragged Lake Transit Depot. The Ragged Lake Transit Depot will be one of the largest rooftop solar energy systems in Atlantic Canada when completed.
- \$22.3 million in solar energy systems installed through the Solar City Program to-date.
- Two Deep Energy Retrofit pilot programs are ongoing, each with its own administration method, to gather the data and insight needed to inform a full program. The pilot programs each offer the services of a navigator to act as a project manager and key point of contact for advice and education to participating property owners. The navigator is responsible for coordinating all subtrades, financing and rebate approvals.
- A third-party financing study was completed to inform a future deep energy retrofit, renewables and resiliency (R3) program for existing buildings. Three financing solutions were recommended that can be tailored to the varied financial needs and profiles of property owners. ECC working with third-party financial institutions and the Federation of Canadian Municipalities.
- A multi-year contract for the supply and install of public charging infrastructure has been executed. It is anticipated that construction at several locations across the municipality will commence this spring.







- Following direction from Halifax Regional Council, a letter was sent from the Mayor to the Province of Nova Scotia requesting the establishment of a strong zero emission vehicle mandate to ensure Nova Scotians have fair and equal access to electric vehicles.
- To increase charging infrastructure, the Municipality included the requirement for EV ready parking stalls in new construction into the draft Regional Plan.
- A multi-year RFP for the supply of fleet charging infrastructure has closed. 99%-design drawings are complete for fleet charging infrastructure at Cowie Hill, Eric Spicer, and Alderney Landing fleet depots. Construction tenders will be issued once the fleet charging RFP negotiations are finalized.





### Climate Resilience

- Updated extreme water levels for the municipality based on the latest climate science with final report completed in July 2022.
- The draft for detailed flood hazard mapping (coastal, pluvial, and fluvial) for the entire municipality has been submitted for review. Additional climate hazards have been spatially mapped for the municipality.
- Resilient retrofit pilot project is underway to evaluate solutions in collaboration with Clean Foundation and the Town of New Glasgow, with funding contributed by the Province of Nova Scotia. The results of this pilot will inform next steps for supporting property owners in becoming more resilient to current and future climate impacts.
- 450 Storm kits were deployed in advance of Hurricane Lee through partners including the Community Mobilization Teams, YMCA Immigrant services and Halifax Public Libraries.

### Protected & Sustainable Environment

- LakeWatchers, the municipality's lake monitoring program, had its second year of sampling where 76 lakes across the municipality were monitored. The number of volunteers doubled in 2023 with a total of 30 lakes being monitored by volunteers or community groups (24) or by volunteers who joined the consultants for the day (6). The remaining 46 lakes were sampled by the consultants. All collected data will be available on the Halifax Open Data Portal by December 2023.
- ECC staff have been conducting considerable engagement internally, with other levels of government, other municipalities, advocacy groups, and community stakeholders to inform the development of a framework for collaborative and adaptive watershed management in HRM. An inter-governmental working group was formed, with representatives from HRM, the Province of Nova Scotia, and the Municipality of East Hants. This group is now meeting regularly to remove barriers in policy, process and enforcement as identified as part of this engagement.
- ECC led a public education campaign focused on communicating risks associated with cyanobacteria, including holding community education events, HRM social media channels and traditional media, and a media education session to improve the quality of information being shared by journalists. ECC continues to collaborate with Dalhousie University's Centre for Water Resource Studies on passive sampling of cyanotoxins at municipal beaches.
- HRM contracted the Natural Asset Initiative to conduct a pilot project within the Nine Mile River watershed. The main benefit of natural assets being examined in the project is stormwater management and co-benefits include recreation, carbon storage & sequestration, physical and mental health, and cultural values.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Transformative Climate Leadership	To respond to the urgency of climate change and succeed in the massive effort required across the organization and with external partners, the municipality must approach this work fundamentally differently. Applying a complex systems mindset, the collective impact approach and <i>HalifACT</i> governance model will shift our organizational culture and create the conditions for success.	 Climate Resilience	T – Q4 2029/30
Enabling Systems Change	Convening and working alongside external partners to move the community goals of <i>HalifACT</i> forward.	 Net-Zero Emissions	T – Q4 2026/27
Retrofit, Renewables & Resilience (R3) Program Design	Finalize proposed program for Council approval through a new Administrative Order.	 Protected & Sustainable Environment	T – Q4 2024/25
Resilience Retrofit Guidebook	Develop a resilient retrofit guidebook for property owners based on the results of the building resilience retrofit study.	 Climate Resilience	T – Q4 2024/25
Preparing Communities for Climate Action	ECC will engage communities in climate action through public engagement, education campaigns, initiatives, and programming.	 Climate Resilience	T – Q4 2024/25
Water Quality Monitoring	ECC will continue LakeWatchers, the municipality's Water Quality Monitoring Program for the 76 lakes. They will also continue to foster partnerships with volunteers and community groups to perform testing of select lakes. Data collected in 2024 will be compared with data from the first two years of the program and other datasets to provide a holistic understanding of lake health and change over time for the second State of Lakes report.	 Protected & Sustainable Environment	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Watershed Management	ECC will manage municipal watersheds through recreational water testing, risk management of cyanobacteria blooms at HRM supervised beaches, and expansion of Canines for Clean Water outreach program. Staff will continue to collaborate with partners on the development of a municipal lake management framework and continue with discrete lake health projects.	 Protected & Sustainable Environment	T – Q4 2024/25
Mainstreaming Climate Action & Building Capacity	ECC will continue to promote climate change awareness and action across Business Units by operationalizing the <i>HalifACT</i> governance model, supporting teams with leadership roles in <i>HalifACT</i> , and continuing to create opportunities for connection and collaboration with <i>HalifACT</i> stakeholder workshops and events.	 Net-Zero Emissions	T – Q4 2024/25
Environment and climate literacy training	ECC will develop and deliver in-person and virtual training to increase environmental and climate literacy with staff.	 Protected & Sustainable Environment	T – Q4 2024/25
Performance Measurement and Progress Reporting	ECC will report annually to the public and to Council on the implementation of <i>HalifACT</i> , including progress on actions, targets, and metrics. They will also continue exploring the potential of a public-facing dashboard to better communicate <i>HalifACT</i> progress and outcomes.	 Net-Zero Emissions	T – Q4 2024/25

## FACILITY MAINTENANCE & OPERATIONS

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

### Services Delivered

**Automated External Defibrillators (AEDs) Maintenance.** Maintenance of all wall mounted AEDs in Halifax Regional Municipality serviced buildings. Responsibilities include regular inspections (to be performed monthly by

FMO and every two years by the contractor) to ensure the units have the current software, and updated chargepaks and electrodes available for use in the case of an emergency.

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

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

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

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

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of planned maintenance work order requests	4,834	5,075	5,500	5500
Number of demand maintenance work order requests	9,098	9962	10,300	10,500
Cost of facility maintenance per square foot <sup>1</sup>	\$6.88	\$10.30	\$11.85	\$13.50
Utility cost per square foot (heating fuel / natural gas / electricity / water)	\$2.38	\$2.46	\$2.83	\$3.01



Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Total square footage of buildings maintained by FMO	2,967,186	3,007,952	3,001,000	3,005,000
Notes: 1) Costs are not inclusive of program support or amortization allocations.				


### Performance Measures Analysis



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

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

Utility costs have steadily increased over the past few fiscal years, with significant increases reflected in the costs of heating fuel, water, natural gas, electricity, and propane.

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

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

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

## FACILITY DESIGN & CONSTRUCTION

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

### Services Delivered

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

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

The municipality is accelerating energy-efficiency progress in partnership with Efficiency Nova Scotia with an Energy Manager term position. Despite challenges such as supply chain, labor and consultant shortages; cumulative energy cost savings are estimated to have increased to over \$2 million annually and reduced corporate buildings emissions by 26% over 2018 levels.

Various energy improvement projects include the conversion of buildings from heating oil to meet the 2050 HalifACT target of zero buildings using oil as a primary heat source. Since 2014, the municipality has reduced heating oil consumption by 69%.

Given delivery challenges cited above, the municipality is exploring options to increase capacity to deliver energy efficiency savings and is creating a detailed roadmap that includes a schedule of facilities to retrofit each year.

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

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Growth delivered	\$4,316,005	\$21,507,729	\$25,200,000	\$47,391,000
Asset renewal delivered	\$58,529,950	\$10,186,294	\$27,379,215	\$56,685,000
Per cent of Capital Budget committed within the fiscal year (target: 80%)	81%	83%	84%	86%
Building condition assessments completed (updated <sup>1</sup> and new <sup>2</sup> )	Updated: 1 New: 1	Updated: 9 New:0	Updated: 8 New: 2	Update: 15 New: 5
Notes:        1) Updated = Facilities which were assessed in prior years, being reassessed, and updated 2) New = Facilities being assessed for the first time				

### Performance Measures Analysis

Several major projects are underway, in addition to numerous State of Good Repair (SOGR) projects.

#### Growth Projects (Capital Delivery)

Major construction activities and improvement projects in 2024/2025 include:

- Ragged Lake Transit Centre Expansion: Construction underway, anticipated completion Fall 2024:
  - Expansion to the existing transit facility to house 60 battery electric buses.
- Metropolitan Field washroom building: Construction underway, anticipated completion Spring 2024:
  - Complete replacement of the facilities lost to fire.
  - The new building will include universal washrooms and will be built to net-zero construction.
- Beechville Lakeside Timberlea Community Centre (BLT CC): Start of Construction is anticipated for Winter 2024 and completion in 2026.
  - Complete replacement of the existing facility.
  - The new building will include a gymnasium, community space, universal washrooms and will be built to net-zero construction.
- Halifax Regional Fire & Emergency (HRFE) Headquarters and Station 1: Start of Construction is anticipated for Winter 2024 and completion in 2026.

- The new building will be built to net-zero construction.
- Various Accessibility Projects:
  - Modifications at RBC Centre to create an arena to support sledge hockey.
  - Preparations to meet the provincial Access by Design 2030 are on-going.
  - Accessibility audits completed for 35 municipal facilities thus far.
  - BLT CC will be constructed to meet Rick Hansen Gold Certification.

### Asset Renewal Projects (Capital Delivery)

Major capital improvement and repair/replacement projects in 2024/2025 include:








- Keshen Goodman Library: Construction underway, anticipated completion Spring 2024:
  - One of the municipality's busiest libraries that welcomes 425,000 visitors each year.
  - Interior renovations to improve energy efficiency and improve services and accessibility for a rapidly growing community.
- Fire Station 2 University Ave Recap: Construction is anticipated to start in Spring 2024:
  - The municipality's oldest and longest serving station.
  - Interior renovations to improve energy efficiency, improve operational activities and state of good repair for the facility.
- State of Good Repair Projects, ongoing:
  - A significant portion of the 2024/25 capital budget will be allocated for SOGR projects for existing facilities.







### Energy Efficiency

The following work will be completed by FDC for the 2024/25 fiscal year:

- **Net-Zero Ready New Buildings**
  - Design for Eastern Shore Lifestyle Centre, Halifax Forum, Traffic Services, and Burnside Transit Centre.
  - Construction will be completed for BLT CC and Ragged Lake Transit Centre.
- **Major Buildings Targeted for Deep Energy Retrofits.**
  - Energy Audits to be complete for Fire Station #9, Fire Station #10, Fire Station #11, Fire Station #41, Fire Station #50, Fire Station #65, and Sackville Heights Community Centre.
  - Design for Alderney Gate and Sackville Sports Stadium.
  - Construction will be completed Fire Station #7, North Preston CC, and Wallace Lucas Community Centre.
  - An Energy Performance Contract delivery method to be used to complete a Deep Energy Retrofit at St. Margaret's Centre.
- **Oil Conversions**
  - Design for Fire Station #8 and Lake Echo Community Centre.
  - Construction will be completed for North Preston CC, East Preston CC, Upper Hammonds Plains CC.
- **Recommissioning**
  - RBC Centre, HRM 4 Pad, Canada Games Centre and East Dartmouth Community Centre.

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Net-Zero Energy – New Construction	New construction projects will be built to net-zero standards.	 Net-Zero Emissions	T – Q4 2024/25
Net-Zero Energy – Deep Energy Retrofits	Deep energy retrofits is an ongoing program to meet the 2030 goal of net-zero municipal facilities. The Capital Plan will determine which projects progress for 2024-25.	 Net-Zero Emissions	T – Q4 2024/25
Net-Zero Energy – Recommissioning	Recommissioning is focused on optimizing building operations to save energy. The Capital Plan will determine which projects progress for 2024-25.	 Protected & Sustainable Environment	T – Q4 2024/25
Net Zero Energy – Oil Conversion	The conversion of buildings using oil is part of the overall net zero roadmap process. The Capital Plan will determine which projects progress for 2024-25.	 Protected & Sustainable Environment	T – Q4 2024/25
Electric Vehicle Charging Infrastructure	Electric vehicle charging infrastructure will be considered in all new build and retrofits.	 Zero Emissions	T – Q4 2024/25
Accessibility Infrastructure Audits	Conduct Accessibility Audits on all HRM owned buildings with a target of 50 buildings for 2024-25.	 Inclusive Communities	T – Q4 2024/25
HRFE Headquarters and Bedford West Fire Station	This is a multi-year project with a target to have the facility operational by March 2026. Construction began in Q4 of 2023-24.	 Well-Managed	T – Q4 2025/26

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Mackintosh Campus Phase 2	A multi-year project to build the remaining facilities required for Public Works operations. Design work to be completed by end of Q4 2024-25.	 Well-Managed	T – Q4 2024/25
Eastern Shore Lifestyle Centre	A multi-year project consisting of a community centre, library, and fire station. Design work to be completed by end of Q4 2024-25.	 Inclusive Communities	T – Q4 2024/25
Ragged Lake Transit Centre Expansion	A multi-year project to expand existing facility for battery electric bus storage and charging. Construction is underway and expected to be completed by end of Q4 2024-25.	 Well-Managed	T – Q4 2024/25
Generator Installation	FDC plans to install generators in several HRM locations. Pending the lead time for obtaining the units, planned are: Fire Stations 4&6, Wallace Lucas CC, St. Margarets Centre, Central Library, Halifax & Dartmouth Ferry Terminals.	 Safe Communities	T – Q4 2024/25
HRP Facilities Replacement Study	This is a multi-year program to replace the existing HRP headquarters and divisional locations. In 2024-25 work will entail: preliminary/planning work consisting of updating the 2018 Study; facility functional programming and needs assessment; and begin site selection process.	 Well-Managed	T – Q4 2024/25
Halifax Forum	This is a multi-year project consisting of the redevelopment of the Halifax Forum Complex. Schematic design to be completed by end of Q4 2024-25.	 Inclusive Communities	T – Q4 2024/25



## Summary of Net Expenditures - Property, Fleet & Environment

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
W100 Real Est & Mgt Admin	805,729	816,500	821,200	980,000	163,500	20.0
W202 Commercial Leasing	3,965,144	4,682,500	5,073,600	4,779,300	96,800	2.1
W400 Acquisitions & Disposals	209,167	343,300	286,800	520,500	177,200	51.6
W500 Business Parks	(71,693)	(199,800)	(325,800)	77,900	277,700	(139.0)
W955 Corporate Accommodations	46,420	50,000	50,000	50,000	-	-
<b>** Corporate Real Estate</b>	<b>4,954,768</b>	<b>5,692,500</b>	<b>5,905,800</b>	<b>6,407,700</b>	<b>715,200</b>	<b>12.6</b>
I101 Prop, Fleet & Env Admin	395,751	428,200	451,800	473,100	44,900	10.5
<b>** Director's Office - PFE</b>	<b>395,751</b>	<b>428,200</b>	<b>451,800</b>	<b>473,100</b>	<b>44,900</b>	<b>10.5</b>
W953 Facility Development	1,263,586	1,426,500	1,439,200	1,564,800	138,300	9.7
<b>** Facility Design &amp; Construction</b>	<b>1,263,586</b>	<b>1,426,500</b>	<b>1,439,200</b>	<b>1,564,800</b>	<b>138,300</b>	<b>9.7</b>
W959 Clearing - Capital	19	-	-	-	-	-
* Ops Admin	19	-	-	-	-	-
R102 Integrated Sec Manag	1,642,919	2,227,800	2,277,900	2,695,100	467,300	21.0
W160 Facilities Admin	2,047,569	2,084,900	2,111,500	2,071,000	(13,900)	(0.7)
W169 Transitional Properties	149,113	233,600	117,600	104,300	(129,300)	(55.4)
W200 Facility Operations	9,545,644	8,213,600	9,400,500	10,401,200	2,187,600	26.6
W213 Mechanical & PM Serv	8,658,154	7,488,700	9,376,500	9,490,900	2,002,200	26.7
Z112 Stadium Operations	1,817,068	1,613,200	1,629,900	1,578,100	(35,100)	(2.2)
* Operations	23,860,467	21,861,800	24,913,900	26,340,600	4,478,800	20.5
<b>** Municipal Facilities Mtce &amp; Ope</b>	<b>23,860,467</b>	<b>21,861,800</b>	<b>24,913,900</b>	<b>26,340,600</b>	<b>4,478,800</b>	<b>20.5</b>
R912 Fleet: Administration	899,967	919,700	979,500	988,500	68,800	7.5
* Fleet: Administration	899,967	919,700	979,500	988,500	68,800	7.5
R970 Fleet R&M: Municipal	7,293,864	7,691,400	7,267,200	8,397,000	705,600	9.2
R971 Fleet Rentals (Vehicle)	17,362	-	-	-	-	-
* Fleet: Municipal Site	7,311,226	7,691,400	7,267,200	8,397,000	705,600	9.2
R981 Fleet R&M: Fire	4,456,802	4,277,700	5,279,600	6,051,400	1,773,700	41.5
R985 Fleet R&M: Police	2,194,938	2,304,400	2,759,400	2,854,400	550,000	23.9
* Fleet: Emergency	6,651,739	6,582,100	8,039,000	8,905,800	2,323,700	35.3
<b>** Corporate Fleet</b>	<b>14,862,933</b>	<b>15,193,200</b>	<b>16,285,700</b>	<b>18,291,300</b>	<b>3,098,100</b>	<b>20.4</b>
D935 Enviro & Climate Chg	2,262,091	3,905,200	3,045,100	4,658,500	753,300	19.3
<b>Net Total</b>	<b>47,599,615</b>	<b>48,507,400</b>	<b>52,041,500</b>	<b>57,736,000</b>	<b>9,228,600</b>	<b>19.0</b>

## Summary Details - Property, Fleet & Environment

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	13,651,358	15,196,400	14,730,600	17,576,700	2,380,300	15.7
6002 Salaries - Overtime	729,770	442,500	795,600	626,500	184,000	41.6
6005 PDP & Union Con Incr	(243,739)	-	(563,400)	-	-	-
6051 Shift Agreements	35,799	40,400	40,400	40,400	-	-
6054 Vacation payout	34,390	-	7,700	5,700	5,700	-
6100 Benefits - Salaries	3,055,145	3,086,600	3,065,900	3,511,800	425,200	13.8
6110 Vacancy Management	-	(1,152,300)	-	(866,500)	285,800	(24.8)
6152 Retirement Incentives	98,608	117,500	101,000	127,800	10,300	8.8
6153 Severance	12,500	-	-	-	-	-
6154 Workers' Compensation	331,177	395,000	397,900	448,800	53,800	13.6
6155 Overtime Meals	1,448	3,000	2,000	3,000	-	-
6156 Clothing Allowance	10,750	12,400	12,700	16,000	3,600	29.0
6158 WCB Recov Earnings	(3,022)	-	-	-	-	-
6190 Compensation OCC trf	-	-	(65,000)	-	-	-
6199 Comp & Ben InterDept	(125,847)	412,000	(112,300)	120,300	(291,700)	(70.8)
9200 HR CATS Wage/Ben	(318,825)	(270,000)	(275,200)	(273,700)	(3,700)	1.4
9210 HR CATS OT Wage/Ben	(45,704)	(54,000)	(60,300)	(45,900)	8,100	(15.0)
<b>* Compensation and Benefits</b>	<b>17,223,806</b>	<b>18,229,500</b>	<b>18,077,600</b>	<b>21,290,900</b>	<b>3,061,400</b>	<b>16.8</b>
6201 Telephone/Cable	62,421	57,300	61,400	52,100	(5,200)	(9.1)

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6202 Courier/Postage	11,158	11,000	14,700	14,500	3,500	31.8
6203 Office Furn/Equip	7,264	10,000	9,100	10,600	600	6.0
6204 Computer S/W & Lic	27,990	90,000	80,100	89,000	(1,000)	(1.1)
6205 Printing & Reprod	-	600	600	500	(100)	(16.7)
6207 Office Supplies	35,246	25,000	40,500	31,700	6,700	26.8
6299 Other Office Expenses	4,091	500	500	200	(300)	(60.0)
<b>* Office</b>	<b>148,169</b>	<b>194,400</b>	<b>206,900</b>	<b>198,600</b>	<b>4,200</b>	<b>2.2</b>
6301 Professional Fees	4,573	25,000	500	25,000	-	-
6302 Legal Fees	9,317	5,000	5,500	10,000	5,000	100.0
6303 Consulting Fees	666,787	1,235,000	788,000	1,406,400	171,400	13.9
6304 Janitorial Services	3,010,291	2,926,600	3,194,200	3,102,900	176,300	6.0
6305 Property Appraisal	9,907	65,000	20,000	55,000	(10,000)	(15.4)
6306 Property Survey	18,008	45,000	33,800	55,000	10,000	22.2
6308 Snow Removal	888,275	825,000	860,000	892,200	67,200	8.1
6311 Security	1,147,328	1,623,800	1,666,800	1,793,800	170,000	10.5
6312 Refuse Collection	192,313	167,400	285,000	160,000	(7,400)	(4.4)
6390 Extnl Svcs OCC Trsf	(105,000)	-	(158,800)	-	-	-
6399 Contract Services	842,483	1,002,000	1,103,700	1,105,500	103,500	10.3
<b>* External Services</b>	<b>6,684,283</b>	<b>7,919,800</b>	<b>7,798,700</b>	<b>8,605,800</b>	<b>686,000</b>	<b>8.7</b>
6401 Uniforms & Clothing	36,372	56,400	45,300	60,000	3,600	6.4
6402 Med & First Aid Supp	6,350	14,000	5,800	6,000	(8,000)	(57.1)
6406 Bridge Tolls	13,766	8,400	10,100	10,100	1,700	20.2
6407 Clean/Sani Supplies	188,175	167,200	174,600	178,800	11,600	6.9
6409 Personal Protect Equ	50,657	56,100	60,800	56,300	200	0.4
6490 Supplies OCC Transfer	-	-	(5,000)	-	-	-
6499 Other Supplies	5,687	2,000	1,700	1,500	(500)	(25.0)
<b>* Supplies</b>	<b>301,007</b>	<b>304,100</b>	<b>293,300</b>	<b>312,700</b>	<b>8,600</b>	<b>2.8</b>
6501 Asphalt	-	500	500	500	-	-
6502 Chemicals	35,130	106,000	41,000	41,900	(64,100)	(60.5)
6504 Hardware	23,519	35,500	13,500	29,000	(6,500)	(18.3)
6505 Lubricants	94,338	89,500	109,500	111,500	22,000	24.6
6507 Propane	152,758	159,000	162,600	158,600	(400)	(0.3)
6517 Paint	33,894	60,500	30,000	60,000	(500)	(0.8)
6518 Metal	108	1,000	500	-	(1,000)	(100.0)
6519 Welding Supplies	6,822	7,900	7,600	8,200	300	3.8
6599 Other Materials	-	500	500	200	(300)	(60.0)
<b>* Materials</b>	<b>346,568</b>	<b>460,400</b>	<b>365,700</b>	<b>409,900</b>	<b>(50,500)</b>	<b>(11.0)</b>
6602 Electrical	456,752	237,000	510,000	437,500	200,500	84.6
6603 Grnds & Landscaping	37,309	43,100	46,000	46,000	2,900	6.7
6605 Municipal Taxes	810,307	880,500	822,600	880,500	-	-
6606 Heating Fuel	1,266,328	653,100	1,011,100	1,150,000	496,900	76.1
6607 Electricity	3,239,249	3,403,700	3,321,000	3,905,700	502,000	14.7
6608 Water	670,496	461,000	667,000	670,000	209,000	45.3
6609 Elevator & Escalator	139,940	85,600	112,900	95,600	10,000	11.7
6610 Building - Exterior	887,672	750,000	935,100	790,000	40,000	5.3
6611 Building - Interior	631,433	367,000	913,000	876,000	509,000	138.7
6612 Safety Systems	584,586	378,100	758,500	808,500	430,400	113.8
6613 Overhead Doors	173,272	153,500	193,000	153,000	(500)	(0.3)
6614 Envir Assess/Cleanup	194,621	174,500	148,500	173,500	(1,000)	(0.6)
6615 Vandalism Clean-up	5,974	-	-	-	-	-
6616 Natural Gas-Buildings	1,307,313	677,300	880,000	1,192,300	515,000	76.0
6617 Pest Management	19,347	44,300	50,200	78,000	33,700	76.1
6690 Building OCC Transfer	(232,076)	-	(116,000)	-	-	-
6699 Other Building Cost	7,084	1,000	100	1,000	-	-
<b>* Building Costs</b>	<b>10,199,606</b>	<b>8,309,700</b>	<b>10,253,000</b>	<b>11,257,600</b>	<b>2,947,900</b>	<b>35.5</b>
6701 Equipment Purchase	81,513	49,000	53,200	68,500	19,500	39.8
6702 Small Tools	66,478	69,600	66,700	102,600	33,000	47.4
6703 Computer Equip/Rent	17,646	20,200	20,100	22,500	2,300	11.4
6704 Equipment Rental	9,989	5,300	5,300	5,300	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6705 Equip - R&M	65,846	88,300	160,400	126,300	38,000	43.0
6707 Plumbing & Heating	945,967	781,000	981,000	906,000	125,000	16.0
6708 Mechanical Equipment	1,400,586	1,223,000	1,795,000	1,607,000	384,000	31.4
6711 Communication System	1,189	1,200	-	1,200	-	-
6790 Equipment OCC Trsf	(105,000)	-	(68,000)	-	-	-
<b>* Equipment &amp; Communications</b>	<b>2,484,214</b>	<b>2,237,600</b>	<b>3,013,700</b>	<b>2,839,400</b>	<b>601,800</b>	<b>26.9</b>
6802 Vehicle R&M	2,502,482	2,650,000	3,170,000	3,050,000	400,000	15.1
6803 Vehicle Fuel - Diesel	1,508,985	1,211,400	1,398,600	1,510,900	299,500	24.7
6804 Vehicle Fuel - Gas	2,151,976	2,417,100	2,184,000	2,500,800	83,700	3.5
6805 Tires and Tubes	479,818	450,000	455,000	500,000	50,000	11.1
6806 Vehicle Rentals	2,353	5,000	-	1,000	(4,000)	(80.0)
6809 Electricity-Vehicles	-	-	-	60,000	60,000	-
6810 Comm Vehicle R&M	1,329,401	1,435,000	2,085,000	1,900,000	465,000	32.4
6811 Shop Supplies	54,377	57,500	57,000	60,000	2,500	4.3
6890 Vehicle OCC Transfer	(35,400)	-	-	-	-	-
6899 Other Vehicle Expense	296,807	278,000	338,000	377,000	99,000	35.6
<b>* Vehicle Expense</b>	<b>8,290,798</b>	<b>8,504,000</b>	<b>9,687,600</b>	<b>9,959,700</b>	<b>1,455,700</b>	<b>17.1</b>
6901 Membership Dues	18,819	26,200	25,200	34,300	8,100	30.9
6902 Conferences/Workshop	8,989	8,300	10,500	16,500	8,200	98.8
6903 Travel - Local	34,600	35,500	43,200	41,400	5,900	16.6
6904 Travel - Out of Town	60,163	30,200	38,800	53,000	22,800	75.5
6905 Training & Education	66,953	87,000	164,000	117,000	30,000	34.5
6906 Licenses & Agreements	202,810	223,100	227,000	223,100	-	-
6908 Medical Examinations	134	2,000	-	2,000	-	-
6910 Signage	4,375	5,500	3,000	4,000	(1,500)	(27.3)
6911 Facilities Rental	4,339,434	4,585,000	4,546,000	4,835,000	250,000	5.5
6912 Advertising/Promotio	61,559	77,500	108,400	112,500	35,000	45.2
6913 Awards	-	600	-	600	-	-
6914 Recruiting	-	-	11,100	1,000	1,000	-
6916 Public Education	28,796	50,000	40,000	50,000	-	-
6917 Books and Periodicals	2,285	2,700	1,200	3,000	300	11.1
6918 Meals/Catering	2,625	4,100	5,800	5,200	1,100	26.8
6919 Special Projects	57,711	7,500	7,500	7,500	-	-
6936 Staff Relations	614	1,000	1,200	11,300	10,300	1,030.0
6937 Corporate Training	-	5,000	1,500	5,000	-	-
6938 Rewarding Excellence	16,642	13,900	14,900	9,700	(4,200)	(30.2)
6940 Fencing	10,952	10,000	2,700	10,000	-	-
6990 Gds & Svcs OCC Trsf	(127,761)	-	-	(140,000)	(140,000)	-
6999 Other Goods/Services	2,665	500	500	500	-	-
<b>* Other Goods &amp; Services</b>	<b>4,792,364</b>	<b>5,175,600</b>	<b>5,252,500</b>	<b>5,402,600</b>	<b>227,000</b>	<b>4.4</b>
7008 ltnTrsf IT & Commun	2,798	-	-	-	-	-
7009 Internal Trfr Other	(108,567)	(15,300)	(14,300)	(15,300)	-	-
7010 IntTrfr Insur Funds	(2,736)	-	(38,200)	-	-	-
7011 Int Trf Record Check	97	-	-	-	-	-
7012 Int Trf Print/Reprod	825	4,200	4,700	3,200	(1,000)	(23.8)
7015 Int Trf FacilityRent	(19,000)	(19,000)	(19,000)	(19,000)	-	-
<b>* Interdepartmental</b>	<b>(126,583)</b>	<b>(30,100)</b>	<b>(66,800)</b>	<b>(31,100)</b>	<b>(1,000)</b>	<b>3.3</b>
8003 Insurance Pol/Prem	8,413	-	9,200	18,000	18,000	-
8004 Grants	46,486	-	-	-	-	-
8005 Tax Exemptions	-	-	600	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
8030 Tfr Fr Resvs to Oper	(404,696)	(446,000)	(770,300)	-	446,000	(100.0)
<b>* Other Fiscal</b>	<b>(349,796)</b>	<b>(446,000)</b>	<b>(760,500)</b>	<b>18,000</b>	<b>464,000</b>	<b>(104.0)</b>
<b>** Total</b>	<b>49,994,437</b>	<b>50,859,000</b>	<b>54,121,700</b>	<b>60,264,100</b>	<b>9,405,100</b>	<b>18.5</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5101 Parking Rentals	(164,414)	(226,200)	(175,100)	(225,100)	1,100	(0.5)
5102 Facilities Rentals	(1,586,998)	(1,523,000)	(1,123,000)	(1,623,000)	(100,000)	6.6
5151 Lease Revenue	(448,772)	(541,000)	(654,500)	(620,000)	(79,000)	14.6
<b>* Fee Revenues</b>	<b>(2,200,184)</b>	<b>(2,290,200)</b>	<b>(1,952,600)</b>	<b>(2,468,100)</b>	<b>(177,900)</b>	<b>7.8</b>
5508 Recov External Parti	(180,205)	(47,000)	(112,200)	(60,000)	(13,000)	27.7
5600 Miscellaneous Revenue	(14,433)	(14,400)	(15,400)	-	14,400	(100.0)
<b>* Other Revenue</b>	<b>(194,638)</b>	<b>(61,400)</b>	<b>(127,600)</b>	<b>(60,000)</b>	<b>1,400</b>	<b>(2.3)</b>
<b>** Total</b>	<b>(2,394,822)</b>	<b>(2,351,600)</b>	<b>(2,080,200)</b>	<b>(2,528,100)</b>	<b>(176,500)</b>	<b>7.5</b>
<b>Net Total</b>	<b>47,599,615</b>	<b>48,507,400</b>	<b>52,041,500</b>	<b>57,736,000</b>	<b>9,228,600</b>	<b>19.0</b>

# HALIFAX

## PARKS & RECREATION

2024/25 BUDGET AND BUSINESS PLAN





**MISSION**




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

WE MAKE A DIFFERENCE.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

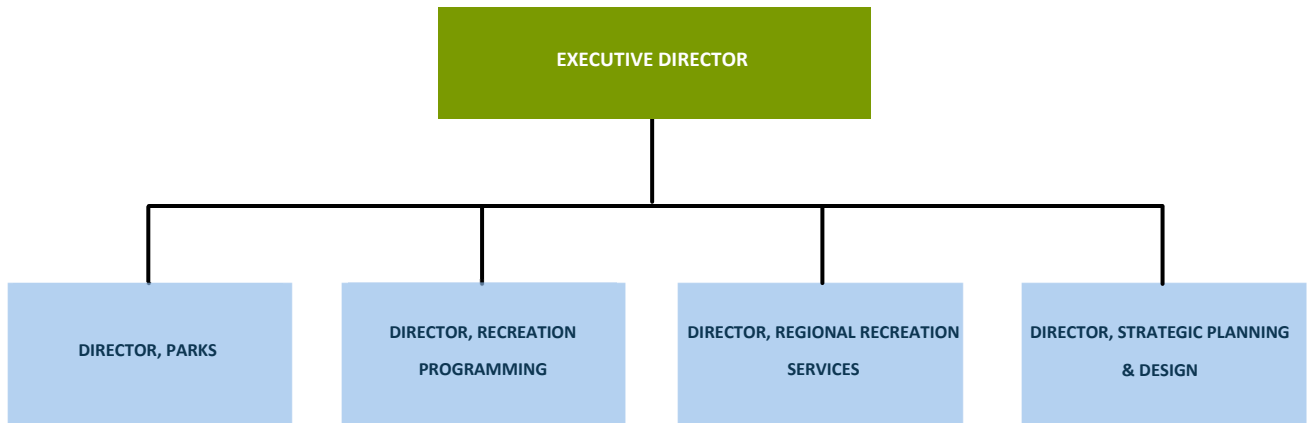
Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

HalifACT Acting on Climate Together Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

Parks & Recreation is committed to advancing Regional Council and Administrative Strategic Priorities. This is achieved through accessible programs, services, facilities, and open spaces offering diverse recreation, leisure and cultural choices, and delivering inclusive civic events. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sports fields, and skateboard parks.

## ORGANIZATION CHART
















## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	298.20
New Positions:	
Maintenance Planning Supervisor	1.0
Contract Supervisor	1.0
Gardeners (4)	1.4
Utility Operators 3	5.0
Operator 2	1.0
Sport Fields Technician	4.0
Recreation Business Analyst	0.5
Business Lead	1.0
Facility Scheduling Coordinator	1.0
Administrative Support	1.0
Naturalization Coordinator	1.0
Administrative Assistant	1.0
Deleted Positions:	
Civic Events Coordinator	(1.0)
Business Application Specialist	(1.0)
Supervisor, Parks Compliance	(1.0)
Compliance Officer II	(2.0)
Youth Councilor	(1.0)
Youth Outreach Worker	(1.0)
NAIG Positions	(13.0)
Total Changes	(1.1)
<b>Total Budgeted 2024/25 FTEs</b>	<b>297.1</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Develop and Implement Strategic Plans</b>	Undertake Parks & Recreation’s Strategic Planning including municipal-wide Recreation Facilities Planning, Outdoor Recreation Facility Standards Project (Greenbook), Park Pathway, Court, and Placemaking Lighting Strategy. Continue to implement strategic plans such as Halifax Common Master Plan, Playing Field Strategy, and Rural Parks and Recreation Strategy.	 Involved Communities
<b>Acquire and Develop Parkland</b>	Acquire land to contribute to the municipality's parks, with a focus on Regional Wilderness Parks, as supported by planning and policy documents, and directions of Regional Council.	 Involved Communities
<b>Focus on Customer Experience</b>	Continue improving customer experience through increased use of self-service and online payment options. Implement initiatives to increase recreation opportunities for all residents of the municipality. Maintain support for Affordable Access Program, Inclusion Support Program, and free unstructured recreation.	 Exceptional Customer Service
<b>Youth Engagement and Support</b>	Continue to engage and support the youth in the municipality through consultation (for the youth, by the youth), Youth Services Plan 2, Multi Service Youth Centres, Power House Youth Centre, Youth at Risk programs, Youth Advisory Committee, Youth Leadership program, and through the offering of youth recreation programs. Halifax Regional Municipality Recreation and Halifax Public Libraries will continue to work with youth to create opportunities for young people to positively impact their communities and shape their futures. The municipality will also work with youth who are experiencing risk during life transitions.	 Involved Communities
<b>Senior Engagement Plan</b>	To address the recreational needs of seniors, the municipality will develop and implement a recreation strategy, starting with clarification of existing recreation and leisure opportunities for seniors (age 60+). In consultation with seniors and senior groups, Parks & Recreation will develop a Senior Services Plan to ensure opportunities for the seniors of the Halifax Regional Municipality.	 Inclusive Communities
<b>One Recreation</b>	The municipality will continue to increase connection and coordination across all municipally owned recreation facilities, both municipally and board-run operations, through exploration of a One Recreation membership model, and more coordinated service delivery.	 Involved Communities

Initiative	Description	Priority & Outcome
<b>Improve Asset Management</b>	Provide safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. Invest in Parks & Recreation's human, financial, and technical resources towards maintaining a state of good repair for all Parks & Recreation assets.	 Well-Managed
<b>HalifACT: Parks &amp; Recreation Support</b>	Deliver on HalifACT deliverables through Parks & Recreation operational work year over year, and through future strategic acquisitions and plans.	 Protected & Sustainable Environment 
<b>Recreation Management Software</b>	Transition to a new Recreation Management Software solution.	 Innovative Performance Excellence
<b>MDF Affordable Access</b>	Continue oversight of partnership agreements to ensure compliance, including working with partners to explore potential to extend the municipality's affordable access program.	 Affordable Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Executive Director's Office	\$ 626,362	\$ 644,300	\$ 725,098	\$ 470,200	\$ (174,100)	(27.0)
Parks	14,868,039	13,153,100	15,219,904	16,419,800	3,266,700	24.8
Strategic Planning and Design	2,494,794	3,124,000	3,976,900	4,737,600	1,613,600	51.7
Recreation Programming	10,004,955	8,522,200	10,317,382	11,144,295	2,622,095	30.8
Regional Recreation	8,028,320	8,527,900	6,991,481	9,528,905	1,001,005	11.7
<b>Net Total</b>	<b>\$ 36,022,470</b>	<b>\$ 33,971,500</b>	<b>\$ 37,230,766</b>	<b>\$ 42,300,800</b>	<b>\$ 8,329,300</b>	<b>24.5</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 30,658,182	\$ 29,584,100	\$ 31,373,742	\$ 31,859,095	\$ 2,274,995	7.7
Office	429,648	467,500	487,300	476,400	8,900	1.9
External Services	6,525,776	5,545,700	7,432,204	7,288,100	1,742,400	31.4
Supplies	578,099	454,600	632,060	483,100	28,500	6.3
Materials	548,924	420,800	505,900	516,800	96,000	22.8
Building Costs	2,795,019	2,357,200	2,759,300	2,831,600	474,400	20.1
Equipment & Communications	817,625	684,900	827,520	776,300	91,400	13.3
Vehicle Expense	415,287	196,300	296,100	216,300	20,000	10.2
Other Goods & Services	4,301,823	3,096,200	3,473,759	4,602,000	1,505,800	48.6
Interdepartmental	(42,226)	(79,100)	(77,800)	(44,100)	35,000	(44.2)
Other Fiscal	7,127,412	7,153,300	7,457,400	8,927,505	1,774,205	24.8
<b>Total Expenditures</b>	<b>54,155,569</b>	<b>49,881,500</b>	<b>55,167,486</b>	<b>57,933,100</b>	<b>8,051,600</b>	<b>16.1</b>

Revenues	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Fee Revenues	\$ (12,326,209)	\$ (11,463,700)	\$ (12,807,500)	\$ (11,935,000)	\$ (471,300)	4.1
Other Revenue	(5,806,890)	(4,446,300)	(5,129,220)	(3,697,300)	749,000	(16.8)
<b>Total Revenues</b>	<b>(18,133,098)</b>	<b>(15,910,000)</b>	<b>(17,936,720)</b>	<b>(15,632,300)</b>	<b>277,700</b>	<b>(1.7)</b>
<b>Net Total</b>	<b>\$ 36,022,470</b>	<b>\$ 33,971,500</b>	<b>\$ 37,230,766</b>	<b>\$ 42,300,800</b>	<b>\$ 8,329,300</b>	<b>24.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 33,971,500</b>
<b>Service Enhancements</b>	
Sail GP	1,000,000
Deaf and Hard of Hearing services	70,000
Halifax Common Pool	444,000
Discover Halifax grant increase	250,000
Dartmouth Heritage grant increase	100,000
Professional Arts grants increase	125,000
Recreation Inclusion Support funding increase	205,700
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	966,500
Casual compensation adjustments	883,000
Materials, buildings and equipment costs	750,000
PPP forestry plan maintenance	30,000
MDF subsidy request (previously funded through reserves)	915,000
Other inflationary and service pressures	257,400
<b>Contractual Increases</b>	
Grass contracts (living wage)	1,100,000
Refuse collection	54,000
Security requirements	186,000
Other contract increases	400,000
<b>Revenue Changes</b>	
Remove NAIG Recovery	1,552,400
Fee Increase 2% for PR	(127,000)
Affordable Access Program offset	500,000
Other revenue adjustments	(1,362,700)
Sackville Sports Stadium naming rights	30,000
<b>Total Changes</b>	<b>\$ 8,329,300</b>
<b>2024/25 Budget</b>	<b>\$ 42,300,800</b>

### Service Enhancements

**Sail GP (Grand Prix).** Starting in 2024, Halifax will host the first ever Canadian Sail GP event. The international event is known to create strong economic impacts to the host cities. Regional Council approved a financial contribution of \$3 million phased over three years, with \$1 million in fiscal 2024/25 budget to Sail Nova Scotia for hosting the event.

**Deaf and Hard of Hearing Services.** Regional Council recently approved the Deaf and Hard of Hearing report which recommends implementing an 18-month pilot program to offer sign language interpreter services, as well as to include more technology specifically designed for the Deaf and Hard of Hearing within recreation programs. Costs associated with creating the pilot program are estimated to be \$70,000 per year.

**Halifax Common Pool.** As part of the Halifax Common Master Plan, the new outdoor aquatic facility was constructed on the Halifax Common and opened in July of 2023. The pool offers a 25m five-lane pool, three climbing walls, beach entry with play features and large universal change rooms. This resulted in the creation of several new positions associated with the operation of the new aquatic facility as well as costs associated with training and supplies.

**Discover Halifax grant increase.** In alignment with the Memorandum of Understanding between the Hotel Association of Nova Scotia and the municipality, funding for Discover Halifax has increased to support the delivery of destination management, events leadership, and enhanced destination marketing. The cumulative contribution was to be phased over three years, with the last increase of \$250,000 being in the fiscal 2024/25 budget.

**Dartmouth Heritage grant increase.** The Dartmouth Heritage Museum Society (DHMS) has entered into a new Management and Operating Agreement with Halifax Regional Municipality to manage the Dartmouth Collection and two historic houses, Evergreen House and Quaker House, on behalf of the municipality. The agreement includes an increase in the annual funding from \$100,000 to \$200,000. This increase allows for the addition of two new positions and a maximization of public access to the facilities.

**Professional Arts grant increase.** Regional Council approved an increase to the professional arts grant program of \$125,000 in fiscal 2023/24 budget and an additional increase of \$125,000 in fiscal 2024/25 budget. The grants support the operating capacity of producing and presenting arts organizations in the municipality and advances the profile of the local arts sector by fostering broad public access to, and appreciation of, the arts. The increase brings the program to the levels identified in a 2018 report to Regional Council on the recommendations of the Arts Halifax Advisory committee.



## SERVICE AREA PLANS

### 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, neighbourhood, and municipality.

The Parks division is committed to supporting Council Priorities through the operation, maintenance, and inspection of all parks, open spaces, sports fields, ball diamonds, tracks, all-weather fields, sport courts, playgrounds, cemeteries, green spaces, beaches, horticulture, and recreational trails.

#### Services Delivered

**Cemetery Management.** Manage, operate, and maintain municipally owned cemeteries.

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

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

**Outdoor Recreation Asset Operation and Maintenance.** Operate and maintain municipal sport fields, ball diamonds, skate parks, pump tracks and sports courts.

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

**Playground Maintenance.** Revitalize, inspect, and maintain municipally owned playgrounds.

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

**Works Control & Service Delivery.** Process, schedule and track service requests, maintenance work, preventative maintenance activity, and inspection of park assets.

#### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Grass service calls	469	668	402*	450
Playgrounds inspected to service level standards (6 x per year)	98%	93%	99%	95%
Park litter service calls	243	351	374	350
Hours of play on bookable assets	56,000	62,800	65,335	70,000

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
<p><b>Notes:</b> *The 2023/24 projected number does not include right of way (ROW) mowing that was removed from Parks scope of work and returned to the responsibility of property owners for the 23/24 fiscal year and onward. The tracked number of ROW service requests that were previously in-scope was 106.</p>				

## Performance Measures Analysis

A new Works Control section was implemented in the 2022 season. This new team implemented quality assurance processes including asset inspections and assessments as well as service request tracking and improved customer service. In 2023, 98% of outdoor recreation assets were inspected, outlining deficiencies and providing Capital Construction with asset renewal plans. Parks also saw slight decrease in service requests in 2023 from 6,813 to 6,526, with this decrease attributed to the lower number of grass service requests. Parks were able to maintain a 90% closure rate for all service requests, this represents a decrease over last season of 5%.





**Grass service calls.** Service calls for grass decreased by 160 in 2023. Overall the 2023 season saw some historically low service request volumes with approximately half of the contracts receiving 50 or fewer. A portion of the contracts were subject to the Social Procurement Policy; areas covered by these contracts saw lower relative numbers of service requests. Many scheduled cuts were displaced or rescheduled this season due to the flooding events over the summer. Some grass contractors were directly impacted by both the floods and wildfires.

In 2024 Parks will engage with the Enterprise Asset Management team to begin discussions on the development of a grass cutting tracking system that updates in real time through CityWorks software and mobile apps.

**Playgrounds inspected to service level standards.** In 2020 Parks leveraged the municipal CityWorks application to ensure that playground inspections were completed within the established service standards of 6 inspections per playground per year. With a full staff complement for most of the season, a 99% inspection service level was achieved.

**Park litter service calls.** Service requests for litter increased again in 2023 by 23. This increase can be attributed to more people visiting parks. Although not a part of this service delivery measure, Parks received and processed an additional 784 service requests for homeless encampment cleanups in support of the Housing and Homelessness Division.

**Hours of play on bookable assets.** Parks serviced 65,335 hours of play on all bookable assets, including sport fields, ball diamonds, all-weather fields, and courts for the 2023 season compared to 62,800 hours of booked asset time in 2022. Every asset class saw an increase in bookings except ball diamonds as they were disproportionately adversely impacted by the floods and wildfires of 2023.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Update AO 20 Respecting fees for Cemetery Services and By-law C-700, Respecting Municipal Cemeteries	Determine costs for cemetery services and recommend fee change accordingly. Review and consider updating By-law C-700 if required.	 Well-Managed	T – Q4 2024/25
Improve Playing Field Availability	Update policies and procedures for rain-out cancellations, as per the Playing Field Strategy action item 6.4.6.	 Involved Communities	T – Q4 2024/25
Apply for Bee City Status through Park Naturalization	Create pollinator meadows from Council approved list and apply for Bee City status.	 Protected & Sustainable Environment	T – Q4 2024/25
Maintain the publicly accessible Find a Park interactive map	Maintain the publicly accessible Find a Park interactive map on an ongoing basis. Continue to update the inventory of all rural parks, park assets, park amenities, inspections and maintenance.	 Well-Managed	T – Q4 2024/25

## RECREATION PROGRAMMING

The Recreation Programming division is committed to supporting 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.

### Services Delivered

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

**Inclusion & Accessibility.** Provides one-on-one inclusion support free of charge for children, youth and adults requiring support to participate in program offerings. Provides accessibility support for the Parks & Recreation business unit in collaboration with the Office of Diversity & Inclusion and other business units.

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

**Volunteer and Non-Profit Support.** Celebrates and supports the work of volunteers, including enhancing capacity in community boards for the provision of alternate service delivery for the Halifax Regional Municipality.

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

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of direct programs delivered by Recreation Programming	4,966	6,977	8,380	8,400
Number of unique registrations	41,220	55,901	67,827	68,000
Number of youths enrolled in leadership training	255	400	1,667	1,700
Number of participants at Emera Oval (winter)	44,943	55,000	100,000	100,000
Number of participants at Emera Oval (summer)	39,462	45,000	51,667	52,000

### Discounts Performance Measures

Performance Measures	2022 Actual	2023 Actual	2024 Planned
Value of discounted programs/services	692,443	1,041,700	1,100,000
Number of registered clients who used discount	1,070	1,752	1,800





### Performance Measures Analysis

The Recreation Programming division has responded to changes in population, demand, and recreation trends by adjusting and modifying services and program offerings.

**Inclusion.** The demographics of our population are quickly changing, and recreation service delivery must adapt accordingly. In 2023, the municipality provided inclusion services at no cost to 181 children with varying disabilities or behavioural challenges. This number has increased from 165 children receiving inclusion support in the summer of 2022.

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

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Inclusion support program analysis and evaluation	Conduct an analysis and evaluation of the Recreation Inclusion Program.	 Inclusive Communities	T – Q4 2025/26
Scope of the new version of the Youth Services Plan (YSP)	Update the second version of the Youth Services Plan to determine effective ways of providing recreation opportunities for youth in the municipality. This will provide information to continue to inform the delivery of youth services in Halifax Regional Municipality. Youth will be consulted to inform phase three of the plan.	 Involved Communities	T – Q4 2025/26
Continuation of the Hub and Spoke model	Continue to implement the Hub and Spoke Model with the John W. Lindsay YMCA of Greater Halifax in order to streamline the organization and distribution of facilities and programs across the municipality.	 Involved Communities	T – Q4 2024/25
Affordable Access Review (Recreation Funding Access Program)	Implement recommendations from the Affordable Access Program evaluation.	 Affordable Communities	T – Q4 2024/25

## 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.

### Services Delivered

**Arts and Culture Development and Support.** Implementation of programs, plans, and policies related to culture and art, including administration of grants to professional arts organizations to support the cultural sector. This service area will be integral in designing and building an integrated approach for working with HRM's Office of Diversity & Inclusion to support the Parks & Recreation business unit with the implementation of the Corporate Diversity and Inclusion Framework to improve the Parks & Recreation business plan deliverables.

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

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

**Recreation Software Management.** Leads the delivery and support of recreation software for municipal facilities and outdoor assets, including Halifax Regional Municipality partner facilities. This support includes software administration for recreation programming, facility rentals, memberships, drop-ins and vouchers, supporting both onsite and online business environments.

### Service Delivery Performance Measures

Table 1: Parks Capital Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Per cent of parks outdoor recreation capital projects tendered	97%	85%	90%	90%
Per cent of parks outdoor recreation capital projects completed	77%	70%	60%	75%



Table 2: Culture & Community Program Performance Measures

Type	Quantity 22/23	Quantity 23/24	Total difference	Annual change %	Projected 2024/25*
Total operating funding requested	\$735,039	\$902,998	+\$167,959	19%	\$1,089,446
Operating funding awarded	\$429,000	\$510,000	+81,000	16%	\$600,000
Total project funding requested	\$296,119	\$512,863	+\$216,744	42%	\$615,000
Project funding awarded	\$125,000	\$175,000	+50,000	29%	\$210,000
Total annual funding envelope	\$560,000	\$685,000	\$131,000	19%	\$810,000

### Performance Measures Analysis

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

**Grants to Professional Arts Organizations.** The information listed above in 'Table 2: Culture & Community Program Performance Measures' provides a summary of funding requests received through the annual application intake to the Professional Arts Grants Program. The purpose of the program is to provide sustainable core operating funding to Professional Arts organizations in HRM as well as an annual intake for professional arts projects. Each year and through a peer jury review process, the total funding envelope is distributed between the two funding streams (operating and project) and is based on organizational needs. The data indicate that:





- applications are increasing annually;
- the ratio of need between operating and project-based, signals that organizations prioritize operating funding, leaving less capacity for funding projects;
- In 2023/24 project-based applications over-subscribed by \$337,863 and operating by \$392,998; and
- In 2023/24 the funding envelope for combined project and operating based applications was \$685,000.




**Canadian Arts Data (CADAC).** In 2024/25 Halifax Regional Municipality will initiate membership into CADAC. This organization collects and makes available consistent, credible financial and statistical data on publicly funded arts organizations in Canada. In future years HRM's performance measures related to arts data will include

information gathered through CADAC in order to provide updated comparative information through the business planning process.

Through this membership, Halifax Regional Municipality will align its reporting structure with provincial funders, Arts Nova Scotia and Communities Culture Tourism & Heritage, who will also become CADAC members in 2024/25. This alignment will streamline the municipal, provincial, and federal arts funding programs resulting in singular financial reporting.

**Recreation technology.** The operation and configuration of recreation management software enables transactions for a variety of recreation services including recreation programming, rentals, memberships, vouchers, and drop-in services. Average transaction rates range from 18,000 to 19,000 transactions per week. Advancements continue as the business unit prepares to transition to the new software service provider, XPLORE Recreation; anticipated to deploy in early 2025.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Parks & Open Space Plans	Highlighted deliverables for 2024/25 include: Next steps on the Peace & Friendship Park Halifax Common Wanderers Block Park Plan Transom Drive Park Plan Sackville Centennial Elementary School Park Plan Lake Banook Sports Park Coordination Plan Bedford West I1 and P6 Site Layout Plan	 Protected & Sustainable Environment	T – Q4 2024/25
Capital Project Delivery	Ensure approved parks outdoor recreation capital projects are tendered and completed.	 Involved Communities	T – Q4 2024/25
Culture & Community Planning	Highlighted deliverables for 2024/25 include: Performing and Visual Arts Venues Study: Scoping document. Regional Museum Strategy: Review and development of operational model, Strategy implementation. Ongoing engagement and refinement of design for the Cogswell Art & Commemoration Program.	 Involved Communities	T – Q4 2024/25
Culture & Community Programs	Highlighted deliverables for 2024/25 include: Adult Poet Laureate Program Continuation. Youth Poet Laureate Program Continuation. Professional Arts grants.	 Well-Managed	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Regional/Wilderness Park Plans	Highlighted deliverables for 2024/25 include: Next Steps for Blue Mountain Birch-Cove Lakes National Urban Park. Next Steps Shaw Park Development and Management Plan.	 Protected & Sustainable Environment	T – Q4 2024/25
Recreation Management Software Deliverables	Highlighted deliverables for 2024/25 include: Continued system configuration. Training Development, Deployment of software. Roll out to Prospect Community Centre. Future Planning for: Centennial and Spryfield Arenas.	 Innovative Performance Excellence	T – Q4 2024/25
Parks and Recreation Strategic Plans	Highlighted deliverables for 2024/25 include: Continuation of Outdoor Recreation Facility Standards Project (Greenbook) Municipal-wide recreation facilities planning Training and Competition Aquatic Centre Study Park Pathway, Court, and Placemaking Lighting Strategy Aquatic Strategy Implementation: Splashpad site selection Playing Field Strategy Implementation: Overall Playing Field Strategy Implementation: Cricket pitch site selection	 Involved Communities	T – Q4 2024/25

## REGIONAL RECREATION SERVICES

The Regional Recreation Services division 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.

### Services Delivered

**Civic and Culture Festivals, and Events Support Program.** Responsible for civic and culture festivals, and events support. This includes planning, programming, financial support, delivery and logistical support from small to mid-size community festivals and events as well as large-scale annual events and major event hosting opportunities. Direct delivery of large scale municipal civic events is also included.

**Community Partnerships.** Oversees alternate service delivery, specifically recreation programs and services provided through agreements with community groups and board-run facilities. These include community partners operating under Facility Operating Agreements (FOA) and Multi-District Facilities (MDF).

**Sport & Scheduling.** Schedules all municipally operated indoor and outdoor recreation facilities including all-weather fields, parks, sport fields, tracks, sport courts, ball diamonds, arenas, municipally operated recreation centers and 138 Halifax Regional Centre for Education (HRCE) schools. The Sport and Scheduling team holds the primary relationship with sport organizations at all levels.

### Service Delivery Performance Measures





Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Regional Special Events Grants	\$341,275	\$412,375	\$414,575	\$415,000
Marketing Levy Special Events Reserve (MLSER) <i>(Balance as of April 1 each year)</i>	\$632,059	\$933,380	\$1,993,453	\$3,000,000*
Number of annual (Signature) and Non-Annual Event Grants <sup>1</sup>	16	24	19	23**
Value of Annual (Signature) and Non-Annual Event Grants	\$509,400	\$2,139,000	\$913,500	\$1,638,500***
<b>Notes:</b> <ul style="list-style-type: none"> <li>* Amount includes AirDNA projections for the first time in MLSER history. Source: Discover Halifax</li> <li>** 19 confirmed for first intake, expecting 4 more at second intake</li> <li>*** 2024/2025 Planned Value of Annual and Non-Annual events grant does not include Sail GP</li> </ul>				

### Performance Measures Analysis

**Civic/large scale events.** In 2024/25 Regional Recreation Services will continue the direct delivery of civic events and culturally significant programs. Grants will be provided for community celebrations, established community events, and cultural showcases and events. Event grants will be issued from the Marketing Levy Special Events Reserve. Typically, the calendar of civic/large scale events include Canada Day, Bedford Days, Natal Day, Clam Harbour Beach Sandcastle Competition, Hopscotch Arts Festival, Halifax Tree Lighting, Halifax Explosion Memorial Ceremony, Dartmouth Tree Lighting, Menorah Lighting, and New Year’s Eve Celebration with Emancipation Day, Acadian Day and Vibrancy Festival added to the event calendar in recent years.

**Events of significance.** The 2024 Halifax JUNOS and Sail GP will both take place in 2024. These are considered to be two of the country’s premier national events; both being hosted in downtown Halifax. This will be the first ever Canadian Sail GP event. The international event is known to create strong economic impact.

The Halifax JUNOS are returning to Halifax for the first time in 16 years. The Civic Events Team is on the Executive Committee assisting with an Outdoor JUNO Hub, JUNOFEST and the roll out plan for the Red Carpet.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
MDF Affordable Access	Continue oversight of partnership agreements to ensure compliance, including working with partners to explore potential to extend the municipality's Affordable Access Program.	 Affordable Communities	T – Q3 2024/25
User Group Requirements	Explore user group requirements for facility assets to help inform recreation facilities planning	 Inclusive Communities	T – Q2 2024/25
Renewal of the Tourism Master Plan	Support Discover Halifax to update the Tourism Master plan. After a successful first 3 years of implementation, the plan is due for a renewal to be launched in 2025/26. This plan is meant to help better guide tourism growth and build better communities for visitors and residents.	 Economic Growth	T – Q4 2024/25
Partnership Agreements and Strengthening Partnerships	Modernize partnership agreements with community groups, as existing agreements expire, and update agreements with the Halifax Regional Centre for Education (HRCE). Maintain positive relationships with Events East, Discover Halifax, HRCE and other community agencies to maximize programs and services to all residents through the alternative service delivery model which supplements direct services provided by HRM.	 Well-Managed	T – Q4 2024/25

## MULTI-DISTRICT FACILITIES / VOLUNTEER BOARDS

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

The seven (7) Multi-District Facilities include: Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Halifax Forum, St. Margaret’s Centre, and Zatzman Sportsplex. These facilities are managed and operated by volunteer community boards who have authority over the day-to-day operations including program delivery.

A summary of the overall financial status of the facilities is outlined in the table below, followed by the 2024/25 business plan submitted by each facility.

### 2024/25 FINANCIAL SUMMARY

Facility	Budgeted Expenditures	Budgeted Revenues	Surplus / Deficit	Requested Subsidy	Previous Subsidy	Additional Net New Funds
Alderney Landing	\$2,635,200	\$1,903,450	\$(731,750)	\$731,750*	\$581,750*	\$150,000
Canada Games Centre	\$6,453,425	\$6,485,828	\$32,403	\$0	\$0	\$0
Centennial Pool	\$841,250	\$549,250	\$(292,000)	\$292,000	\$272,160	\$19,840
Cole Harbour Place	\$4,484,268	\$3,688,039	\$(796,229)	\$796,229	\$625,364	\$170,865
Halifax Forum	\$4,846,742	\$4,846,742	\$0	\$0	\$0	\$0
St. Margaret’s Centre	\$2,018,850	\$1,591,500	\$(427,350)	\$427,350	\$469,850	\$(42,500)
Zatzman Sportsplex	\$4,476,734	\$3,733,288	\$(743,446)	\$743,446	\$747,065	\$(3,619)
<b>TOTALS</b>	<b>\$25,756,469</b>	<b>\$22,798,097</b>	<b>\$(2,958,372)</b>	<b>\$2,990,775</b>	<b>\$2,696,189</b>	<b>\$294,586</b>

\* Includes Geothermal subsidy

Funding is available within Parks & Recreation 2024/25 budget envelope to provide requested subsidies. No additional funds are required.

## **SUBSIDY REQUEST**

All Multi-District Facilities have requested subsidy funding in 2024/25 with the exception of the Halifax Forum and Canada Games Centre. The subsidies require a total contribution request of \$2,990,775 which represents a \$294,586 increase over the 2023/24 approved subsidy of \$2,696,189.

The management agreements include provisions that as HRM's agent operating on the municipality's behalf, any year-end surplus is transferred to a dedicated capital reserve for future MDF capital investments. The subsidies are typically provided to the MDF facilities in quarterly installments, so if revenue recovery exceeds expectations, some of the subsidy may not be required. Further, if revenue exceeds expenses resulting in a year end surplus, it would be transferred to the capital reserve and would reduce future facility recapitalization costs.

## **FUNDING IMPACT**

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

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

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



## ALDERNEY LANDING FACILITY ASSOCIATION

Alderney Landing (AL) cultural venue typically delivers over 600 immersive cultural events, performances, and programs annually. The organization is governed by a Board of Directors and is operated by 10 full time staff, 6 part-time staff, and up to 50 casual event staff. Alderney Landing is supported by 31 volunteer industry advisors, and approximately 460 program and event volunteers.

### Vision

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

### Mission

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

### Top Three Deliverables

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

### Services Delivered

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

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

**Supporting local.** Alderney Landing has incubated over twenty thriving local businesses in HRM. In 2024/25 continue to find innovative ways to support local entrepreneurs in the development of their product. In 2023/24 Alderney Landing expanded their seasonal offering to include three additional opportunities. In 2023/24 Alderney Landing will support the community through the Nourishing Communities program giving out to people in need \$23,000 in redeemed market dollars.

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

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

**Theatre.** Continuing to support our resident Theatre Company Eastern Front Theatre (EFT), the eighteen dance companies and visiting touring companies, Alderney will foster increased patronage through our revised marketing and promotions plan. In 24/25 Alderney/EFT will deliver a full season, with increased performances from additions such as the Juno's showcase, delivering approximately 308 shows in the Theatre.

**Craig Gallery.** In 2023/24, the Craig Gallery delivered 90 event day programs and Artist’s exhibitions, including Children’s Art Programming, summer art camps, artist talks, lectures, workshops, and gallery openings. In 2023/24, expanded offerings included after school art classes, community art cart programming, extended hours, recruitment of new volunteers for the expanded programming, and development of a public art policy for the facility in conjunction with HRM and the province.

**Events.** In 2023/24, AL hosted and supported Rib Fest, Multi-Fest, Colour Festival, Buskers, Rock the Harbour, as well as numerous Alderney Landing Signature Events.

## Operating Budget

Expenditures	2024/25 Budget
Wages and event staff	\$810,000
Snow clearing and parking supplies	\$48,000
Art Gallery	\$24,000
Brand communication cultural programming	\$30,000
Tent install/dismantle, cleaning, storage	\$13,000
Bar & Catering	\$30,000
Events, Cultural programming	\$780,000
CPP EI WCB Health	\$127,000
Building maintenance	\$135,000
HRM Geothermal	\$40,000
Events supplies and equipment	\$94,000
Garbage removal	\$19,000
SOCAN, licenses, fees, ATM, security, linen	\$5,000
Utilities, power telephones	\$119,000
Interest, bank, ATM, Prof fees, & dev	\$29,200
Service and equipment	\$21,000
Property Tax and amortization	\$37,000
Security Requirement	\$274,000
<b>Total Expenditures</b>	<b>\$2,635,200</b>
<b>Revenues</b>	
Cultural Events programming	\$915,450
Events Plaza Parking	\$260,000
Farmers and Cultural Market Vendors	\$210,000
Permanent Market Vendors	\$155,000
Theatre level	\$261,000
Cultural Grants	\$60,000
Visual Arts & ATM	\$42,000
<b>Total Revenues</b>	<b>\$1,903,450</b>
<b>HRM Subsidy Requested</b>	<b>\$731,750</b>
<b>Total</b>	<b>\$2,635,200</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

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

- The total subsidy request includes \$274,000 to provide security personnel/off duty police officers for the ALFA managed areas of Alderney Landing facility due to increasing liability and risk management issues resulting from the significant amount of foot traffic related to transit and people at risk that frequent the facility;
- The total subsidy includes the internal HRM expense of \$40,000 Geothermal;
- Increasing facility operational expenses including utilities and building maintenance, due to aging equipment and infrastructure;
- Aging infrastructure requiring ongoing maintenance to ensure it is safe and in a state of good repair; and
- Increase in wages due to anticipated legislated provincial minimum wage increases.

The budget includes an increase in all revenue streams, including theatre, market area operations, events & programming, to help reduce the requirement for additional HRM subsidy funding. These circumstances have necessitated the request of a subsidy in 2024-25 of \$731,750.

## Funding Impact

Lack of funding could mean:

- Negative impact on event and program offerings;
- Impact ability to meet payroll obligations;
- Difficulty in covering facility operational costs; and
- Inadequate security for events to provide for safety of patrons and employees.

# CANADA GAMES CENTRE

## Vision

Together, we inspire Healthy Active Living.

## Mission

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

## Top Three Deliverables

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

## Services Delivered

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

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

Performance Measures	2022/23 YTD	2023/24 Planned	2023-2024 estimated	2024-2025 Planned
Value of Discounted Programs/services	\$205,000	\$260,000	\$273,000	\$350,000
Number of registered clients in programs	975	1200	1375	1620

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

**Fitness and Wellness Programs.** Offering over 80 fitness and wellness classes per week. Classes range from Zumba, Yoga, Tai Chi, Aqua Fit, Fitness Forever, High Intensity Training, etc. Often offering Fitness or Wellness programming that are workshops such as nutrition, mental health, coaching, etc. that are free for members, with a nominal cost for non-members, who might be interested. Through a joint partnership with the Chebucto Community Health Team we offer programming and services to the community.

**Aquatics Programs.** Our programs focus on basic survival skills and proper swimming technique. We offer a broad range of programs such as Parent & Tot, preschool lessons, school aged lessons, inclusion programming, swim patrol and a range of leadership programs that prepare youth for employment as lifeguards and instructors. Working in collaboration with swim lessons, our Swim Academy provides youth with training in competitive swimming, water polo, diving and lifesaving sport.

**Facility Rentals.** Rental of various spaces and areas around the facility including pool lanes, community rooms, fieldhouse courts, track and dance/fitness studios. Major event space for Provincial Sport Organizations (PSO's) and National Sport Organizations (NSO's) to host events and tournaments thus providing economic benefits for the region. Canadian Sport Institute Atlantic (CSIA) calls the CGC home for the training of high performance athletes in the region and also provides training opportunities for Canada Games athletes.

## Operating Budget

Expenditures	2024/25 Budget
Wages & Benefits	\$3,347,800
Program Expenses	\$1,281,317
Marketing (website, signage, print materials, promotions, merchandise)	\$142,332
Aquatics, Recreation and Fitness (supplies, equipment, repairs)	\$171,589
Building Operations (utilities, pool chemicals, maintenance, cleaning and contracted services)	\$1,279,847
Finance, Administration & IT (IT charges, HR, banking)	\$230,540
<b>Total Expenditures</b>	<b>\$6,453,425</b>
<b>Revenues</b>	
Membership & Admissions (memberships & day passes)	\$4,512,812
Aquatics (program fees)	\$631,379
Recreation Programs (program fees)	\$578,423
Rentals, Fitness Programs & Wellness (program fees)	\$418,675
Commercial Leasing (Lifemark, Subway and Canadian Sport Institute)	\$298,909
Marketing (contra agreements)	\$7,430
Miscellaneous & Sundry (vending machines)	\$38,200
<b>Total Revenues</b>	<b>\$6,485,828</b>
<b>HRM Subsidy Requested</b>	<b>\$0</b>
<b>Total</b>	<b>\$6,485,828</b>
<b>Net Surplus/Deficit</b>	<b>\$32,403</b>

**Subsidy Request**

No subsidy requested.

**Funding Impact**

None.

## CENTENNIAL POOL

### Mission

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

### Top Three Deliverables

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

### Services Delivered

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

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

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

### Operating Budget

Expenditures	2023/24 Budget
Compensation and Benefits	\$452,000
Financial Expenses (bank charges, merchant fees)	\$2,750
Contract Services (accounting, bookkeeping)	\$9,000
Repairs and Maintenance (general maintenance, waste disposal, janitorial)	\$92,500
Supplies & Equipment (office supplies, sanitation supplies, uniforms, rec equipment, medical supplies)	\$16,000
Equipment	\$5,000
Marketing (new website)	\$6,000
General Expenses (phone, electricity, water, staff development, office)	\$233,500
Parking Lot Expenses (snow removal, lawn maintenance)	\$24,500
<b>Total Expenditures</b>	<b>\$841,250</b>



Expenditures	2023/24 Budget
<b>Revenues</b>	
Contract Rentals	\$340,250
Public Attendance / Membership	\$100,000
Instructional	\$5,000
Parking	\$104,000
<b>Total Revenues</b>	<b>\$549,250</b>
<b>HRM Subsidy Requested</b>	<b>\$292,000</b>
<b>Total</b>	<b>\$841,250</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

### Subsidy Request

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

- Aging infrastructure requiring ongoing maintenance to ensure the facility is safe and in a state of good repair;
- Reduction in parking lot revenues by approximately 60% due to the reconfiguration of the parking lot in 2022 to accommodate the new Modular Housing Community;
- Increasing utility costs;
- Need to replace outdated and very limited website; and
- Expected increases in minimum wage.

These circumstances have necessitated the request of a subsidy in 2024/25 of \$292,000, an increase of \$19,840 from 2023/24.

### Funding Impact

Lack of funding could mean:

- Difficulty meeting payroll obligations;
- Additional recruitment and staff retention challenges; and
- Inability to cover facility operational expenses.

## COLE HARBOUR PLACE

### Vision

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

### Purpose

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

### Top Three Deliverables

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

### Services Delivered

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

**Inclusion and Access.** Cole Harbour Place (CHP) offers a Pay What You Can Membership to those who have financial restrictions surrounding the cost of a membership. We also have a partnership with the Halifax Library to offer family memberships through the library loan program so more people can access the facility. We are offering inclusion spaces for swimming lessons, summer camps, and some other recreational programs as needed. CHP also accepts Welcomed in Halifax (WIH) passes..

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

**Aquatics Programs.** CHP is home to a six lane, 25-meter competition pool, a large leisure pool, hot tub and tot pool. We offer a variety of recreational options for people of all ages in the pool. Members and the general public can take part in public swims, lane swimming, parent and tot swims, lessons, swimming certifications, stroke improvement as well as group classes such as aqua-fit and pool yoga. We also have several sport groups who rent pool space to be able to offer other opportunities in the community.

**Arena Programming/Rental.** CHP contains two NHL sized arenas and is host to a variety of on-ice activities. We cater to multiple minor hockey associations, ringette, figure skating, HRM Learn To Skate, recreational public skating as well as adult hockey leagues. We are proud to be the home rink of Major Midget, Major Bantam, and High School hockey teams and are involved in hosting games, tournaments and camps throughout the year.

**Facility Rentals.** Associations, community groups, corporations and individuals can rent space at CHP to suit their needs. We offer multiple meeting rooms of various sizes, including a 5500 sq ft Multi-Purpose Room. We have not-for-profit rates and donate space for community groups to ensure we are doing our part to help support the needs of the areas we serve. Spaces are commonly rented for trade shows, craft fairs, birthday parties, dry land training, team meetings, corporate meetings and small weddings.

**Cultural Events.** CHP is home to the Dartmouth Dance Academy. The facility hosts many classes at all levels and has hosted recitals for the dance school throughout the pandemic so that the dancers can continue showing their work, and the community can enjoy it. CHP also hosts many community groups in our main lobby for fundraising endeavors and to highlight their services and programs.

## Operating Budget

Expenditures	2024/25 Budget
Salaries & Benefits	\$2,757,286
Aquatics & Athletics & Fitness Programs	\$40,895
Housekeeping & Security	\$203,540
Administration	\$304,457
Operations	\$1,178,090
<b>Total Expenditures</b>	<b>\$4,484,268</b>
<b>Revenues</b>	
Memberships	\$818,608
Aquatics	\$563,723
Athletics	\$375,145
Arenas	\$1,089,250
Facility Rentals	\$146,595
Other Revenue	\$90,898
Leases	\$603,820
<b>Total Revenues</b>	<b>\$3,688,039</b>
<b>HRM Subsidy Requested</b>	<b>\$796,229</b>
<b>Total</b>	<b>\$4,484,268</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

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

- Current leased space being acquired by HRM Recreation. Rent for the space generates \$201,739 annually in rent payments that will no longer be collected in the new fiscal year with HRM assuming the space;
- Increased facility operating costs with rising prices of utilities and equipment;
- Aging building with needed capital investments that requires significant maintenance to ensure it is state of good repair, properly functioning and safe for everyone;
- Staffing shortages across departments with part time and casual staff requiring higher wages to secure staff, and also resulting in reduced programming we are able to offer at times; and
- Anticipated increase in minimum wage.

These circumstances have necessitated the request of a subsidy in 24/25 of \$796,229 which is an increase of \$170,865 from 23/24.

### **Funding Impact**

Lack of funding could mean the facility would:

- be unable to meet payroll obligations;
- have to greatly increase programming costs and fees for the public;
- need to defer annual maintenance;
- face recruitment challenges;
- incur potential difficulties paying facility operations maintenance costs; and
- be required to reduce building and staffing hours resulting in less programming and customer service.

## HALIFAX FORUM

### Mission

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

### Top Three Deliverables

- 1) As we wait for the construction phase of the Forum Redevelopment project to begin, our top priority is to ensure public safety and to maintain program levels.
- 2) During the design phase of the Forum's Redevelopment, the HFCA will play a direct and active role in advocating for a design that is reflective of our original project vision of a revitalized historic Halifax Forum.
- 3) We will continue to expand our community based partnership approach to Forum events.

### Services Delivered

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

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

**Programming.** The Halifax Forum Super Bingo runs seven days a week, under normal circumstances, and is the busiest bingo offering in metro. It offers a full menu canteen and regularly accommodates hundreds of players per night. Local not-for-profit organizations can work with Forum Bingo staff to coordinate fundraising opportunities. Hundreds of other events take place at the Forum each year, many of which are made available to the public, and can be found on the forum's website ([halifaxforum.ca](http://halifaxforum.ca)).

### Operating Budget

Expenditures	2024/25 Budget
Compensation and Benefits	\$1,653,440
Office (Supplies, telephone, ICT)	\$30,000
Training and Education	\$2,500
Repairs and Maintenance	\$75,000
Sanitary Supplies	\$40,000
Uniforms	\$3,000
Arena Equipment repairs & maintenance	\$119,052

Expenditures	2024/25 Budget
External Services refuse, security, audit	\$175,000
Materials	\$25,000
Utilities (electricity, fuel, water)	\$655,000
Vehicle Expense	\$15,000
Other Goods & Services Bar Supplies, Cost of Goods, Bingo Prizes	\$2,043,750
Ground Maintenance (Paving, salt)	\$10,000
<b>Total Expenditures</b>	<b>\$4,846,742</b>
Revenues	
Concessions	\$100,000
Bingo	\$3,106,742
Arena Ice	\$1,100,000
Events	\$470,000
Parking	\$40,000
Advertising	\$20,000
Other Revenue (Misc., cash machines)	\$10,000
<b>Total Revenues</b>	<b>\$4,846,742</b>
<b>HRM Subsidy Requested</b>	<b>\$0.00</b>
<b>Total</b>	<b>\$4,846,742</b>
<b>Net Surplus/Deficit</b>	<b>\$0.00</b>

### Subsidy Request

No subsidy requested.

### Funding Impact

None

## ST. MARGARET'S CENTRE

### Mission

St. Margaret's Centre is dedicated to the community. The Centre evolved from the grassroots of the community and will continue to evolve to serve. We are committed to providing quality programming at an affordable price in a great recreational setting to the community. The heart of St. Margaret's is in the Centre.

### Top Three Deliverables

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

### Services Delivered

**Recreation Programs.** From summer camp programs to elite sport, we have a very diverse range of activities. Public skates, adult skates, pickleball, and yoga just to name a few; from recreational skating, to spin and fitness classes; from parent tot skates, to tumble tots and after school programs.

**Fitness and Wellness Programs.** Our fitness centre is affordable, accessible and user friendly. Our fitness and wellness programs are designed to meet various needs from strength building to relaxation. We are a friendly fitness and family orientated environment.

**Aquatics Programs.** St. Margaret's Centre has an outdoor pool that runs from June to September. The Centre provides quality swim lessons for the community both in group and private lessons format. Lots of public and family swims every day of the summer. A perfect meeting place for a community event or a child's birthday party.

**Arena Programming/Rental.** Two ice surfaces (Olympic and International) are available for rental 12 months a year. St. Margaret's Centre has a wide variety of groups utilizing the facility for hockey, figure skating, speedskating and ringette. Many family skates and great programs for people of all ages to learn to skate.

**Facility Rentals.** Ice rentals, gym rentals, meeting rooms as well as multipurpose rooms are available for rental.

**Events.** St. Margaret's Centre provides art, theatre, music and fitness classes through the afterschool programs and summer camp programming.

### Operating Budget

Expenditures	2024/25 Budget
Compensation & Benefits	\$1,158,500
Office	\$12,100
Contract Services	\$21,000
Training and Education	\$3,500
Repairs and Maintenance	\$72,000
Supplies	\$28,500
Building Costs	\$634,000
External Services	\$46,000



Expenditures	2024/25 Budget
Vehicle Expenses	\$5,750
Other Goods & Services	\$37,500
<b>Total Expenditures</b>	<b>\$2,018,850</b>
Revenues	
Memberships	\$215,000
Aquatics	\$79,000
Athletics	\$49,000
Arena	\$987,000
Rentals	\$188,000
Advertising	\$40,000
Grants	\$14,500
Other Revenue	\$19,000
<b>Total Revenues</b>	<b>\$1,591,500</b>
<b>HRM Subsidy Requested</b>	<b>\$427,350</b>
<b>Total</b>	<b>\$2,018,850</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

### Subsidy Request

Factors that have influenced the financial position of this facility:

- Increased operational costs, including substantial increase in utilities and pool chemicals;
- Increase in building and plant maintenance expenses due to an aging facility, and the requirement to meet increased Provincial standards and compliance criteria for plant operations;
- Expected increase in minimum wages.

These circumstances have necessitated the request of a subsidy in 2024/25 of \$427,350, a decrease of \$42,500 from 2023/24.

### Funding Impact

Lack of funding could mean:

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

## ZATZMAN SPORTSPLEX

### Vision

Citizens are physically and socially active, healthy, happy, and feel a strong sense of belonging in their community.

### Mission

Great communities have citizens who are healthy in body, mind, and spirit. The Zatzman Sportsplex provides sport, recreation, and social gathering opportunities supporting individuals, families, and groups to realize their full potential and contribute to the development of a prosperous, diverse, inclusive, and healthy community.

### Motto

Transforming the health and well-being of our community, **one person at a time.**

### Top Three Deliverables

- 1) Engage with our customers to ensure we know what they want and need, act on what they tell us, and then report back to them.
- 2) Invest in our staff team to ensure they are well trained and motivated to deliver excellent programming.
- 3) Promote accessibility and diversity by providing a wide array of programs at a discounted or free rate.

### Services Delivered

**Recreation Programs.** Through its gymnasium, program studios and meeting rooms the Sportsplex offers a wide variety of recreation programs. From dance to sport instruction and free play opportunities to summer camps and non-physical activity-based programs, the Sportsplex offers recreation opportunities for children, youth, adults, older adults and families. Programs are offered at introductory levels, moderate skill and advanced skills levels. Through the arena and swimming pool, recreational skating and swimming opportunities are available.

**Fitness and Wellness Programs.** The Sportsplex offers a full-service fitness centre including a weight room, gymnasium, and fitness classes. Programs focus on physical activity as well as overall health and wellness.

**Aquatics Programs.** The pool offers public swimming, learn to swim lessons, leadership training and rentals for everything from birthday parties, to swim teams, to other sport groups, and even training for kayakers and airline staff.

**Arena Programming/Rentals.** The arena is used for a variety of ice related sports and leagues including minor hockey, ringette, figure skating, public skating, and learn to skate programming. The Sportsplex hosts several annual hockey tournaments, including SEDMHA, along with non-hockey community events including graduations for the local high schools and Nova Scotia Community College, the Dartmouth Handcrafters Guild Show, dance competitions and concerts.

**Facility Rentals.** The Zatzman Sportsplex offers five community meeting rooms for rental by the community when not in use for Sportsplex programs and services. Rentals can be varied between meetings, events and birthday parties.

**Cultural Events.** The Zatzman Sportsplex hosts the largest piece of Indigenous art in a municipal facility in HRM. We also host Artists Alley which is a community art display where artists can, at no charge, place their art in the

building for one month. The facility also hosts a pop-up show area in its lobby for community groups wishing to promote their programs and/or services. The Sportsplex also hosts concerts, art shows and other programs that support community, culture and/or heritage development in HRM.

## Operating Budget

Expenditures	2024/25 Budget
Total Benefits and Compensation	\$2,985,547
Athletics	\$119,257
Aquatics	\$ 68,300
Operations	\$975,269
Marketing and Events	\$67,475
Maintenance	\$164,900
Administration	\$95,986
<b>Total Expenditures</b>	<b>\$4,476,734</b>
<b>Revenues</b>	
Arena	\$639,600
Athletics	\$2,176,631
Aquatics	\$764,375
Meeting Room Rental	\$65,952
Fund Development	\$60,000
Other	\$26,730
<b>Total Revenues</b>	<b>\$3,733,288</b>
<b>HRM Subsidy Requested</b>	<b>\$743,446</b>
<b>Total</b>	<b>\$4,476,734</b>
<b>Net Surplus/Deficit</b>	<b>\$0</b>

## Subsidy Request

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

- Accessible (free and discounted) programming to meet the needs of the north end Dartmouth community where many people live with limited financial resources. Programs include free access to the indoor walking track 3 days per week, free open youth nights on Friday and Saturday, discounted programs for not-for-profit groups, and enhanced free seniors fitness and social programming;
- Supporting the 'Bridge Shelter' with day pass, multi-pass and possibly full membership;
- New staff positions, including part time security to combat increased crime at the facility, and a new part time human resources person to help recruit, train and retain talented staff;
- Increasing utilities and operational repair and maintenance costs;
- Staff and programming funding required to maintain programming;
- Increasing utility, operational repair and maintenance costs; and
- Possible increase in minimum wages.

These circumstances have necessitated the request of a subsidy in 2024/25 of \$743,446, a decrease of \$3,619 from 2023/24.

## Funding Impact

Lack of funding could mean:

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

## Summary of Net Expenditures - Parks & Recreation

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
W708 LKDParkland Planning	(1,697)	-	-	-	-	-
W707 Culture & Community	-	125,000	1,013,500	1,114,500	989,500	791.6
C413 Business Services	800,905	872,800	732,600	852,000	(20,800)	(2.4)
C414 Stra Plan & Des Adm	268,253	405,100	254,600	329,800	(75,300)	(18.6)
W700 Policy & Planning	670,975	952,300	1,082,500	1,147,200	194,900	20.5
W954 Parks Capital Projects	756,359	768,800	893,700	1,294,100	525,300	68.3
<b>**** Strategic Planning and Design</b>	<b>2,494,794</b>	<b>3,124,000</b>	<b>3,976,900</b>	<b>4,737,600</b>	<b>1,613,600</b>	<b>51.7</b>
C410 Director's Office	551,744	512,700	430,100	470,200	(42,500)	(8.3)
C888 NAIG P-R	74,618	131,600	294,998	-	(131,600)	(100.0)
<b>**** Parks &amp; Recreation Administra</b>	<b>626,362</b>	<b>644,300</b>	<b>725,098</b>	<b>470,200</b>	<b>(174,100)</b>	<b>(27.0)</b>
R851 Horticulture East	750,112	874,000	915,800	881,500	7,500	0.9
W180 Playgrounds East	844,315	764,100	830,700	1,039,400	275,300	36.0
W181 Parks East Admin	248,011	520,700	536,600	264,200	(256,500)	(49.3)
W182 Sportsfields East	1,373,059	1,316,300	1,482,000	1,583,600	267,300	20.3
W183 Playgrounds Central	971,210	645,900	699,100	688,400	42,500	6.6
W185 Sportsfields - Central	983,351	756,300	839,804	805,300	49,000	6.5
W187 Artificial Fields	427,835	345,000	491,900	456,000	111,000	32.2
W191 Cntrcts-Grass/Hort	<u>2,100,503</u>	<u>2,175,100</u>	<u>2,835,400</u>	<u>3,452,400</u>	<u>1,277,300</u>	<u>58.7</u>
*** Parks East	7,698,397	7,397,400	8,631,304	9,170,800	1,773,400	24.0
R831 Parks West Admin	268,877	282,000	278,200	341,600	59,600	21.1
R850 Horticulture West	1,387,251	1,267,300	1,507,600	1,463,300	196,000	15.5
R855 Cemeteries	(65,383)	(44,700)	(116,400)	(33,900)	10,800	(24.2)
R860 Major Parks	676,153	698,500	791,300	764,800	66,300	9.5
W184 Playgrounds West	1,016,745	750,300	810,600	786,900	36,600	4.9
W186 Sportsfields West	1,452,648	1,183,200	1,406,900	1,467,000	283,800	24.0
W193 Trails & Op. Sp Mtce	<u>943,177</u>	<u>579,800</u>	<u>604,200</u>	<u>821,000</u>	<u>241,200</u>	<u>41.6</u>
*** Parks West	5,679,468	4,716,400	5,282,400	5,610,700	894,300	19.0
W702 Parks Administration	(427,996)	(479,500)	(465,600)	(470,800)	8,700	(1.8)
W705 State of Good Repair	1,385,383	915,000	1,165,900	1,129,800	214,800	23.5
W706 Asset Ctrl & Svc Del	532,787	603,800	605,900	979,300	375,500	62.2
<b>**** Parks</b>	<b>14,868,039</b>	<b>13,153,100</b>	<b>15,219,904</b>	<b>16,419,800</b>	<b>3,266,700</b>	<b>24.8</b>
D101 Rec. Prog. Admin.	428,658	1,082,100	755,600	1,451,500	369,400	34.1
D999 Clearing Account Rec	<u>(138)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
*** Recreation Services	428,520	1,082,100	755,600	1,451,500	369,400	34.1
D175 CWSCC PR AQ FC	662,334	156,800	254,300	297,700	140,900	89.9
D320 Bedford Outdoor Pool	8,637	(32,500)	92,500	(34,500)	(2,000)	6.2
D540 Beaches	433,561	375,200	430,900	459,000	83,800	22.3
D545 Halifax Commons Pool	-	(100,000)	47,900	343,695	443,695	(443.7)
D570 Needham Pool	235,639	86,500	310,800	287,100	200,600	231.9
D640 Colby Vill Otdr Pool	25,981	(1,400)	36,200	49,100	50,500	(3,607.1)
** Aquatics & Leisure	1,366,153	484,600	1,172,600	1,402,095	917,495	189.3
D180 Herring Cove Program	1,931	-	-	-	-	-
D850 Inclusion Services	<u>336,859</u>	<u>458,300</u>	<u>409,500</u>	<u>512,500</u>	<u>54,200</u>	<u>11.8</u>
*** Aquatics,Leisure,Active Livin	1,704,942	942,900	1,582,100	1,914,595	971,695	103.1
S210 Youth LIVE Admin	303,069	232,900	522,200	262,300	29,400	12.6
S231 947 Mitchell	27,364	23,300	-	-	(23,300)	(100.0)
S232 1300 St. Margaret's Bay	4,255	1,000	1,500	2,500	1,500	150.0
S233 Youth LIVE Initiatives	758,809	824,800	970,300	926,000	101,200	12.3
** Youth LIVE Operations	1,093,496	1,082,000	1,494,000	1,190,800	108,800	10.1
D160 SMBC Prog. & Skating	136,839	47,000	77,100	201,150	154,150	328.0

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
C761 Youth Power House	130,030	154,400	156,300	191,700	37,300	24.2
C762 Youth Advocate Program	-	30,500	66,600	105,700	75,200	246.6
D755 Youth Programming	<u>1,003,658</u>	<u>398,100</u>	<u>955,800</u>	<u>610,650</u>	<u>212,550</u>	<u>53.4</u>
*** Youth Programming	2,364,024	1,712,000	2,749,800	2,300,000	588,000	34.3
C175 Hubbards Programming	17,376	35,100	30,600	32,500	(2,600)	(7.4)
D155 Chocolate Lk Program	190,015	132,200	205,700	163,900	31,700	24.0
D210 Lakeside Programming	497,550	403,600	525,880	513,300	109,700	27.2
D215 St.Margs/Tantal Prog	13,048	110,500	92,200	117,500	7,000	6.3
D580 St Andrews Programming	<u>97,928</u>	<u>166,600</u>	<u>126,000</u>	<u>50,300</u>	<u>(116,300)</u>	<u>(69.8)</u>
*** Mainland North & Western	815,918	848,000	980,380	877,500	29,500	3.5
D310 Gordon Snow Programm	203,081	217,000	240,795	285,000	68,000	31.3
D315 Acadia Programming	429,726	456,500	414,347	443,500	(13,000)	(2.8)
D325 Lebrun Programming	230,889	163,000	215,900	187,900	24,900	15.3
D330 Mid. Musq. Program	22,984	23,400	37,500	27,500	4,100	17.5
D350 Bdfd/Hmdplns CommCtr	<u>96,354</u>	<u>102,400</u>	<u>123,100</u>	<u>188,800</u>	<u>86,400</u>	<u>84.4</u>
*** Bedford/Sackville/Fall River	983,033	962,300	1,031,642	1,132,700	170,400	17.7
D172 NPCC Programming	370,503	402,800	411,000	423,100	20,300	5.0
D410 Musq Harbour Prog/FC	281,827	349,100	293,900	353,200	4,100	1.2
D430 Sheet Hbr.Prog/FC	229,089	213,000	199,000	210,900	(2,100)	(1.0)
D620 Cherrybrk/LkEcho Pro	(550)	8,600	8,300	8,600	-	-
D630 Cole Hbr Programming	506,365	458,600	484,300	538,000	79,400	17.3
D810 Findlay Programming	154,841	179,800	188,600	203,800	24,000	13.3
D815 Dart North Com Ctr.	236,496	345,300	384,700	407,600	62,300	18.0
D825 Horizon Program	<u>463,679</u>	<u>317,900</u>	<u>339,600</u>	<u>430,000</u>	<u>112,100</u>	<u>35.3</u>
*** Cole Harbour/Dartmouth & East	2,242,249	2,275,100	2,309,400	2,575,200	300,100	13.2
C471 Emera Oval	401,106	351,400	365,800	370,600	19,200	5.5
D510 Needham Programming	447,312	467,300	483,300	533,700	66,400	14.2
D550 G. Dixon Programming	238,871	188,100	205,900	182,500	(5,600)	(3.0)
D555 Isleville Programming	(11,614)	(18,900)	(28,400)	(2,300)	16,600	(87.8)
D565 The Pavilion/HFX Com	(150)	(4,800)	(2,700)	(19,000)	(14,200)	295.8
D575 Larry O'Connell Prog	(1,156)	(7,300)	1,800	9,700	17,000	(232.9)
D590 Citadel Programming	<u>231,944</u>	<u>140,300</u>	<u>175,300</u>	<u>170,000</u>	<u>29,700</u>	<u>21.2</u>
*** Peninsula	1,306,313	1,116,100	1,201,000	1,245,200	129,100	11.6
ADMN SSS - Administration	163,944	188,600	190,000	195,500	6,900	3.7
ATHL SSS-Athletics	86,149	38,600	5,500	108,000	69,400	179.8
CAFE SS Youth Worx Cafe	41,216	(38,500)	42,000	11,700	50,200	(130.4)
ICEX SSS - Ice	(411,264)	(440,000)	(439,500)	(454,500)	(14,500)	3.3
MEMB SSS - Memberships	23,498	(19,000)	(90,700)	(84,400)	(65,400)	344.2
POOL SSS - Pool	253,370	(146,000)	160	(128,700)	17,300	(11.8)
Z186 LKD:Sackville SSPool	<u>3,044</u>	-	-	-	-	-
*** Sackville Sports Stadium	159,957	(416,300)	(292,540)	(352,400)	63,900	(15.3)
**** <b>Recreation Programming</b>	<b>10,004,955</b>	<b>8,522,200</b>	<b>10,317,382</b>	<b>11,144,295</b>	<b>2,622,095</b>	<b>30.8</b>
C705 Community Partnerships	2,632,855	3,587,700	3,634,700	4,742,775	1,155,075	32.2
C711 Discover Halifax	924,600	1,143,000	459,400	978,500	(164,500)	(14.4)
C760 Events	2,993,437	2,088,800	1,732,481	2,735,500	646,700	31.0
C764 Events - Cultural Gr	(180,000)	585,300	5,200	-	(585,300)	(100.0)
D710 Regional Rec ServAdm	227,681	163,800	232,900	186,700	22,900	14.0
D911 Sport & Scheduling	<u>820,405</u>	<u>687,600</u>	<u>787,000</u>	<u>878,300</u>	<u>190,700</u>	<u>27.7</u>
*** Operations	7,418,978	8,256,200	6,851,681	9,521,775	1,265,575	15.3
D970 LeBrun Arena	(297,185)	(285,000)	(296,500)	(281,200)	3,800	(1.3)
D980 Gray Arena	<u>(23,700)</u>	<u>(35,000)</u>	<u>(49,300)</u>	<u>(18,900)</u>	<u>16,100</u>	<u>(46.0)</u>
*** Arenas	(320,885)	(320,000)	(345,800)	(300,100)	19,900	(6.2)
C706 HRM 4 PAD	166,835	106,600	8,400	(37,270)	(143,870)	(135.0)
C708 RBC Centre	348,181	397,100	389,200	256,500	(140,600)	(35.4)
C709 FOA Sub-leases	65	-	-	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
C910 LTMV Tax Account	289,200	-	-	-	-	-
*** Facilities	804,281	503,700	397,600	219,230	(284,470)	(56.5)
C270 LKLucasvilleComm.Ctr	7,299	-	-	-	-	-
C290 Upper Sack. Com. Ctr	-	40,000	40,000	40,000	-	-
*** Area Services	7,299	40,000	40,000	40,000	-	-
C110 LKDEastPrestonRecCtr	50,924	-	-	-	-	-
C125 Beaver Bank Com. Ctr	67,283	48,000	48,000	48,000	-	-
Z181 First Aid	55	-	-	-	-	-
C150 LKD Up.HamPlnsComCtr	384	-	-	-	-	-
*** Mun. Rec. Facil-General Rate	118,646	48,000	48,000	48,000	-	-
**** <b>Regional Recreation</b>	<b>8,028,320</b>	<b>8,527,900</b>	<b>6,991,481</b>	<b>9,528,905</b>	<b>1,001,005</b>	<b>11.7</b>
<b>Net Total</b>	<b>36,022,470</b>	<b>33,971,500</b>	<b>37,230,766</b>	<b>42,300,800</b>	<b>8,329,300</b>	<b>24.5</b>

### Summary Details - Parks & Recreation

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	17,123,875	19,712,700	20,568,247	20,268,700	556,000	2.8
6002 Salaries - Overtime	754,505	75,600	111,300	75,600	-	-
6003 Wages - Regular	9,079,603	40,000	1,445,300	7,250,995	7,210,995	18,027.5
6004 Wages - Overtime	50,465	-	5,100	-	-	-
6005 PDP & Union Con Incr	(397,400)	-	(2,130,900)	-	-	-
6051 Shift Agreements	1,214	-	700	-	-	-
6054 Vacation payout	57,895	-	22,000	-	-	-
6100 Benefits - Salaries	3,686,955	3,718,800	3,686,800	4,005,200	286,400	7.7
6101 Benefits - Wages	540,629	-	53,900	411,200	411,200	-
6110 Vacancy Management	-	(1,077,200)	-	(995,800)	81,400	(7.6)
6150 Honorariums	8,100	15,900	7,100	15,900	-	-
6152 Retirement Incentives	106,610	122,100	122,000	127,600	5,500	4.5
6153 Severance	169	-	-	-	-	-
6154 Workers' Compensation	725,569	534,400	714,100	535,200	800	0.1
6155 Overtime Meals	5,475	500	500	500	-	-
6157 stipends	125,597	300,000	197,100	300,000	-	-
6158 WCB Recov Earnings	(786)	-	200	-	-	-
6190 Compensation OCC trf	(2,000)	-	(169,300)	-	-	-
6199 Comp & Ben InterDept	(307,590)	(647,500)	(854,600)	(542,000)	105,500	(16.3)
9200 HR CATS Wage/Ben	(461,382)	6,788,800	7,582,795	406,000	(6,382,800)	(94.0)
9210 HR CATS OT Wage/Ben	(439,301)	-	11,400	-	-	-
9230 HR CATS OT Meals	(20)	-	-	-	-	-
* <b>Compensation and Benefits</b>	<b>30,658,182</b>	<b>29,584,100</b>	<b>31,373,742</b>	<b>31,859,095</b>	<b>2,274,995</b>	<b>7.7</b>
6201 Telephone/Cable	102,897	78,000	93,900	88,100	10,100	12.9
6202 Courier/Postage	47,780	58,400	56,200	56,400	(2,000)	(3.4)
6203 Office Furn/Equip	22,366	20,400	123,750	18,900	(1,500)	(7.4)
6204 Computer S/W & Lic	2,960	5,300	3,300	2,500	(2,800)	(52.8)
6205 Printing & Reprod	181	6,200	3,500	4,700	(1,500)	(24.2)
6207 Office Supplies	135,953	150,600	146,850	149,900	(700)	(0.5)
6290 Office OCC Transfer	-	-	(93,600)	-	-	-
6299 Other Office Expenses	117,512	148,600	153,400	155,900	7,300	4.9
* <b>Office</b>	<b>429,648</b>	<b>467,500</b>	<b>487,300</b>	<b>476,400</b>	<b>8,900</b>	<b>1.9</b>
6301 Professional Fees	(339)	800	16,400	800	-	-
6303 Consulting Fees	4,105	8,500	73,200	8,000	(500)	(5.9)
6304 Janitorial Services	106,282	54,000	72,100	54,000	-	-
6305 Property Appraisal	-	-	-	4,300	4,300	-
6308 Snow Removal	13,636	12,000	13,900	12,000	-	-
6311 Security	277,087	194,000	410,800	379,900	185,900	95.8
6312 Refuse Collection	85,429	31,500	133,000	85,600	54,100	171.7
6390 Extnl Svcs OCC Trsf	(1,000)	-	-	-	-	-



Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6399 Contract Services	6,040,575	5,244,900	6,712,804	6,743,500	1,498,600	28.6
<b>* External Services</b>	<b>6,525,776</b>	<b>5,545,700</b>	<b>7,432,204</b>	<b>7,288,100</b>	<b>1,742,400</b>	<b>31.4</b>
6401 Uniforms & Clothing	65,585	69,200	93,100	83,200	14,000	20.2
6402 Med & First Aid Supp	5,918	15,400	21,330	15,800	400	2.6
6404 Rec Prog Supplies	300,075	196,200	304,700	199,200	3,000	1.5
6406 Bridge Tolls	6,355	1,200	5,230	1,400	200	16.7
6407 Clean/Sani Supplies	75,524	65,400	81,200	66,400	1,000	1.5
6409 Personal Protect Equ	96,906	95,900	99,600	105,800	9,900	10.3
6490 Supplies OCC Transfer	(500)	-	-	-	-	-
6499 Other Supplies	28,236	11,300	26,900	11,300	-	-
<b>* Supplies</b>	<b>578,099</b>	<b>454,600</b>	<b>632,060</b>	<b>483,100</b>	<b>28,500</b>	<b>6.3</b>
6501 Asphalt	1,585	2,000	2,000	2,000	-	-
6502 Chemicals	1,848	4,100	5,400	4,100	-	-
6503 Fertilizer	66,527	46,000	49,500	46,000	-	-
6504 Hardware	77,333	55,700	72,200	75,700	20,000	35.9
6505 Lubricants	1,432	300	1,400	300	-	-
6506 Lumber	83,156	40,400	70,100	80,400	40,000	99.0
6507 Propane	205	-	-	-	-	-
6508 Ready Mix Concrete	648	-	300	-	-	-
6511 Salt	5,114	1,800	1,800	1,800	-	-
6512 Sand	2,763	20,300	14,500	20,300	-	-
6513 Seeds & Plants	76,005	68,800	73,000	84,800	16,000	23.3
6514 Sods	3,332	8,600	2,100	8,600	-	-
6515 Stone and Gravel	48,869	42,400	26,000	42,400	-	-
6516 Topsoil	75,390	56,800	81,700	56,800	-	-
6517 Paint	90,145	64,200	85,700	84,200	20,000	31.2
6590 Materials OCC Trsf	(1,500)	-	-	-	-	-
6599 Other Materials	16,071	9,400	20,200	9,400	-	-
<b>* Materials</b>	<b>548,924</b>	<b>420,800</b>	<b>505,900</b>	<b>516,800</b>	<b>96,000</b>	<b>22.8</b>
6602 Electrical	181,595	133,100	268,100	284,100	151,000	113.4
6603 Grnds & Landscaping	-	-	700	30,000	30,000	-
6605 Municipal Taxes	7,576	20,000	20,000	20,000	-	-
6606 Heating Fuel	82,462	18,000	38,100	18,000	-	-
6607 Electricity	1,787,991	1,611,200	1,642,400	1,676,600	65,400	4.1
6608 Water	180,259	146,700	158,800	146,700	-	-
6609 Elevator & Escalator	317	-	300	-	-	-
6610 Building - Exterior	1,242	-	6,500	-	-	-
6611 Building - Interior	4,792	500	15,800	2,000	1,500	300.0
6612 Safety Systems	4,631	3,500	4,100	3,500	-	-
6617 Pest Management	6,691	2,400	2,500	102,400	100,000	4,166.7
6690 Building OCC Transfer	(6,000)	-	-	-	-	-
6699 Other Building Cost	543,462	421,800	602,000	548,300	126,500	30.0
<b>* Building Costs</b>	<b>2,795,019</b>	<b>2,357,200</b>	<b>2,759,300</b>	<b>2,831,600</b>	<b>474,400</b>	<b>20.1</b>
6701 Equipment Purchase	540,014	448,400	567,900	521,100	72,700	16.2
6702 Small Tools	53,974	39,400	58,400	59,400	20,000	50.8
6703 Computer Equip/Rent	1,722	1,100	2,620	-	(1,100)	(100.0)
6704 Equipment Rental	68,999	66,300	51,100	60,000	(6,300)	(9.5)
6705 Equip - R&M	35,524	20,700	36,700	24,200	3,500	16.9
6706 Computer R&M	-	400	-	-	(400)	(100.0)
6707 Plumbing & Heating	2,501	2,300	2,600	2,300	-	-
6708 Mechanical Equipment	342	-	-	-	-	-
6711 Communication System	114,548	106,300	108,200	109,300	3,000	2.8
<b>* Equipment &amp; Communications</b>	<b>817,625</b>	<b>684,900</b>	<b>827,520</b>	<b>776,300</b>	<b>91,400</b>	<b>13.3</b>
6802 Vehicle R&M	834	-	41,400	-	-	-
6803 Vehicle Fuel - Diesel	486	500	500	500	-	-
6804 Vehicle Fuel - Gas	1,582	3,300	1,700	3,300	-	-
6805 Tires and Tubes	(5,018)	-	300	-	-	-
6806 Vehicle Rentals	394,139	192,500	231,400	212,500	20,000	10.4
6807 Vehicle Leases	20,898	-	5,000	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6811 Shop Supplies	103	-	400	-	-	-
6899 Other Vehicle Expense	2,261	-	15,400	-	-	-
<b>* Vehicle Expense</b>	<b>415,287</b>	<b>196,300</b>	<b>296,100</b>	<b>216,300</b>	<b>20,000</b>	<b>10.2</b>
6901 Membership Dues	21,222	26,400	23,000	37,700	11,300	42.8
6902 Conferences/Workshop	6,154	8,900	15,500	14,000	5,100	57.3
6903 Travel - Local	134,146	142,800	154,600	155,100	12,300	8.6
6904 Travel - Out of Town	18,376	5,000	17,300	19,100	14,100	282.0
6905 Training & Education	52,521	41,000	91,260	82,900	41,900	102.2
6906 Licenses & Agreements	10,589	33,000	32,800	33,900	900	2.7
6908 Medical Examinations	342	3,900	5,500	3,900	-	-
6909 Cost of Sales	51,130	60,300	47,300	266,000	205,700	341.1
6910 Signage	48,943	126,700	79,800	126,700	-	-
6911 Facilities Rental	152,820	268,700	274,598	246,600	(22,100)	(8.2)
6912 Advertising/Promotio	52,794	76,400	68,200	77,900	1,500	2.0
6913 Awards	38,384	50,400	96,100	47,900	(2,500)	(5.0)
6914 Recruiting	29	1,000	2,400	1,000	-	-
6916 Public Education	-	5,000	3,600	5,000	-	-
6917 Books and Periodicals	457	1,100	2,550	2,200	1,100	100.0
6918 Meals/Catering	7,048	4,200	6,900	7,400	3,200	76.2
6919 Special Projects	791,960	535,800	739,300	1,626,800	1,091,000	203.6
6932 Youth Pr Services	37,752	136,000	93,000	140,000	4,000	2.9
6933 Community Events	2,160,801	858,400	1,034,051	862,600	4,200	0.5
6936 Staff Relations	570	-	-	-	-	-
6937 Corporate Training	-	-	400	-	-	-
6938 Rewarding Excellence	7,270	18,500	33,100	19,600	1,100	5.9
6940 Fencing	358,449	162,900	153,900	280,400	117,500	72.1
6941 Playground Equipment	62,871	53,400	66,200	53,400	-	-
6942 Management Fees	453,866	474,400	481,600	489,900	15,500	3.3
6943 Health and Wellness	2,982	2,000	1,100	2,000	-	-
6954 Cash over/under	(208)	-	500	-	-	-
6990 Gds & Svcs OCC Trsf	(180,000)	-	(70,000)	-	-	-
6999 Other Goods/Services	10,554	-	19,200	-	-	-
<b>* Other Goods &amp; Services</b>	<b>4,301,823</b>	<b>3,096,200</b>	<b>3,473,759</b>	<b>4,602,000</b>	<b>1,505,800</b>	<b>48.6</b>
7008 ltnTrsf IT & Commun	2,519	-	-	-	-	-
7009 Internal Trfr Other	(139,372)	(173,500)	(157,900)	(158,400)	15,100	(8.7)
7011 Int Trf Record Check	9,949	3,000	3,000	3,000	-	-
7012 Int Trf Print/Reprod	24,304	4,000	12,000	23,900	19,900	497.5
7013 Int Trf Extra Duty	41,571	87,400	65,100	87,400	-	-
7015 Int Trf FacilityRent	18,803	-	-	-	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
<b>* Interdepartmental</b>	<b>(42,226)</b>	<b>(79,100)</b>	<b>(77,800)</b>	<b>(44,100)</b>	<b>35,000</b>	<b>(44.2)</b>
8001 Transf Outside Agenc	7,442,321	6,547,100	7,212,500	7,214,375	667,275	10.2
8003 Insurance Pol/Prem	-	-	-	-	-	-
8004 Grants	4,189,214	2,646,400	3,262,400	3,192,900	546,500	20.7
8022 Transf to/fr Trust	(108,554)	-	(144,000)	-	-	-
8030 Tfr Fr Resvs to Oper	(4,899,778)	(2,552,500)	(3,385,800)	(1,996,500)	556,000	(21.8)
8031 Tfr To Resvs Fr Oper	504,208	512,300	512,300	516,730	4,430	0.9
<b>* Other Fiscal</b>	<b>7,127,412</b>	<b>7,153,300</b>	<b>7,457,400</b>	<b>8,927,505</b>	<b>1,774,205</b>	<b>24.8</b>
<b>** Total</b>	<b>54,155,569</b>	<b>49,881,500</b>	<b>55,167,486</b>	<b>57,933,100</b>	<b>8,051,600</b>	<b>16.1</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4950 Other Lic. & Permits	-	-	(8,800)	-	-	-
5102 Facilities Rentals	(846,803)	(900,200)	(1,012,000)	(944,100)	(43,900)	4.9
5107 Rental Ball Fields	(255,908)	(277,000)	(254,800)	(282,400)	(5,400)	1.9
5108 Rental Sportsfields	(204,236)	(230,000)	(202,500)	(234,600)	(4,600)	2.0
5109 Rental Parks	(27,053)	(22,400)	(30,600)	(22,800)	(400)	1.8

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5110 Rental Sports Courts	(20,791)	(20,400)	(21,000)	(20,800)	(400)	2.0
5111 RTAL Weather Fields	(434,344)	(429,000)	(485,800)	(485,700)	(56,700)	13.2
5150 Other Rental Revenue	-	(2,700)	(3,200)	-	2,700	(100.0)
5151 Lease Revenue	(458,355)	(414,700)	(437,900)	(454,400)	(39,700)	9.6
5204 Administration Fees	(100,487)	(240,000)	(130,100)	(205,000)	35,000	(14.6)
5209 Comm. Events Rev.	(979,950)	(88,000)	(272,000)	(200,500)	(112,500)	127.8
5210 Sport & Fitness Rev.	(1,097,741)	(978,000)	(1,160,800)	(1,009,800)	(31,800)	3.3
5211 Program Facil. Rev.	-	-	(25,000)	-	-	-
5212 Leisure Skills Rev.	(98,897)	(255,300)	(105,700)	(120,300)	135,000	(52.9)
5213 Play. & Camp Rev.	(1,011,727)	(478,100)	(1,100,400)	(405,600)	72,500	(15.2)
5215 Aquat.Rev.-Instuct.	(686,382)	(1,220,400)	(1,152,300)	(1,144,800)	75,600	(6.2)
5216 Aquat.Rev.-Recreat.	(134,164)	(215,400)	(149,500)	(219,700)	(4,300)	2.0
5219 Ice Rentals	(4,582,932)	(4,354,800)	(4,675,000)	(4,843,800)	(489,000)	11.2
5228 Membership Revenue	(692,469)	(605,700)	(733,900)	(694,100)	(88,400)	14.6
5239 Cultural Programs	(281,475)	(224,900)	(311,200)	(164,400)	60,500	(26.9)
5250 Sales of Svcs-Other	(387,564)	(438,600)	(483,000)	(419,100)	19,500	(4.4)
5402 Sale of Bottles	(2,226)	-	-	-	-	-
5404 Canteen Revenue	-	-	-	(20,400)	(20,400)	-
5450 Other Sales Revenue	(22,705)	(68,100)	(52,000)	(42,700)	25,400	(37.3)
<b>* Fee Revenues</b>	<b>(12,326,209)</b>	<b>(11,463,700)</b>	<b>(12,807,500)</b>	<b>(11,935,000)</b>	<b>(471,300)</b>	<b>4.1</b>
5503 Advertising Revenue	(191,775)	(311,500)	(274,100)	(346,700)	(35,200)	11.3
5508 Recov External Parti	(5,527,093)	(4,062,100)	(4,770,120)	(3,278,700)	783,400	(19.3)
5600 Miscellaneous Revenue	(88,022)	(72,700)	(85,000)	(71,900)	800	(1.1)
<b>* Other Revenue</b>	<b>(5,806,890)</b>	<b>(4,446,300)</b>	<b>(5,129,220)</b>	<b>(3,697,300)</b>	<b>749,000</b>	<b>(16.8)</b>
<b>** Total</b>	<b>(18,133,098)</b>	<b>(15,910,000)</b>	<b>(17,936,720)</b>	<b>(15,632,300)</b>	<b>277,700</b>	<b>(1.7)</b>
<b>Net Total</b>	<b>36,022,470</b>	<b>33,971,500</b>	<b>37,230,766</b>	<b>42,300,800</b>	<b>8,329,300</b>	<b>24.5</b>

## PLANNING & DEVELOPMENT





### 2024/25 BUDGET AND BUSINESS PLAN




#### MISSION

PLANNING & DEVELOPMENT IS LEADING HALIFAX'S TRANSFORMATION, ENSURING OUR REGION IS RESILIENT AND A PREFERRED DESTINATION FOR PEOPLE, INVESTMENT, AND NEW IDEAS. WE ARE TAKING ACTION ALIGNED WITH THESE PRIORITIES AND ARE COMMITTED TO DELIVERING RESULTS THAT ARE VALUED BY REGIONAL COUNCIL AND THE COMMUNITY BY IMPROVING AND STREAMLINING OUR LEGISLATION, PROCESSES, SUPPORTING TOOLS, AND TECHNOLOGIES.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



Strategic initiatives or deliverables supporting HalifACT

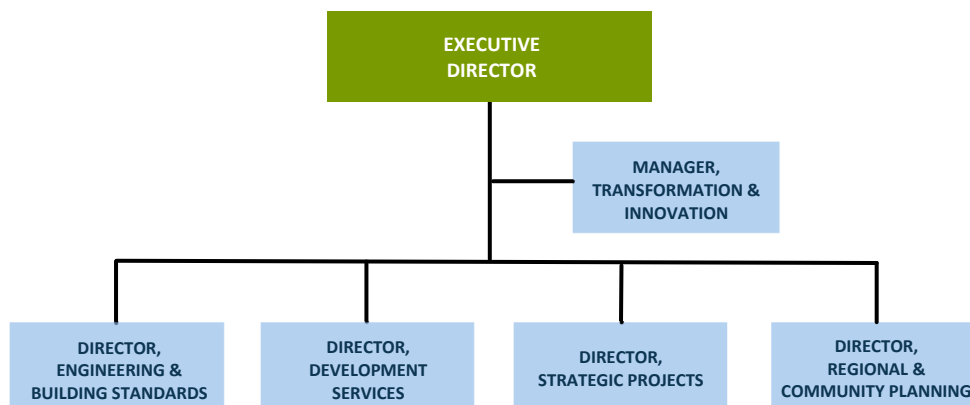
## OVERVIEW

Planning & Development is committed to advancing Regional Council's priority outcomes through the delivery of services designed to build a municipality with a healthy, vibrant and sustainable future.

Planning & Development is responsible for regional and community planning, urban design and heritage planning, land development, compliance and regulation, infrastructure planning and growth analysis, transportation planning, and building standards.

The team delivers services in an efficient, accurate, professional, and coordinated manner and fosters and maintains productive relationships with citizens, the development industry, other internal and external departments, and Regional Council.

## ORGANIZATION CHART






## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	247.0
Transferred Positions:	
Net Transfer of Compliance positions to Community Safety	(38.0)
New Positions:	
Assistant Building Official – Rental Registry	2.0
Business Transformation Specialist – temporary	3.0
Planners, Planning Research Analyst – Suburban Plan	7.0
Planners – Culture and Heritage Priorities Plan	3.0
Processing Coordinator – engineering support	1.0
Program Engineer	2.0
Total Changes	(20.0)
<b>Total Budgeted 2024/25 FTEs</b>	<b>227.0</b>

Includes full, part-time, and permanent positions.






Some opening balances have been restated to be consistent with how an FTE is counted.







## STRATEGIC INITIATIVES


Initiative	Description	Priority & Outcome
Increased Housing Supply	The municipality will partner with other levels of government, non-profit, and private sector to accelerate the supply of housing across the housing spectrum and prioritize development projects that will deliver increased housing density in existing residential areas with access to transit and services.	 Holistic Planning
Net-Zero New Construction	The municipality will continue to work with the Province of Nova Scotia and other external stakeholders on the need for a net-zero new construction standard in the municipality. The municipality may consider developing a Green Building Standard as an interim, though a less impactful measure. To achieve Council's commitment to a target of net-zero municipal operations by 2030, all new corporate buildings will be built to a net-zero standard.	 Net-Zero Emissions
Major Strategic Multi-Modal Corridors	The Integrated Mobility Plan (Action 121) provides direction to identify "Strategic Corridors" that are key to the regional traffic flow, transit, movement of goods and active transportation, and develop plans that will guide their development over time. The Major Strategic Multi-Modal Corridors have been identified in the Regional Plan and will be incorporated with planned recapitalization projects as part of the capital budget process.	 Affordable & Sustainable Mobility Network

Initiative	Description	Priority & Outcome
Windsor Street Exchange Redevelopment Project	The Windsor Street Exchange Redevelopment Project involves the redesign of the intersection of Bedford Highway, Windsor Street and Lady Hammond Road. The Windsor Street Exchange is one of five key access points to the Halifax Peninsula and is a bottleneck or "pinch point" in the road network carrying approximately 50,000 vehicles per day. The reconfiguration of the Windsor Street Exchange will have significant benefits for local traffic flow and freight movement. It will also reduce the amount of truck traffic in the downtown core, improve transit and active transportation connectivity, as well as help reduce greenhouse gas emissions.	 Connected & Healthy Long-Range Mobility Planning
Transportation Demand Management	Transportation Demand Management is one of the foundational policies in the Integrated Mobility Plan and refers to a wide range of policies, programs and services designed to improve the efficiency of transportation systems. Approaches will include education, marketing and outreach, as well as travel incentives and disincentives to influence travel behaviours.	 Connected & Healthy Long-Range Mobility Planning
External Stakeholder Integration – Integrated Mobility Plan	External Stakeholder Integration – Integrated Mobility Plan refers to the partnering with external agencies and organizations, such as the Province of Nova Scotia, Halifax Harbour Bridges, Halifax Port Authority, etc., to collaborate on projects to mitigate disruptions to the mobility network, expand educational programs, promote sustainable and healthy mobility, and monitor the joint success of initiatives. This helps to ensure the objectives of the Integrated Mobility Plan are incorporated into the planning and execution of projects within the municipality. It is expected that a significant portion of this work will be incorporated into the Regional Transportation Task Force created by the Joint Regional Transportation Agency Act.	 Connected & Healthy Long-Range Mobility Planning
Streetscaping	Streetscaping considers how elements such as trees, lighting, street furniture, surface materials, underground wiring, planters, and more can be used to animate and support a street's function as part of the public realm, beyond its role as a corridor for transportation. The streetscaping program will be delivered through our capital infrastructure work within the right-of-way or as part of stand-alone place-making projects.	 Holistic Planning



Initiative	Description	Priority & Outcome
Integrated Mobility Land Acquisition Strategy	The Integrated Mobility Plan provides an action plan for short-term and long-term requirements for the transportation network. In order to plan a connected and reliable transportation system, the Integrated Mobility Land Acquisition Strategy is required to secure corridors and sites for short-term and longer-term mobility projects in advance of the project itself being budgeted for. Projects such as the implementation of the Major Strategic Multi-Modal Corridors, Bus Rapid Transit, the All Ages and Abilities Regional Centre Bike Network, and the Active Transportation Priorities Plan. This strategy would identify and execute on property assessments, appraisals and acquisitions.	 Connected & Healthy Long-Range Mobility Planning
Fast Residential Permitting and Approvals	Working with the Province's Executive Panel on Housing, the municipality will continue to improve development processes and remove development barriers to increasing housing supply for all residents across the municipality.	 Holistic Planning
Sharing Our Stories (Culture and Heritage Priorities Plan)	The Sharing Our Stories project (Culture and Heritage Priorities Plan) (CHPP) provides the vision, principles, and priorities to more effectively guide investments and decisions related to culture and heritage. The Sharing Our Stories project is now approved, and staff will implement the actions as set out in the CHPP to improve how the municipality supports culture and heritage.	 Involved Communities
Planned Growth Areas	Lead and enable the development of new housing and employment lands where significant growth has been directed by the Regional Plan and Centre Plan.	 Holistic Planning
Regional Plan	The Halifax Regional Municipal Planning Strategy (the Regional Plan) is the primary municipal planning document which sets out a common vision, principles and long-range, region-wide planning policies outlining where, when, and how future growth and development should take place. The second review of the Regional Plan is underway and will create objectives for the Suburban and Rural Community Planning programs, improving affordable housing, and connecting land use and transportation and protecting the environment. In 2024/2025 Phase 4 of the Regional Plan Review (Final Plan Approval) will be completed, and Phase 5 (Strategic Growth & Infrastructure Priority Plan) will begin.	 Holistic Planning

Initiative	Description	Priority & Outcome
Supporting Affordable Housing	The municipality will expand opportunities and incentives to support developing and retaining affordable housing.	 Affordable Communities
Building Community Land Trust	As part of the National Housing Strategy Demonstration Initiative, the municipality, in partnership with various community organizations, has requested funding to develop a Community Land Trust (CLT) Model. The Housing and Homelessness Partnership has completed preliminary research into various trust concepts and identified numerous existing community land trust operations (e.g., Vancouver, and the Community Land trust of British Columbia) whose operational models align with Halifax's needs. The goal of this project is to demonstrate how a municipal-scale community land trust can address systemic housing challenges in Halifax, increase the capacity (development, operational, growth, etc.) of affordable housing stakeholders, and provide stability and quality of life for prospective residents. More broadly, the project can stimulate new thinking about housing and a deeper public conversation about the significance of complete communities as they relate to health, equity, and opportunity.	 Affordable Communities
Rural Community Planning	Develop a rural land use management study which considers the special issues facing the residents and businesses of our municipality's rural areas. This work will aim to better define service nodes and edge communities, as well as the range of rural communities.	 Economic Growth
Suburban Community Planning	Complete key background studies and Suburban Structure and Built Form Framework, along with any opportunity sites that have a high degree of readiness (infrastructure, services and design quality).	 Holistic Planning
Coastal and Freshwater Flood Risk Management	The municipality will protect people and infrastructure from coastal and freshwater flood risks through modeling and mapping flood risk under current and future climate conditions, incorporating green infrastructure solutions, updating policies, by-laws, codes, and design standards, stormwater management, education, programs, and policies.	 Climate Resilience
Strategic Planning Projects	Municipality-led planning projects that involve land analysis, project management or review. These projects may or may not be completed in concert with other orders of government or partner(s).	 Holistic Planning

Initiative	Description	Priority & Outcome
Housing Accelerator Fund	The Housing Accelerator Fund is a new federal program administered by the Canada Mortgage and Housing Corporation (CMHC) that will provide up to \$79 million in funding to incentivize and accelerate the supply of housing. The program will run from the fall of 2023 until 2026, and targets net-new permits being issued for housing units across Canada. Critical milestones are required to be met and reported on quarterly.	 Holistic Planning

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Strategic Projects	\$ 1,928,572	\$ 3,294,700	\$ 2,992,100	\$ 3,410,800	\$ 116,100	3.5
Regional & Community Planning	2,208,487	3,315,100	2,615,100	4,081,200	766,100	23.1
Planning & Development Administration	1,245,926	1,222,400	1,149,900	1,880,200	657,800	53.8
Engineering & Building Standards	(1,908,298)	(1,362,300)	(2,781,500)	(2,952,400)	(1,590,100)	116.7
Development Services	3,490,748	3,857,700	3,930,000	4,679,100	821,400	21.3
<b>Net Total</b>	<b>\$ 6,965,436</b>	<b>\$ 10,327,600</b>	<b>\$ 7,905,600</b>	<b>\$ 11,098,900</b>	<b>\$ 771,300</b>	<b>7.5</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 15,609,260	\$ 17,988,900	\$ 17,364,300	\$ 21,298,500	3,309,600	18.4
Office	102,574	101,700	114,500	101,700	-	-
External Services	1,021,127	1,046,500	3,021,700	1,383,200	336,700	32.2
Supplies	16,834	21,200	23,800	21,200	-	-
Building Costs	1,419	16,000	7,500	16,000	-	-
Equipment and Communications	17,621	8,600	8,900	8,600	-	-
Vehicle Expense	20,214	126,500	23,800	126,500	-	-
Other Goods and Services	395,324	584,400	701,500	584,400	-	-
Interdepartmental	(99,547)	13,800	29,600	13,800	-	-
Other Fiscal	306,079	1,050,000	368,000	1,050,000	-	-
<b>Total Expenditures</b>	<b>17,390,905</b>	<b>20,957,600</b>	<b>21,663,600</b>	<b>24,603,900</b>	<b>3,646,300</b>	<b>17.4</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Transfers from other Governments	\$ -	\$ -	\$ (1,738,000)	\$ -	\$ -	-
Fee Revenues	(10,155,717)	(10,470,000)	(11,860,000)	(13,345,000)	(2,875,000)	27.5
Other Revenue	(269,753)	(160,000)	(160,000)	(160,000)	-	-
<b>Total Revenues</b>	<b>(10,425,469)</b>	<b>(10,630,000)</b>	<b>(13,758,000)</b>	<b>(13,505,000)</b>	<b>(2,875,000)</b>	<b>27.0</b>
<b>Net Total</b>	<b>\$ 6,965,436</b>	<b>\$ 10,327,600</b>	<b>\$ 7,905,600</b>	<b>\$ 11,098,900</b>	<b>\$ 771,300</b>	<b>7.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 10,327,600
<b>Service Enhancements</b>	
Staff to support Suburban Plan implementation	430,400
Staff to support Engineering	228,400
Staff to support Culture and Heritage Priorities Plan	200,000
Staff to support Rental Registry	114,700
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	2,336,100
<b>Revenue Changes</b>	
Increase in Revenues (other)	(2,425,000)
Increase in Building Permit Fees full year	(450,000)
<b>Other/Transfers</b>	
Consulting costs to support Permitting, Planning, Licensing & Compliance System developpr	286,700
Consulting costs to support Culture and Heritage Priorities Plan	50,000
<b>Total Changes</b>	\$ 771,300
<b>2024/25 Budget</b>	<b>\$ 11,098,900</b>

### Service Enhancements

**Staff to support Suburban Plan implementation.** On July 11, 2023 Regional Council approved the recommendation to advance the Suburban Plan and Opportunity Sites along Rapid Transit Corridors, and to bring forward requests for additional staff resources as part of the the 2024/25 Budget and Business planning process. This enhancement includes seven FTEs to develop this plan, including two Planner III, three Planner I, and two Planning Research Analysts at a pro-rated cost of \$430,400 for 2024/25. The full annual cost is expected to be \$665,000.

**Staff to support Engineering.** This enhancement includes three FTEs to augment engineering development applications and transportation engineering.

- Process Coordinator – Permits: one new FTE dedicated to improvements to processing of permit applications and Development Engineering support to development approvals.
- Program Engineer – Development Engineering: one new FTE dedicated to the Development Engineering program to enhance support and improve processing of engineering permitting, inspections, Infrastructure reviews and the planned growth areas.
- Program Engineer – Transportation Planning: one new FTE dedicated to the Transportation Planning program to support traffic study scoping, transportation planning and project coordination for planned growth areas, and support the implementation of the Integrated Mobility Plan.

This service enhancement pro-rated cost of \$228,400 will be realized in 2024/25. The full annual cost is expected to be \$309,000.

**Staff to support Culture and Heritage Priorities Plan.** On January 9, 2024, Regional Council approved the recommendation of the Sharing Our Stories (Culture and Heritage Priorities Plan), for funding options to implement the plan as part of the 2024/25 Planning & Development Operating Budget. This enhancement includes three

FTEs to support implementation of this work at a pro-rated cost of \$200,000 for 2024/25. The full cost is expected to be \$309,000 annually thereafter.

**Staff to support Rental Registry.** Two Building Standards Coordinator positions were approved in the 2023/24 Budget and Business Plan to support the Rental Registry. The Rental Registry 2023/24 Budget Adjustment List briefing note stated that two Assistant Building Officials positions would be required in 2024/25 to support the Rental Registry. This enhancement will incur a pro-rated cost of \$114,700 for 2024/25. The full annual cost is expected to be \$157,600.

## SERVICE AREA PLANS

### EXECUTIVE DIRECTOR'S OFFICE

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

#### Service Delivery Performance Measures


Performance Measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual
<i>Population size in determining measures (source Stats Can)</i>	448,544	460,274	480,582	496,622 <sup>1</sup>
CMHC housing starts <sup>2</sup>	3,249	3,794	3,387	4,657
CMHC units completion <sup>3</sup>	2,776	2,950	3,061	2,954
Approved residential units from permits issued <sup>4</sup>	3,737	5,300	5,987	5,883
Total construction value of building permits issued (millions) <sup>4</sup>	\$999	\$1,573	\$1,671	\$1,741
Notes:	1) Subject to Statistics Canada data update. 2) Data source: CMHC, Housing Market Information Portal, Historical Starts by Dwelling Type 3) Data source: CMHC, Housing Market Information Portal, Historical Completions by Dwelling Type 4) Historical data revised due to data quality improvements.			

## Performance Measures Analysis

**Approved residential units and housing starts.** The number of residential units approved through the building permit process in 2023 remained high. This is reflective of strong population growth and a resulting demand for housing. While there continued to be a high volume of units approved in the Suburban areas, most of the growth in 2023 came from multi-unit buildings approved in the Regional Centre and growth in rural areas. While there has been an increase in both approved and completed units, construction activity is not keeping up with demand and two to three times more construction each year will be required to keep pace with recent and future growth.

“Approved residential units” refers to the number of new residential units associated with building permits issued each year, including from new construction, renovations, and additions, and is derived from municipal building permit data.

Housing start data is from CMHC, estimated through the monthly Starts and Completions Survey. CMHC defines a housing start as “the beginning of construction work on a building, usually when the concrete has been poured for the whole of the footing around the structure, or an equivalent stage where a basement will not be part of the structure” ([CMHC, 2021](#)).

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Trusted Partner Program Pilot	Design and pilot a Trusted Partner Program including the determination of legislative and governance requirements.	 Innovative Performance Excellence	T – Q4 2025/26

## 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.

### Services Delivered

**Business Process and Change Management.** Responsible to oversee efficient and effective delivery of services in all business unit service areas; managing and monitoring resources, leading program and service delivery procedures and business processes to ensure customer/client interests are well represented through direct contact and change, as needed, to support strategic goals and operational functions.

**Staff and Client Engagement.** Accountable for the design and hands-on implementation of all aspects of engagement, communication, and training programs required to support Planning & Development's business requirements.

**Strategic and Transformation Management.** Responsible for apprising the Planning & Development Senior Management Team of organizational issues, preparing reports, analyzing information and other communications, identifying progress, setting forth appropriate recommendations or conclusions as necessary or requested, identifying and recommending new policy, program or service initiatives designed to enhance quality of customer/client service delivery.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Dynamic Housing and Permit Public Dashboard	Develop a publicly accessible dashboard allowing users to disseminate permitting and housing data.	 Exceptional Customer Service	T – Q4 2024/25
Internal Dashboarding – Licensing and Compliance	Develop internally facing dashboarding and reporting capabilities for licensing and compliance which will increase analysis and optimization of business processes and support performance improvements.	 Innovative Performance Excellence	T – Q4 2024/25
Internal Dashboarding – Planning and Subdivisions	Develop internally facing dashboarding and reporting capabilities for planning and subdivisions which will increase analysis and optimization of business processes and support performance improvements.	 Innovative Performance Excellence	T – Q4 2025/26
Increased Open Data Presence	Increase Planning & Development’s Open Data presence by adding additional data sets and mapping applications.	 Exceptional Customer Service	T – Q4 2024/25
Permitting, Planning, Licensing and Compliance Solution Post Implementation	Review the design and implementation of the Permitting, Planning, Licensing and Compliance Solution – Public One Store Service Enterprise (POSSE). This includes prioritizing and implementing remaining business processes and functionality not completed in Phases 1-3.	 Innovative Performance Excellence	T – Q4 2026/27



## ENGINEERING & BUILDING STANDARDS

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

### Services Delivered

**Building Standards.** Responsible for reviewing and issuing permits and performing inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial, and institutional buildings. This service includes minimum standards investigations for all residential buildings, and administers the residential Rental Registry.

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









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

### Service Delivery Performance Measures

Performance Measures	2020 Actual	2021 Actual	2022 Actual	2023 Actual
Building inspections and reviews	29,531	36,069	38,422	38,545
Number of minimum standards service requests (By-law M-200)	838	661	842	1,075
Number of intersections with transit priority measures	36	39	40	40
Per cent of All Ages and Abilities Regional Centre Bicycle Network completed in the Regional Centre	37%	41%	45%	60% <sup>1</sup>
Kilometers of transit priority lanes for transit vehicles	9.2	9.6	10.1	10.2
Notes: 1) The majority of the bikeway network additions in 2023 were done tactically (i.e. using temporary materials and interim measures).				

### Performance Measures Analysis

**Kilometers of transit priority lanes for transit vehicles.** The data represents work completed as of December 2023 (i.e., between 2016-2023, the municipality constructed 10.2 kms of transit priority lanes for transit vehicles).

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Integrated Stormwater Management Policy	Complete outstanding actions from the Integrated Stormwater Management Framework with Halifax Water.	 Climate Resilience 	T – Q4 2024/25
Stormwater Policy Implementation	Begin development of a joint flood risk reduction strategy with Halifax Water for the Sackville River, Shubenacadie Lakes System and Bissett Run.	 Climate Resilience 	EST – Q4 2024/25
Critical Infrastructure Working Group	Planning & Development will support the Critical Infrastructure Working Group to develop a framework to assess vulnerabilities; and prioritize the most vulnerable municipal infrastructure for resilience measures.	 Climate Resilience 	EST – Q4 2024/25
Review of Building By-Law B201	Building Standards will review the existing B-201 By-law to determine any required amendments for regulatory improvements and process efficiencies.	 Holistic Planning	EST – Q4 2024/25
Infrastructure Charges Implementation Plan	Develop methodology and implementation strategy for infrastructure charges to pay growth related capital costs of facilities needed to support growth.	 Financially Prepared	EST – Q4 2026/27

## 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.

### Services Delivered

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

**As-of-Right Land Development Regulation.** Responsible for responding to requests for land development approval, through staff, as per the requirements of various municipal by-laws, the Regional Subdivision By-law and the *HRM Charter*.

**Discretionary Land Development Regulation.** Responsible for responding to requests for land development approval, through Regional Council and Community Councils, as per the policies of various Halifax Regional Municipality municipal planning strategies, the Regional Plan, and the *HRM Charter*.

**Subdivision Approvals.** Responsible for responding to requests for subdivision approval as per the requirements of the Regional Subdivision By-law and the *HRM Charter*.

**Land Use and Engineering Compliance.** Responsible for responding to requests for land use and engineering compliance concerns.

### Service Delivery Performance Measures

Current processing times can be found on <https://www.halifax.ca/home-property/building-development-permits/permit-volume-processing-times>.

Permit Type	2022	2023		
	Average Calendar Days to Complete Process	Number of Applications	Number of Permits Issued <sup>1</sup>	Average Calendar Days to Complete Process
Residential Building Permits <sup>2</sup>	44	2,026	1,669	26
Mixed Use & Commercial Building Permits <sup>2</sup>	67	589	434	38
Construction Permits <sup>3</sup>	18	2,658	2,380	10
Engineering Permits	41	1,408	1,118	23
Development Only Permits	39	438	290	20

Notes:

- 1) This column represents the number of permit applications made in 2023 that had been issued as of December 31, 2023.
- 2) Building Permits: Permits for 'buildings' (structures that can be occupied or used for storage), including for new construction, additions, and renovations.
- 3) Construction Permits: Other permit types that involve construction, but are not for buildings (e.g., decks, demolitions, fences, signs, solar panels, swimming pools). Permits for mobile homes also fall under this category.

### Performance Measures Analysis

Average permit processing times have continued to improve in 2023. This is true for most permit types, but most notably for Mixed-Use & Commercial permits. Most of the permit volume continues to come from low density residential construction, engineering permits, and permits for other minor construction, such as decks and accessory buildings. The vast majority of the units and the construction value come from multiple/mixed use

development projects. The complexity of the developments being processed is increasing. While overall performance is improving, further improvements are needed to turnaround times for new mixed use and multiple unit projects as well as planning applications.

## 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.

### Services Delivered







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



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

**Heritage Property Program.** Responds to land development and heritage property registration requests through staff or Regional Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Conservation Districts, and the *Heritage Property Act*.

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

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Cogswell District Land Use Planning	Update the Centre Plan planning documents needed to support the development of the Cogswell District into a mixed-use neighbourhood. The review will involve public engagement and consider urban design, affordable housing, and other public benefits.	 Holistic Planning	T – Q4 2024/25
Mill Cove Land Use Planning	Complete a comprehensive planning study to guide the development of lands surrounding the planned Mill Cove ferry terminal. The study will involve public engagement and provide recommendations on land use, densities, infrastructure improvements, and parks and open spaces.	 Holistic Planning	T – Q4 2024/25
Downtown Dartmouth Heritage Conservation District	Prepare a background study for the next proposed Heritage Conservation District – Downtown Dartmouth, which was approved by Regional Council in 2021. The background study needs to be approved by Regional Council and the Province before the Heritage Conservation District process can begin – this document sets the framework for the Heritage Conservation District documents.	 Holistic Planning	T – Q1 2024/25
Heritage Evaluation Criteria Review	Review the municipality's heritage evaluation criteria to ensure municipal heritage registrations are more inclusive of underrepresented groups and to expand focus on the municipality's cultural heritage.	 Holistic Planning	T – Q4 2024/25
Ragged Lake Business Park Secondary Planning Process	Planning & Development continue to work with Corporate Real Estate to initiate the secondary planning process for the proposed expansion of the Ragged Business Park. Informed by initial background studies completed in 2019/20, with further study currently underway, this work will include establishing a public engagement program, developing detailed concept plans, and evaluating public infrastructure costs.	 Holistic Planning	T – Q4 2024/25
Downtown Gateway Strategic Land Management	Site level reconfiguration of the lands that make up the Downtown Gateway and the immediately adjacent transportation corridors. Analysis looks strategically at municipal needs, community redevelopment, and coordination with the Mi'kmaw Native Friendship Centre.	 Holistic Planning	T – Q4 2026/27

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Future Serviced Communities Background Study	To support the growth of the municipality, Planning & Development is undertaking a series of background studies for four study areas that are each capable of accommodating several thousand new housing units. These study areas include Sandy Lake, Highway 102 West Corridor, Morris Lake, and Akoma Lands. The background studies will review environmental and infrastructure constraints and opportunities, and provide recommendations about potential development. A consultant has been engaged to complete the work by March 31, 2024, following which staff will report on the work to Regional Council.	 Affordable Communities	T – Q4 2024/25
Dartmouth Waterfront Plan	The Dartmouth Waterfront Plan project includes work to coordinate stakeholder interests and develop a plan for the revitalization of the waterfront and establish connections including emergency access route between Ochterloney Street through Woodside Ferry Terminal and includes work related to the King's Wharf Development, Alderney Landing Redevelopment, Cruise Ship Terminal Expansion and access along to waterfront to emergency vehicles and pedestrians/active transportation users where appropriate.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2026/27

## 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.





### Services Delivered

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

**Community Planning.** The broader vision and objectives of the Regional Plan are implemented at the local level through community planning. Ongoing work includes the Centre Plan, 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.

**Priority Planning.** Priority planning is cross-functional work that occurs between business units, allowing for better coordination and service delivery in key environmental, social, and economic issue areas. On-going work includes leading the Green Network Plan and land use components of HalifACT, the Integrated Mobility Plan, the *2022-2027 Inclusive Economic Strategy: People, Planet, Prosperity*, and the African Nova Scotian Road to Economic Prosperity Action Plan.

**Affordable Housing.** Supports the objectives of Regional Council delivering programs that support delivery of more affordable housing within the region. On-going work includes exploring ways to positively impact affordable housing through programs, policies, and regulations in keeping with the Regional Municipal Planning Strategy and the *HRM Charter*. Examples include the Housing Accelerator Fund Program, Rapid Housing Initiatives, Affordable Housing Grant Program, Community Land Trust Study, Surplus Land Program, and Inclusionary Zoning.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Regional Plan Review – Phase 5	Phase 4 of the Regional Plan Review (final Regional Plan approval) will be completed, and implementation of Phase 5 (Strategic Growth & Infrastructure Priority Plan) will begin.	 Holistic Planning	T – Q4 2024/25
Affordable Housing – Municipal Support Options	Continue to explore options to broaden municipal support for affordable housing through financial incentives and the use of municipal surplus land.	 Affordable Communities	EST – Q4 2025/26
Affordable Housing – Inclusionary Zoning	Develop and implement framework for an Inclusionary Zoning Program for the municipality.	 Affordable Communities	EST – Q4 2024/25
Affordable Housing – Rapid Housing Initiative – Round 3	Deliver the Rapid Housing Initiative Round 3 projects, which will result in new affordable housing units constructed throughout 2023 – 2024 and occupied in 2025	 Affordable Communities	T – Q4 2024/25



Summary of Net Expenditures - Planning & Development						
Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
C530 Planned Growth	354,193	1,063,600	922,600	973,700	(89,900)	(8.5)
D007 Community Planning Admin	60,455	182,000	192,700	184,300	2,300	1.3
C340 Social & Eco. Resrch	1,513,924	2,049,100	1,876,800	2,252,800	203,700	9.9
<b>** Strategic Projects</b>	<b>1,928,572</b>	<b>3,294,700</b>	<b>2,992,100</b>	<b>3,410,800</b>	<b>116,100</b>	<b>3.5</b>
C002 Urban Design	665,870	880,500	900,800	1,486,400	605,900	68.8
C320 Policy & Strtgc Plan	1,323,409	2,175,600	1,441,900	2,331,200	155,600	7.2
D005 Reg. Planning Admin	219,208	259,000	272,400	263,600	4,600	1.8
<b>** Regional &amp; Community Planning</b>	<b>2,208,487</b>	<b>3,315,100</b>	<b>2,615,100</b>	<b>4,081,200</b>	<b>766,100</b>	<b>23.1</b>
D001 Director P&D	632,291	655,400	677,000	679,200	23,800	3.6
D002 PD Business Services	613,636	567,000	472,900	1,201,000	634,000	111.8
* P & D - Administration	1,245,926	1,222,400	1,149,900	1,880,200	657,800	53.8
<b>** Planning &amp; Development Admin</b>	<b>1,245,926</b>	<b>1,222,400</b>	<b>1,149,900</b>	<b>1,880,200</b>	<b>657,800</b>	<b>53.8</b>
C430 Building Standards	(3,894,436)	(3,963,700)	(5,232,000)	(5,726,000)	(1,762,300)	44.5
C450 Development Engineering	157,166	683,200	592,200	755,200	72,000	10.5
D006 Infra Planning Admin	259,034	285,900	281,300	292,600	6,700	2.3
R951 StrategicTrans Plan	900,954	1,128,700	1,103,500	1,211,400	82,700	7.3
R953 TDM Programs	102,973	109,500	50,800	119,800	10,300	9.4
R956 IMP Studies	566,010	394,100	422,700	394,600	500	0.1
<b>** Engineering &amp; Building Standard</b>	<b>(1,908,298)</b>	<b>(1,362,300)</b>	<b>(2,781,500)</b>	<b>(2,952,400)</b>	<b>(1,590,100)</b>	<b>116.7</b>
C310 Urban & Rural Applic	1,195,087	1,273,800	1,222,300	1,359,400	85,600	6.7
C420 Land Dev & Subdv	1,107,094	1,385,400	1,396,200	1,922,300	536,900	38.8
C520 Applications Processing	904,289	933,400	1,032,800	1,114,100	180,700	19.4
D003 Current Plan. Admin	284,277	265,100	278,700	283,300	18,200	6.9
<b>** Development Services</b>	<b>3,490,748</b>	<b>3,857,700</b>	<b>3,930,000</b>	<b>4,679,100</b>	<b>821,400</b>	<b>21.3</b>
<b>Net Total</b>	<b>6,965,436</b>	<b>10,327,600</b>	<b>7,905,600</b>	<b>11,098,900</b>	<b>771,300</b>	<b>7.5</b>

Summary Details - Planning & Development						
Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	12,713,899	15,451,600	15,385,700	17,995,600	2,544,000	16.5
6002 Salaries - Overtime	(532)	10,600	42,000	10,600	-	-
6005 PDP & Union Con Incr	(105,200)	-	(1,368,000)	-	-	-
6054 Vacation payout	33,298	-	32,000	-	-	-
6099 Other Allowances	-	-	17,000	-	-	-
6100 Benefits - Salaries	2,757,524	3,086,900	2,807,600	3,752,200	665,300	21.6
6110 Vacancy Management	-	(1,550,200)	-	(1,655,900)	(105,700)	6.8
6152 Retirement Incentives	78,018	104,800	104,800	115,500	10,700	10.2
6154 Workers' Compensation	307,162	399,000	363,500	450,100	51,100	12.8
6199 Comp & Ben InterDept	(170,939)	486,200	(20,300)	630,400	144,200	29.7
9200 HR CATS Wage/Ben	(3,103)	-	-	-	-	-
9210 HR CATS OT Wage/Ben	(866)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>15,609,260</b>	<b>17,988,900</b>	<b>17,364,300</b>	<b>21,298,500</b>	<b>3,309,600</b>	<b>18.4</b>
6201 Telephone/Cable	31,233	31,500	34,500	31,500	-	-
6202 Courier/Postage	3,583	5,200	5,200	5,200	-	-
6203 Office Furn/Equip	30,823	14,800	17,300	14,800	-	-
6204 Computer S/W & Lic	16,130	25,500	31,300	25,500	-	-
6205 Printing & Reprod	1,695	1,200	1,200	1,200	-	-
6207 Office Supplies	18,056	23,500	25,000	23,500	-	-
6299 Other Office Expenses	1,053	-	-	-	-	-
<b>* Office</b>	<b>102,574</b>	<b>101,700</b>	<b>114,500</b>	<b>101,700</b>	-	-
6301 Professional Fees	10,397	43,000	46,300	43,000	-	-
6302 Legal Fees	25,205	1,500	-	1,500	-	-
6303 Consulting Fees	955,975	1,000,000	2,973,000	1,336,700	336,700	33.7
6305 Property Appraisal	10,324	-	-	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6314 Prosecution Services	324	-	-	-	-	-
6399 Contract Services	18,902	2,000	2,400	2,000	-	-
<b>* External Services</b>	<b>1,021,127</b>	<b>1,046,500</b>	<b>3,021,700</b>	<b>1,383,200</b>	<b>336,700</b>	<b>32.2</b>
6401 Uniforms & Clothing	5,408	8,000	8,000	8,000	-	-
6402 Med & First Aid Supp	15	-	-	-	-	-
6406 Bridge Tolls	5,100	3,200	4,800	3,200	-	-
6407 Clean/Sani Supplies	-	-	1,000	-	-	-
6409 Personal Protect Equ	5,690	9,300	9,300	9,300	-	-
6499 Other Supplies	621	700	700	700	-	-
<b>* Supplies</b>	<b>16,834</b>	<b>21,200</b>	<b>23,800</b>	<b>21,200</b>	-	-
6611 Building - Interior	1,419	16,000	7,500	16,000	-	-
<b>* Building Costs</b>	<b>1,419</b>	<b>16,000</b>	<b>7,500</b>	<b>16,000</b>	-	-
6701 Equipment Purchase	9,687	-	-	-	-	-
6702 Small Tools	88	100	400	100	-	-
6703 Computer Equip/Rent	6,564	7,500	7,500	7,500	-	-
6705 Equip - R&M	1,136	1,000	1,000	1,000	-	-
6706 Computer R&M	147	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>17,621</b>	<b>8,600</b>	<b>8,900</b>	<b>8,600</b>	-	-
6802 Vehicle R&M	107	6,000	2,000	6,000	-	-
6806 Vehicle Rentals	20,093	120,000	20,000	120,000	-	-
6899 Other Vehicle Expense	15	500	1,800	500	-	-
<b>* Vehicle Expense</b>	<b>20,214</b>	<b>126,500</b>	<b>23,800</b>	<b>126,500</b>	-	-
6901 Membership Dues	69,917	82,500	98,000	82,500	-	-
6902 Conferences/Workshop	12,188	9,000	30,500	9,000	-	-
6903 Travel - Local	3,996	16,800	13,600	16,800	-	-
6904 Travel - Out of Town	11,562	13,500	15,300	13,500	-	-
6905 Training & Education	78,869	118,000	101,500	118,000	-	-
6906 Licenses & Agreements	42,395	10,500	38,000	10,500	-	-
6910 Signage	27,084	30,000	105,000	30,000	-	-
6911 Facilities Rental	1,474	8,500	8,500	8,500	-	-
6912 Advertising/Promotio	21,962	28,600	26,600	28,600	-	-
6913 Awards	211	-	-	-	-	-
6914 Recruiting	1,906	2,000	3,000	2,000	-	-
6915 Research Data Acquis	51,333	110,000	110,000	110,000	-	-
6917 Books and Periodicals	4,861	1,500	3,000	1,500	-	-
6918 Meals/Catering	3,474	6,000	6,500	6,000	-	-
6919 Special Projects	60,301	143,000	116,700	143,000	-	-
6938 Rewarding Excellence	2,914	4,500	5,500	4,500	-	-
6954 Cash over/under	(0)	-	-	-	-	-
6999 Other Goods/Services	877	-	19,800	-	-	-
<b>* Other Goods &amp; Services</b>	<b>395,324</b>	<b>584,400</b>	<b>701,500</b>	<b>584,400</b>	-	-
7008 IlnTrsf IT & Commun	1,049	-	-	-	-	-
7009 Internal Trfr Other	(111,903)	2,800	6,100	2,800	-	-
7011 Int Trf Record Check	274	-	-	-	-	-
7012 Int Trf Print/Reprod	11,033	11,000	23,500	11,000	-	-
<b>* Interdepartmental</b>	<b>(99,547)</b>	<b>13,800</b>	<b>29,600</b>	<b>13,800</b>	-	-
8004 Grants	306,079	1,550,000	2,448,000	1,550,000	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
8008 Transf to/fr Reserve	-	-	(350,000)	-	-	-
8030 Tfr Fr Resvs to Oper	-	(500,000)	(1,730,000)	(500,000)	-	-
<b>* Other Fiscal</b>	<b>306,079</b>	<b>1,050,000</b>	<b>368,000</b>	<b>1,050,000</b>	-	-
<b>** Total</b>	<b>17,390,905</b>	<b>20,957,600</b>	<b>21,663,600</b>	<b>24,603,900</b>	<b>3,646,300</b>	<b>17.4</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4703 Cond.Grant NS(Other)	-	-	(1,738,000)	-	-	-
<b>* Transfers from other Gov'ts</b>	<b>-</b>	<b>-</b>	<b>(1,738,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
4903 Building Permits	(7,255,162)	(8,060,000)	(8,800,000)	(10,110,000)	(2,050,000)	25.4
4904 Plumbing Permits	(180,440)	(150,000)	(175,000)	(150,000)	-	-
4905 St. Opening Permits	(383,181)	(400,000)	(430,000)	(450,000)	(50,000)	12.5
4906 Subdivision Applic.	(207,040)	(175,000)	(250,000)	(250,000)	(75,000)	42.9
4911 Zoning Fees	(100,800)	(90,000)	(140,000)	(120,000)	(30,000)	33.3
4912 Signs & Encroachments	(701,081)	(450,000)	(600,000)	(750,000)	(300,000)	66.7
4914 Grade Alterations	(148,389)	(200,000)	(175,000)	(200,000)	-	-
4915 Minor Variance	(31,507)	(35,000)	(40,000)	(30,000)	5,000	(14.3)
4920 Development Permits	(583,780)	(600,000)	(750,000)	(750,000)	(150,000)	25.0
4950 Other Lic. & Permits	(258,705)	(100,000)	(240,000)	(275,000)	(175,000)	175.0
5250 Sales of Svcs-Other	(223,500)	(200,000)	(250,000)	(250,000)	(50,000)	25.0
5253 Subdiv Insp Fees	(82,133)	(10,000)	(10,000)	(10,000)	-	-
<b>* Fee Revenues</b>	<b>(10,155,717)</b>	<b>(10,470,000)</b>	<b>(11,860,000)</b>	<b>(13,345,000)</b>	<b>(2,875,000)</b>	<b>27.5</b>
5508 Recov External Parti	(269,753)	(160,000)	(160,000)	(160,000)	-	-
<b>* Other Revenue</b>	<b>(269,753)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(10,425,469)</b>	<b>(10,630,000)</b>	<b>(13,758,000)</b>	<b>(13,505,000)</b>	<b>(2,875,000)</b>	<b>27.0</b>
<b>Net Total</b>	<b>6,965,436</b>	<b>10,327,600</b>	<b>7,905,600</b>	<b>11,098,900</b>	<b>771,300</b>	<b>7.5</b>

# HALIFAX

## **PUBLIC WORKS**





**2024/25 BUDGET AND BUSINESS PLAN**




**MISSION**

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

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

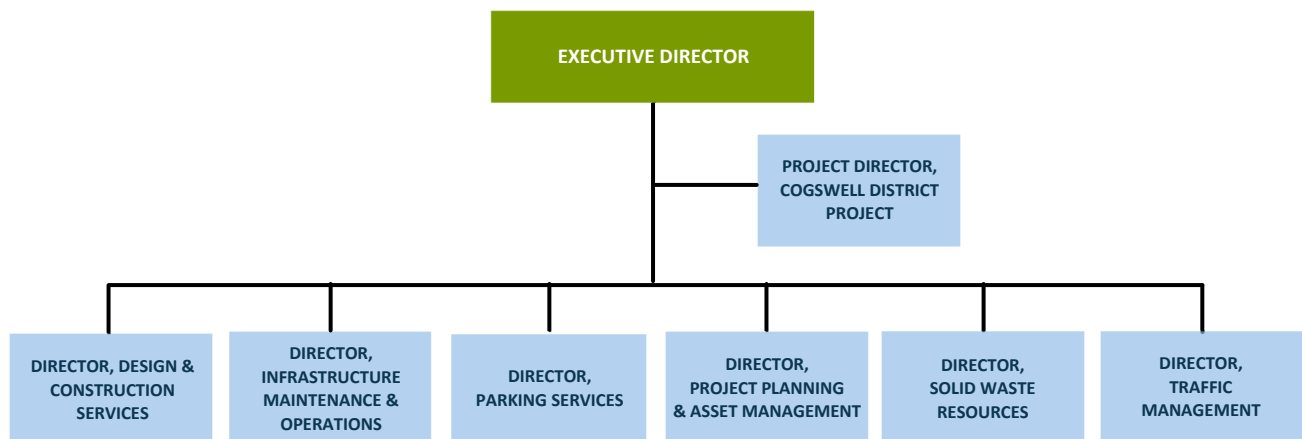


Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

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

## ORGANIZATION CHART






## FULL TIME EQUIVALENT COUNTS




Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	417.20
New Positions:	
Project Manager, Shared Micromobility	1.0
Supervisor, Active Transportation Planning	1.0
Active Transportation Planner	1.0
Project Management Manager	1.0
Bridge Engineer	1.0
Program Manager X 3	3.0
Construction Coordinator	1.0
Works Supervisor Urban Forestry	1.0
Capital Changes:	
To Operating	24.0
From Capital	(24.0)
Total Changes	10.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>427.2</b>

Includes full, part-time, and permanent positions.

Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
Cogswell District Project	The Cogswell District project will transform aging, underutilized transportation infrastructure into a vibrant, mixed-use neighbourhood, reintegrating historic aspects of downtown and the waterfront within the north end of Halifax. Construction of the road network is estimated to be significantly complete by 2026.	 Economic Growth
All Ages and Abilities Regional Centre Bicycle Network	When fully constructed, the All Ages and Abilities (AAA) Regional Centre Bicycle Network will represent more than 50km of connected bicycle facilities that are designed to be accessible for people of all ages and abilities. The network includes protected bike lanes, multi-use pathways, local street bikeways and structures that connect where people live to where they work, shop, learn, access services, relax and enjoy recreation activities.	 Connected & Healthy Long-Range Mobility Planning
Improve Waste Diversion and Align Halifax's Solid Waste Strategy with HalifACT	The municipality will conduct a review and update of the municipality's Solid Waste Strategy including aligning the strategy with HalifACT, promoting the circular economy and reviewing the municipality's recycling program.	 Protected & Sustainable Environment

Initiative	Description	Priority & Outcome
Urban Forest Management Plan	Public Works will develop and implement the next iteration of the Urban Forest Management Plan that aims to protect and grow the municipal urban tree canopy.	 Protected & Sustainable Environment 
Strategic Road Safety Plan	Public Works will continue to lead and support the Road Safety Plan implementation. Traffic Management will develop the next iteration of the Road Safety Plan with a continued focus of reducing fatal and injury collisions.	 Safe & Accessible Mobility Network

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Cogswell District Project	\$ 73	\$ 152,500	\$ 152,500	\$ 340,200	\$ 187,700	123.1
Executive Director's Office	536,727	554,600	559,200	719,200	164,600	29.7
Parking Services	(6,226,690)	(6,661,000)	(7,361,200)	(7,618,200)	(957,200)	14.4
Project Planning & Asset Management	1,713,001	2,151,900	2,007,700	3,798,700	1,646,800	76.5
Infrastructure Maintenance & Operatons	57,820,862	57,774,300	58,386,000	62,288,300	4,514,000	7.8
Design & Construction Services	3,472,608	4,256,700	3,966,900	6,530,600	2,273,900	53.4
Solid Waste Resources	34,861,101	35,624,300	33,890,800	34,576,000	(1,048,300)	(2.9)
Traffic Management	10,218,008	10,385,000	11,324,700	12,192,100	1,807,100	17.4
<b>Net Total</b>	<b>\$ 102,395,690</b>	<b>\$ 104,238,300</b>	<b>\$ 102,926,600</b>	<b>\$ 112,826,900</b>	<b>\$ 8,588,600</b>	<b>8.2</b>



## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 28,723,226	\$ 30,954,700	\$ 30,102,700	\$ 36,397,900	\$ 5,443,200	17.6
Office	314,716	191,150	328,350	371,150	180,000	94.2
External Services	83,536,928	84,313,700	90,065,013	87,464,300	3,150,600	3.7
Supplies	466,164	393,050	535,550	520,050	127,000	32.3
Materials	2,643,481	2,550,200	2,537,500	3,271,500	721,300	28.3
Building Costs	3,265,506	3,388,800	3,831,200	3,939,700	550,900	16.3
Equipment and Communications	391,420	309,400	410,500	475,900	166,500	53.8
Vehicle Expense	169,934	27,000	69,700	27,000	-	-
Other Goods and Services	2,095,993	2,002,300	2,150,600	2,477,500	475,200	23.7
Interdepartmental	6,759	19,000	29,900	19,000	-	-
Other Fiscal	(21,829)	(30,000)	(5,283,613)	(31,500)	(1,500)	5.0
<b>Total Expenditures</b>	<b>121,592,297</b>	<b>124,119,300</b>	<b>124,777,400</b>	<b>134,932,500</b>	<b>10,813,200</b>	<b>8.7</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Transfers from Other Governments	\$ (4,051,494)	\$ (3,387,000)	\$ (4,997,000)	\$ (4,492,000)	\$ (1,105,000)	32.6
Fee Revenues	(13,132,891)	(14,676,000)	(14,563,200)	(15,715,600)	(1,039,600)	7.1
Other Revenue	(2,012,223)	(1,818,000)	(2,290,600)	(1,898,000)	(80,000)	4.4
<b>Total Revenues</b>	<b>(19,196,608)</b>	<b>(19,881,000)</b>	<b>(21,850,800)</b>	<b>(22,105,600)</b>	<b>(2,224,600)</b>	<b>11.2</b>
<b>Net Total</b>	<b>\$ 102,395,690</b>	<b>\$ 104,238,300</b>	<b>\$ 102,926,600</b>	<b>\$ 112,826,900</b>	<b>\$ 8,588,600</b>	<b>8.2</b>

## OPERATING – SUMMARY OF CHANGES


Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 104,238,300</b>
<b>Service Enhancements</b>	
Council Approved Micromobility Pilot Project	250,000
<b>Inflation/Service Pressures</b>	
State of Good Repair	1,200,000
New Positions	935,800
Salt	700,000
Electricity	536,100
Employee resources / workplace provisions	431,800
Operating Costs of Capital	234,000
Material increase	227,600
Studies	200,000
<b>Contractual Increases</b>	
Contractual compensation increase	1,768,900
Winter Operations contract increase	1,281,400
Traffic Management contract increase	742,400
Solid Waste contract decrease	(441,900)
Urban Forestry contract increase	247,600
<b>Revenue Changes</b>	
Parking Services Revenues	(1,364,000)
Solid Waste Facilities, Recycling Revenues & Diversion Credits	(860,600)
<b>Other/Transfers</b>	
Positions moved from Capital to Operating	2,499,500
<b>Total Changes</b>	<b>\$ 8,588,600</b>
<b>2024/25 Budget</b>	<b>\$ 112,826,900</b>

### Service Enhancements

**Council Approved Shared Micromobility Pilot Project.** Additional investment to implement a Shared Micromobility Pilot Project as per Halifax Regional Council direction of July 11, 2023. The Regulation of Electric Kick-scooters and Shared Micromobility Services Staff Report is attached to the proposed budget and business plan recommendation report.


## SERVICE AREA PLANS

### EXECUTIVE DIRECTOR'S OFFICE

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Public Works Facilities Plan	To ensure Public Works is positioned to service the municipality's aggressive population growth effectively and efficiently, a long-range facilities plan will be developed.	 Holistic Planning	T – Q4 2024/25

### 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.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Cogswell District Project Year 3	The Cogswell project team will deliver Year 3 of the Construction Plan which includes completion of Detour Road 5, structural modifications to existing Cogswell pedway, Granville Square park, and the on-street transit hub, and opening of the roundabout and new Barrington Street, Cogswell Street, and Valour Way to traffic.	 Economic Growth	T – Q4 2024/25

### PARKING SERVICES

Parking Services is committed to supporting Regional Council priorities through the administration and implementation of policies, by-laws and regulations related to parking and curbside management. Activities include monitoring of parking supply and demand management, provision of enforcement services, management of new parking technology systems, working with internal stakeholders to integrate parking needs into roadway projects, and working with business districts and other parking providers to ensure the service of parking is efficient and effective.

#### Services Delivered

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

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

**Parking Enforcement.** This service ensures public safety, maintains traffic flow requirements as directed by signage, and enforces the general rules of the road under legislation of the *Motor Vehicle Act*, By-law P-500, and Winter Parking Regulations.

**Parking Permit Management.** This service is responsible for the administration of the *Parking Permits By-law P-1200* including issuing and enforcing residential, commuter, contractor, carshare and student permits across the region.

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

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

**Parking Ticket Management and Administration.** This service is responsible for maintaining ticket and enforcement master data, responding to, and managing ticket appeals and court docket administration.

## Service Delivery Performance Measures


### Accessible Parking

Performance Measures	2018	2019	2020	2021	2022	2023
Number of accessible parking tickets issued	1,080	1,701	1,741	1,710	4,042	3,474

### Parking Services Outputs

Performance Measures <sup>1</sup>	2021	2022	2023	% Increase 2022 – 2023
Tickets issued	111,455	118,885	152,151	28%
Tiered parking fines	-	-	1032	-

Notes: 1) January to December 2023

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
License Plate Recognition (LPR) Software Implementation	Parking Services will implement License Plate Recognition software to improve enforcement efficiencies.	 Well-Managed	T – Q4 2024/25

## PROJECT PLANNING & ASSET MANAGEMENT

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

### Services Delivered

**Active Transportation General Projects.** This service is responsible for the education, promotion, monitoring, testing programs, studies, and amenity improvements for Road and Active Transportation projects.

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

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

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

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

### Service Delivery Performance Measures

#### Recapitalization Budget Spent vs. Kilometers Paved vs. % Good





Performance Measures	2016	2018	2019	2020	2021	2022	2023	2024
Annual kilometers paved	66.89	56.73	52.42	41.09	48.40	37.61	44.33	54.59 <sup>1</sup>
Per cent Good	70.5	63.9	-	61.1	-	52.6	-	53.7 <sup>1</sup>
Recapitalization investment (\$)	23.926M	30.153M	32.609M	30.184M	36.668M	32.690M	47.350M	60.017M <sup>1</sup>



Notes: 1) Predicted

### Performance Measures Analysis

The annual kilometers paved has decreased due to of several factors including increased unit rates / project costs, Integrated Mobility Plan (IMP) and Complete Street guiding principles, and reduction in the preventative maintenance / minor rehabilitation program. Complete Street elements including curb extensions, refuge medians, potential sidewalks, etc. are added to preventative maintenance / minor rehabilitation projects which increase project costs and decreases the annual kilometers paved.

In 2016, the municipality adopted a new pavement condition data collection methodology. The new data collection methodology involves collecting condition data biennially using a multi-function data collection vehicle. As a result, no data was collected in 2017, 2019, 2021, and 2023. The next data collection will occur in 2024/25. In 2022, the municipality shifted reporting from measuring Pavement Condition Index (PCI) to Pavement Quality Index (PQI) and Per cent Good. Council approved a target Level of Service (LOS) of 67% of the network in “Good” condition.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Street Recapitalization Carry Forward Project Contingency	Project Planning & Asset Management will develop a list of preventative maintenance / light rehabilitation street overlay projects that can be tendered as alternatives to larger street major rehabilitation / reconstruction recapitalization projects.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2024/25
Pavement, Sidewalk and Curb Condition Data Collection	Project Planning & Asset Management will engage a third-party consultant to collect pavement, sidewalk, and curb condition data for input into the pavement management system for analysis and improved decision making. The ability to automate some of the data collection process will also be explored.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2024/25
Hot Mix Asphalt Concrete Specification	To improve municipal construction practices and procedures, Project Planning & Asset Management will work with internal stakeholders, consultants, and industry to implement a new Hot Mix Asphalt Concrete specification aimed at optimizing asphalt concrete performance and extending pavement life.	 Affordable & Sustainable Mobility Network	T – Q4 2024/25
Shared Micromobility Pilot Project	Project Planning & Asset Management will implement the Shared Micromobility Pilot Project, as directed by Regional Council, to include preferred operator(s) selection, licensing, and coordination with municipal business units to facilitate implementation.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Active Transportation Priorities Plan Review	Project Planning & Asset Management will begin a multi-year review of the Active Transportation Priorities Plan.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2025/26
Rural Sidewalk Program	Following engagement of the area rate for five communities and pending Regional Council approval, functional planning of the Rural Sidewalk Program will begin for approved communities.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2024/25

## DESIGN & CONSTRUCTION SERVICES

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

### Services Delivered





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

**Design and Construction Support for Municipal Business Units.** This service is responsible for project management, preliminary and detailed engineering design, tendering and construction inspection, and administration of Streets and Roads, Active Transportation, and Road Safety capital programs.

**Transportation Capital Project Delivery.** This service provides project management, preliminary and detailed engineering design, tendering, construction inspection, and administration services to municipal business units to support other transportation capital programs such as transit, strategic transportation, multi-modal, and business park projects.

**Structural Asset Management.** 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.



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Bridge Maintenance Process	To support asset management best practices, a transportation bridge maintenance process will be developed.	 Affordable & Sustainable Mobility Network	T – Q4 2024/25
Municipal Design Guidelines	To support the Service Excellence administrative priority, a plan will be developed to provide regular updates to the Municipal Design Guidelines (The Red Book). An update for emergency access/egress roads and accessibility in the built environment will be completed.	 Safe & Accessible Mobility Network	T – Q4 2024/25
Construction Manual Update	To support Service Excellence and Responsible Administration, Construction Services will update the Construction Manual to clarify scope, level of service and construction inspection coverage.	 Safe & Accessible Mobility Network	T – Q4 2024/25
Transportation Construction Project Management Office	To improve capital project delivery, a Transportation Construction Project Management Office will be implemented including development of the Project Management Framework.	 Connected & Healthy Long-Range Mobility Planning	T – Q4 2024/25

## INFRASTRUCTURE MAINTENANCE & OPERATIONS

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

### Services Delivered

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

**Emergency Response.** This service includes restoration activities in response to impacts from extreme weather events such as hurricanes, wildfires, flooding, and significant winter events.

**Mobility Tactical Support.** This service is responsible to provide enhanced oversight, installation, inspection, modifications, and maintenance services for year-round conditions as well as for other newly implemented infrastructure in the right-of-way related to the Integrated Mobility Plan.

**Municipal-Wide Maintenance.** This service provides maintenance services spanning multiple departments and is provided across the Nova Scotia Public Works – Halifax Regional Municipality service boundary.

**Service Delivery.** This service includes inspection of assets in the right-of-way, road patrol, customer service, scheduling and tracking of maintenance, and preventative maintenance activities related to municipal assets.

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

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

**Street Maintenance.** This service is responsible for the maintenance of streets to ensure safety and cleanliness including but not limited to asphalt repairs, crack sealing, and street sweeping.

**Urban Forest Management.** This service is responsible for urban forest 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. Provide expertise to infrastructure planning and design to maximize utility to the transportation network.

**Winter Operations.** 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 support of the IMP.

## Service Delivery Performance Measures

### Potholes






Potholes	2020		2021		2022		2023	
	Identified	Completed Within Standard	Identified	Completed Within Standard	Identified	Completed Within Standard	Identified <sup>1</sup>	Projected Completed Within Standard
Priority 1 <sup>2</sup>	1,265	79%	817	81%	3,901	63%	3,184	75%
Priority 2 <sup>3</sup>	4,022	100%	3,164	99%	4,922	99%	3,738	100%
Total	5,287		3,981	-	8,823	-	6,922	
Notes:	1) As of January 15, 2024 2) Priority 1 pothole – 8 cm or greater in depth 3) Priority 2 pothole – less than 8 cm in depth							


### Urban Forests

Urban Forests Measure	2023/24 Planned	2023/24 Actual	2024/25 Planned
Trees planted	3,100	2,678	1,000

### Performance Measures Analysis

- Urban Forest.** In 2021/22, Regional Council approved additional Capital budget to achieve 75% (20,025) of the original Urban Forest Master Plan planting target of 26,700 by 2023/24. Due to contractor challenges and increased costs, the target was not met. This resulted in 69% (18,491) of the of the original UFMP target being met.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Hemlock Woolly Adelgid Operational Response Development	Infrastructure, Maintenance & Operations will develop an operational response to the Hemlock Woolly Adelgid infestation which will be implemented in 2025/26.	 Protected & Sustainable Environment	T – Q4 2024/25
Tree Inventory	To support the Urban Forest Management Plan and asset management best practices, Infrastructure Maintenance & Operations will complete street tree inventory in Districts 3 and 15.	 Protected & Sustainable Environment 	T – Q4 2024/25
Work Order Improvements	Infrastructure, Maintenance & Operations will partner with Enterprise Asset Management to improve City Works work order tracking to include cost tracking and analysis.	 Well-Managed	T – Q4 2024/25
Five-year Winter Operations Review	Infrastructure, Maintenance & Operations will issue a tender outlining scope, requirements, and evaluation criteria required to conduct a thorough Five-year Winter Operations review by 2025.	 Well-Managed	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Pedestrian Access through Work Sites	To enhance pedestrian accessibility through Infrastructure, Maintenance & Operations work sites, proactive measures will be implemented that prioritize pedestrian safety and passage.	 Safe & Accessible Mobility Network	T – Q4 2024/25

## 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.

### Services Delivered

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

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

**Composting Facility Operation.** Through contracted services, this service consists of the operation of two composting facilities which process organic materials collected from both the residential and ICI sectors.

**Construction and Demolition.** This service consists of administering the construction and demolition (C&D) strategy to maximize diversion, including licensing C&D operations in the municipality

**Education Services.** This service includes delivering solid waste collection information, and diversion education to individuals, schools, businesses, and institutions, as well as promoting public education campaigns.

**Enforcement Services.** This service includes delivering compliance related to Solid Waste by-laws such as ICI commercial waste receptacle requirements, illegal dumping, litter, and flyers.

**Highway 101 Landfill Site Management.** 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.

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




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




**Recycling – Material Recovery Facility Operation.** Through contracted services, this service consists of the operation of the Materials Recovery Facility which processes recyclable materials collected from the residential and ICI sectors.

**Rural Refuse Depot Operations.** Through contracted services, this service consists of the operation and maintenance of two depots located in Sheet Harbour and Middle Musquodoboit to consolidate and transfer refuse to the Otter Lake Waste Processing & Disposal Facility.

### Service Delivery Performance Measures

Performance Measure <sup>1</sup>	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24 Projected
HRM disposal rate (kg per capita)	381	373	364	361	395	392 <sup>2</sup>	412 <sup>2</sup>
Provincial average disposal rate (kg per capita)	423	400	399	402	417	420	425
<p>Notes: 1) Population numbers to calculate municipal and provincial per capita disposal rates are provided by Nova Scotia Environment and Climate Change. 2) Estimates</p> <p>Provincial objective per the 2021 Environmental Goals and Climate Change Reduction Act: Reduce solid waste disposal rates to no more than 300 kilograms per person per year by 2030.</p>							

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Highway 101 Landfill Solid Waste Resources	Solid Waste Resources will implement improvements to the landfill gas collection and treatment system to mitigate greenhouse gas emissions from the closed Highway 101 Landfill.	 Net-Zero Emissions	T – Q4 2024/25
Organics Management Infrastructure	Solid Waste Resources will support the transition to the new 60,000 tonne per year composting facility by advancing necessary planning documents to prepare the existing two composting facilities for decommissioning.	 Protected & Sustainable Environment 	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Otter Lake Waste Processing & Disposal Facility – Compliance Plan	To meet requirements of the Compliance Plan in relation to deactivating the Front End Processor and Waste Stabilization Facility, the municipality will continue to implement required activities such as performance audits, public education, and curbside inspections to meet long-term objective of no more than 10% compostable waste in the residential waste stream.	 Protected & Sustainable Environment	T – Q4 2024/25
Emergency Response Plan	To address readiness for major events, Solid Waste Resources will address gaps identified in review of service provider Emergency Management Plans and jurisdictional scan completed in 2023/2024.	 Well-Managed	T – Q4 2024/25
Extended Producer Responsibility	To prepare for the implementation of Provincial Extended Producer Responsibility legislation, Solid Waste Resources will prepare for the transition including providing necessary information and feedback to the administrator (Divert NS) and potentially initiate negotiations with the Producer Responsible Organization on service delivery.	 Protected & Sustainable Environment	T – Q4 2024/25

## TRAFFIC MANAGEMENT

Traffic Management is committed to supporting Regional Council priorities by providing safe and efficient management of the municipal transportation system network including traffic flow, traffic signal / street light maintenance, signage, and pavement markings. It also coordinates and manages the municipality’s right-of-way, balancing competing demands for space.

### Services Delivered

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

**Right-of-way Approvals / Permitting / Utility Inspection.** This service provides regulation of all activities within the right-of-way to ensure that the integrity of the roadway infrastructure and safe operation is protected.

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

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

**Traffic Control and Traffic Calming.** This service manages and evaluates traffic control and traffic calming requests.

**Traffic Count Program.** This service manages the collection and analysis of traffic count data.

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

**Traffic Operations.** This service is responsible for the management and safe operation of the roadway network with the vision of reducing transportation fatalities and injuries towards zero.

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

**Traffic Signs Installation and Maintenance.** This service is responsible for the installation and maintenance of traffic signs to ensure the safe movement of all transportation modes.

## Service Delivery Performance Measures

### Fatal & Injury Collisions

Year	Total Collisions	Total Collisions per 100,000 population <sup>1</sup>	Fatal Collisions	Injury Collisions	Total Fatal+ Injury Collisions	Total Fatal + Injury Collisions per 100,000 population <sup>1</sup>	% Reduction Total Fatal + Injury Collisions
2018	6,057	1,408.9	18	750	768	178.4	
<b>BASELINE</b>						<b>185.2</b>	
2019	6227	1416.7	18	825	843	191.8	-3.5%
2020	4577	1020.4	8	634	642	143.1	22.7%
2021	5056	1098.5	15	731	746	162.1	12.5%
2022	5257	1093.9	11	776	787	163.8	11.6%
2023	5342	1075.7	5	760	765	154.0	16.8%

Notes:

- Baseline is average of 2018 and 2019 data
- All collisions within provincial and municipal road right-of-way
- Based on closed collision files received from Halifax Regional Police and Royal Canadian Mounted Police as of January 10, 2024. Future reports may vary.

1) Population data provided by Statistics Canada with exception of 2023 estimate provided by Canmac Base Case  
 2023: 496,622 (estimate)  
 2022: 480,582  
 2021: 460,274  
 2020: 448,544  
 2019: 439,529  
 2018: 429,895



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

Year	Fatal Collisions	Injury Collisions	Total Fatal & Injury Collisions	Fatal & Injury Collisions per 100,000 <sup>1</sup>
2018	4	142	146	34.0
2019	4	118	122	27.8
2020	2	96	98	21.8
2021	3	128	131	28.5
2022	1	151	152	31.6
2023	1	135	136	27.4




Notes: 1) Population data provided by Statistics Canada with exception of 2023 estimate provided by Canmac Base Case  
 2023: 496,622 (estimate)  
 2022: 480,582  
 2021: 460,274  
 2020: 448,544  
 2019: 439,529  
 2018: 429,895

### Traffic Safety Measures

Measures <sup>1</sup>	2019/20	2020/21	2021/22	2022/23	2023/24	Total Completed	2024/25 Proposed
Leading pedestrian intervals	2	15	20	23	6	74	10
Rectangular rapid flashing beacons	3	12	19	27	34	104 <sup>2</sup>	25
Accessible pedestrian signals	5	5	6	13	15	126 <sup>3</sup>	15
Number of speed display signs	3	13	0 <sup>4</sup>	27	0 <sup>4</sup>	43	0 <sup>4</sup>
Traffic calmed streets	13	31	109	80	51	300 <sup>5</sup>	105 <sup>6</sup>
40 km/h neighbourhoods	1	5	8	9	6	29	10
Advance yield lines at crosswalks	-	7 (Pilot)	5	8	5	25	5

Notes: 1) As of January 11, 2023  
 2) Six installed prior to 2018/2019 as pilot – IMP Action #6

Measures <sup>1</sup>	2019/20	2020/21	2021/22	2022/23	2023/24	Total Completed	2024/25 Proposed
3) Seventy-nine completed prior to 2017 4) No new signs, existing inventory relocated 5) Three installed in 2017/2018 6) Includes 29 carryover projects							

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Billboard Agreements	As directed by Regional Council, Traffic Management will establish new agreements with billboard companies.	 Well-Managed	T – Q4 2024/25
10-Year Traffic Signal Plan	Traffic Management will develop a 10-year signalization plan to proactively address traffic signal requirements.	 Well-Managed	T – Q4 2024/25
Traffic Calming Emergency Response	Halifax Regional Fire & Emergency and Traffic Management will undertake a review of the Traffic Calming Administrative Order and its impact on emergency response times.	 Safe & Accessible Mobility Network	T – Q4 2024/25

## Summary of Net Expenditures - Public Works

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
R180 Active Transportation	533,821	609,100	647,800	1,356,800	747,700	122.8
R140 Survey Services	748,154	926,400	736,200	1,405,900	479,500	51.8
R130 Infrastr MgmtServ.	275,487	413,400	420,700	697,200	283,800	68.7
R190 Project Planning TAM	155,539	203,000	203,000	338,800	135,800	66.9
<b>**** Project Planning &amp; Asset Man</b>	<b>1,713,001</b>	<b>2,151,900</b>	<b>2,007,700</b>	<b>3,798,700</b>	<b>1,646,800</b>	<b>76.5</b>
I105 Cogswell Redev Cap S	73	152,500	152,500	340,200	187,700	123.1
<b>**** Cogswell District Project</b>	<b>73</b>	<b>152,500</b>	<b>152,500</b>	<b>340,200</b>	<b>187,700</b>	<b>123.1</b>
R100 Directors Admin.	536,727	554,600	559,200	719,200	164,600	29.7
**** TPW Administration	536,727	554,600	559,200	719,200	164,600	29.7
<b>**** Executive Director's Office</b>	<b>536,727</b>	<b>554,600</b>	<b>559,200</b>	<b>719,200</b>	<b>164,600</b>	<b>29.7</b>
R170 Transportation Serv.	1,501,522	1,663,500	1,616,600	1,800,200	136,700	8.2
**** Transportation Services	1,501,522	1,663,500	1,616,600	1,800,200	136,700	8.2
R112 Rights of Way Approval	590,613	570,700	608,200	689,900	119,200	20.9
**** Right of Way Services	590,613	570,700	608,200	689,900	119,200	20.9
R747 Traffic Signs	2,655,213	2,581,400	3,245,900	3,265,000	683,600	26.5
**** Sign Shop	2,655,213	2,581,400	3,245,900	3,265,000	683,600	26.5
R825 Streetlighting	3,485,066	3,465,400	3,766,900	4,186,700	721,300	20.8
R827 Traffic Lights	1,985,595	2,104,000	2,087,100	2,250,300	146,300	7.0
**** Traffic Signals & Streetligh	5,470,661	5,569,400	5,854,000	6,437,000	867,600	15.6
<b>**** Traffic Management</b>	<b>10,218,008</b>	<b>10,385,000</b>	<b>11,324,700</b>	<b>12,192,100</b>	<b>1,807,100</b>	<b>17.4</b>
W120 Operations Admin	690,841	(450,500)	(733,400)	(508,500)	(58,000)	12.9
W199 Fleet Maintenance	29,971	30,000	30,000	30,000	-	-
**** Municipal Operations Admin	720,812	(420,500)	(703,400)	(478,500)	(58,000)	13.8
R710 Ser Del & Asset Mgmt	1,926,003	2,019,900	1,992,900	2,223,400	203,500	10.1
**** Service Delivery & Asset Man	1,926,003	2,019,900	1,992,900	2,223,400	203,500	10.1
R845 Parks Urban Forestry	5,811,120	4,588,400	4,712,900	5,582,200	993,800	21.7
*** Urban Forestry	5,811,120	4,588,400	4,712,900	5,582,200	993,800	21.7
R723 Enhanced Maint Area	3,093,128	2,567,800	2,670,800	2,873,600	305,800	11.9
*** Enhanced Maintenance Area	3,093,128	2,567,800	2,670,800	2,873,600	305,800	11.9
R880 PB Contr. Streets	1,976,898	44,000	44,000	44,000	-	-
R881 PB Contr. Sidewalks	4,212,829	8,453,400	4,261,100	8,860,800	407,400	4.8
R882 Winter Program Costs	1,025,907	1,094,500	1,089,800	1,113,800	19,300	1.8
R883 In-House Streets	3,408,730	3,253,400	3,285,700	4,103,400	850,000	26.1
R884 In-Houses Sidewalk	547,165	446,100	448,800	446,100	-	-
R885 PB Contr. ST & SW	22,387,845	21,085,100	25,858,300	21,859,100	774,000	3.7
*** Operation Coordinator/Snow &	33,559,374	34,376,500	34,987,700	36,427,200	2,050,700	6.0
R715 Streets & Roads West	3,847,144	4,163,900	4,187,100	4,812,800	648,900	15.6
R716 Streets & Roads East	196,208	797,400	791,000	803,500	6,100	0.8
R718 Contracts-Asphalt E	1,114,800	850,000	850,000	1,000,000	150,000	17.6
R719 Contracts-Asphalt W	1,074,230	1,350,000	1,475,000	1,500,000	150,000	11.1
R720 Street Clean/Graffit	922,191	1,080,100	1,063,900	1,077,600	(2,500)	(0.2)
R735 Street Mtce-East Rgn	1,317,962	1,509,000	1,445,300	1,553,900	44,900	3.0
R740 Concrete SW-Wst/Bedf	893,637	1,455,800	1,348,800	1,486,600	30,800	2.1
R741 Asph-Crb/Wikwy-East	781,509	978,100	1,003,000	973,900	(4,200)	(0.4)
R742 Concrete Sdewlk East	804,934	1,061,400	1,138,100	1,048,200	(13,200)	(1.2)
R743 Asphlt Patching West	1,757,809	1,396,500	1,422,900	1,403,900	7,400	0.5
*** Streets & Roads	12,710,424	14,642,200	14,725,100	15,660,400	1,018,200	7.0
R766 Cityworks-Cr990002	-	-	-	-	-	-
**** Public Works Operations	55,174,046	56,174,900	57,096,500	60,543,400	4,368,500	7.8
<b>**** Infrastructure Maintenance &amp;</b>	<b>57,820,862</b>	<b>57,774,300</b>	<b>58,386,000</b>	<b>62,288,300</b>	<b>4,514,000</b>	<b>7.8</b>
R115 Transp Project Off.	-	-	-	(66,000)	(66,000)	-
R120 Construction Ser	1,175,298	1,485,300	1,292,100	2,157,200	671,900	45.2
R110 Design Admin.	503,574	472,000	478,100	681,100	209,100	44.3

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
R111 Design	1,793,737	2,299,400	2,196,700	3,758,300	1,458,900	63.4
<b>**** Design &amp; Construction Servc</b>	<b>3,472,608</b>	<b>4,256,700</b>	<b>3,966,900</b>	<b>6,530,600</b>	<b>2,273,900</b>	<b>53.4</b>
R314 Sckv. Landfill Site	-	15,300	-	15,300	-	-
R315 Leach. Trt./FlareStc	<u>335,181</u>	<u>357,000</u>	<u>468,000</u>	<u>395,000</u>	<u>38,000</u>	<u>10.6</u>
**** Former Solid Waste System	335,181	372,300	468,000	410,300	38,000	10.2
R319 Community Monitoring	57,043	79,000	79,000	90,000	11,000	13.9
R321 Administration - WR	1,471,950	1,499,100	1,527,800	1,007,700	(491,400)	(32.8)
*** Admin WR	1,528,993	1,578,100	1,606,800	1,097,700	(480,400)	(30.4)
R320 Otter Lake Operations	8,255,929	7,650,000	7,708,800	8,375,000	725,000	9.5
R329 Otter Lake FEP	-	6,000	6,000	6,000	-	-
*** Otter Lake	8,255,929	7,656,000	7,714,800	8,381,000	725,000	9.5
R322 Collection & RRFB	12,941,557	14,703,000	12,044,000	13,699,000	(1,004,000)	(6.8)
R324 Compost Fac.Burnside	5,518,042	5,180,200	5,347,300	603,000	(4,577,200)	(88.4)
R325 Compost Fac.RaggedLk	4,802,083	4,625,000	4,326,300	6,300,200	1,675,200	36.2
R328 Rural Depots	314,172	300,200	300,200	306,000	5,800	1.9
R330 Material Recov. Fac.	435,168	348,700	826,700	1,626,800	1,278,100	366.5
R331 RRFB Contract	(793,537)	(797,700)	(789,900)	-	797,700	(100.0)
R333 C & E Progrms HRM	312,391	276,000	281,600	267,000	(9,000)	(3.3)
R334 Household Haz. Waste	1,211,121	1,382,500	1,765,000	1,885,000	502,500	36.3
*** SW Other	<u>24,740,998</u>	<u>26,017,900</u>	<u>24,101,200</u>	<u>24,687,000</u>	<u>(1,330,900)</u>	<u>(5.1)</u>
**** Waste Resources	34,525,919	35,252,000	33,422,800	34,165,700	(1,086,300)	(3.1)
<b>***** Solid Waste Resources</b>	<b>34,861,101</b>	<b>35,624,300</b>	<b>33,890,800</b>	<b>34,576,000</b>	<b>(1,048,300)</b>	<b>(2.9)</b>
A315 Ticket Office	(5,053,021)	(5,722,200)	(6,028,600)	(6,412,700)	(690,500)	12.1
M555 Parkade	(1,750,989)	(1,648,400)	(1,940,000)	(1,948,400)	(300,000)	18.2
R954 Parking Management	577,320	709,600	607,400	742,900	33,300	4.7
<b>**** Parking Services</b>	<b>(6,226,690)</b>	<b>(6,661,000)</b>	<b>(7,361,200)</b>	<b>(7,618,200)</b>	<b>(957,200)</b>	<b>14.4</b>
<b>Net Total</b>	<b>102,395,690</b>	<b>104,238,300</b>	<b>102,926,600</b>	<b>112,826,900</b>	<b>8,588,600</b>	<b>8.2</b>

### Summary Details - Public Works

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	23,346,431	24,605,500	26,105,400	28,807,800	4,202,300	17.1
6002 Salaries - Overtime	1,652,176	1,565,900	2,076,300	1,565,900	-	-
6003 Wages - Regular	2,988	-	400	-	-	-
6005 PDP & Union Con Incr	(174,600)	-	(1,393,000)	-	-	-
6051 Shift Agreements	37,916	38,000	39,700	38,000	-	-
6054 Vacation payout	60,218	-	25,100	-	-	-
6099 Other Allowances	16,093	-	-	-	-	-
6100 Benefits - Salaries	5,288,829	5,080,500	5,175,300	6,096,500	1,016,000	20.0
6101 Benefits - Wages	228	-	-	-	-	-
6110 Vacancy Management	-	(1,447,300)	-	(1,755,300)	(308,000)	21.3
6152 Retirement Incentives	154,872	180,200	180,600	207,900	27,700	15.4
6153 Severance	339	-	-	-	-	-
6154 Workers' Compensation	615,051	669,500	696,200	764,700	95,200	14.2
6155 Overtime Meals	34,360	-	-	-	-	-
6158 WCB Recov Earnings	(3,138)	-	-	-	-	-
6190 Compensation OCC trf	(25,000)	-	-	-	-	-
6199 Comp & Ben InterDept	(3,268,074)	262,400	(2,803,300)	672,400	410,000	156.3
9200 HR CATS Wage/Ben	659,966	-	-	-	-	-
9210 HR CATS OT Wage/Ben	324,741	-	-	-	-	-
9230 HR CATS OT Meals	(170)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>28,723,226</b>	<b>30,954,700</b>	<b>30,102,700</b>	<b>36,397,900</b>	<b>5,443,200</b>	<b>17.6</b>
6201 Telephone/Cable	63,871	39,000	50,400	52,000	13,000	33.3
6202 Courier/Postage	7,753	7,800	9,400	7,800	-	-
6203 Office Furn/Equip	623,911	24,350	27,450	33,850	9,500	39.0

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6204 Computer S/W & Lic	51,378	25,800	150,400	142,700	116,900	453.1
6205 Printing & Reprod	38,061	30,600	27,100	54,500	23,900	78.1
6207 Office Supplies	66,202	60,500	59,700	61,300	800	1.3
6290 Office OCC Transfer	(541,160)	-	-	-	-	-
6299 Other Office Expenses	4,700	3,100	3,900	19,000	15,900	512.9
<b>* Office</b>	<b>314,716</b>	<b>191,150</b>	<b>328,350</b>	<b>371,150</b>	<b>180,000</b>	<b>94.2</b>
6301 Professional Fees	38,283	22,000	22,000	22,000	-	-
6302 Legal Fees	-	5,000	18,900	5,000	-	-
6303 Consulting Fees	71,690	72,000	1,995,860	133,000	61,000	84.7
6304 Janitorial Services	(1,629)	-	-	-	-	-
6308 Snow Removal	699,532	722,500	722,500	772,500	50,000	6.9
6310 Outside Personnel	691,859	750,000	750,000	750,000	-	-
6311 Security	15,686	70,000	70,700	70,000	-	-
6312 Refuse Collection	166,676	104,500	176,700	114,500	10,000	9.6
6390 Extnl Svcs OCC Trsf	(252,900)	-	(198,200)	-	-	-
6399 Contract Services	82,107,731	82,567,700	86,506,553	85,597,300	3,029,600	3.7
<b>* External Services</b>	<b>83,536,928</b>	<b>84,313,700</b>	<b>90,065,013</b>	<b>87,464,300</b>	<b>3,150,600</b>	<b>3.7</b>
6401 Uniforms & Clothing	49,185	46,000	62,400	47,000	1,000	2.2
6402 Med & First Aid Supp	578	1,400	4,700	1,400	-	-
6403 Patrol Equip Supplies	107	-	-	-	-	-
6405 Photo Supp & Equip	331	300	-	-	(300)	(100.0)
6406 Bridge Tolls	40,647	40,400	40,900	39,900	(500)	(1.2)
6407 Clean/Sani Supplies	18,567	14,800	42,900	44,800	30,000	202.7
6409 Personal Protect Equ	163,065	134,350	183,750	170,650	36,300	27.0
6490 Supplies OCC Transfer	(7,000)	-	(10,500)	-	-	-
6499 Other Supplies	200,683	155,800	211,400	216,300	60,500	38.8
<b>* Supplies</b>	<b>466,164</b>	<b>393,050</b>	<b>535,550</b>	<b>520,050</b>	<b>127,000</b>	<b>32.3</b>
6501 Asphalt	295,967	233,000	230,100	233,000	-	-
6502 Chemicals	18,589	78,500	34,000	78,500	-	-
6504 Hardware	144,467	129,800	212,900	149,800	20,000	15.4
6505 Lubricants	3,136	7,900	10,300	7,900	-	-
6506 Lumber	5,676	15,800	9,600	15,800	-	-
6507 Propane	3,429	2,200	1,700	2,200	-	-
6508 Ready Mix Concrete	95,765	167,000	111,600	167,000	-	-
6510 Road Oils	-	6,700	4,200	6,700	-	-
6511 Salt	1,742,040	1,483,300	1,483,300	2,183,300	700,000	47.2
6512 Sand	874	8,200	9,200	8,200	-	-
6513 Seeds & Plants	4,015	4,700	7,200	4,700	-	-
6514 Sods	2,333	3,100	1,800	3,100	-	-
6515 Stone and Gravel	10,849	51,500	64,000	51,500	-	-
6516 Topsoil	2,117	9,900	12,200	9,900	-	-
6517 Paint	198,051	211,400	209,700	212,700	1,300	0.6
6518 Metal	88,198	70,300	70,500	70,300	-	-
6519 Welding Supplies	2,220	3,700	3,700	3,700	-	-
6590 Materials OCC Trsf	-	-	(3,100)	-	-	-
6599 Other Materials	25,756	63,200	64,600	63,200	-	-
<b>* Materials</b>	<b>2,643,481</b>	<b>2,550,200</b>	<b>2,537,500</b>	<b>3,271,500</b>	<b>721,300</b>	<b>28.3</b>
6602 Electrical	511,797	635,600	782,400	650,300	14,700	2.3
6603 Grnds & Landscaping	50	15,300	-	15,300	-	-
6605 Municipal Taxes	4,329	6,000	6,000	6,000	-	-
6607 Electricity	2,741,332	2,701,600	3,025,300	3,237,800	536,200	19.8
6608 Water	6,942	15,000	10,100	15,000	-	-
6610 Building - Exterior	232	-	-	-	-	-
6611 Building - Interior	1,252	300	11,000	300	-	-
6614 Envir Assess/Cleanup	4,818	5,000	6,000	5,000	-	-
6615 Vandalism Clean-up	-	10,000	10,600	10,000	-	-
6616 Natural Gas-Buildings	-	-	500	-	-	-
6690 Building OCC Transfer	(5,550)	-	(20,700)	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6699 Other Building Cost	302	-	-	-	-	-
<b>* Building Costs</b>	<b>3,265,506</b>	<b>3,388,800</b>	<b>3,831,200</b>	<b>3,939,700</b>	<b>550,900</b>	<b>16.3</b>
6701 Equipment Purchase	51,780	49,500	50,000	49,500	-	-
6702 Small Tools	92,112	46,900	84,900	113,400	66,500	141.8
6703 Computer Equip/Rent	17,031	16,600	18,600	26,600	10,000	60.2
6704 Equipment Rental	118,982	66,500	96,600	156,500	90,000	135.3
6705 Equip - R&M	12,068	6,900	20,600	6,900	-	-
6706 Computer R&M	36	500	500	500	-	-
6707 Plumbing & Heating	-	-	6,800	-	-	-
6708 Mechanical Equipment	1,113	-	10,000	-	-	-
6711 Communication System	98,300	122,500	122,500	122,500	-	-
<b>* Equipment &amp; Communications</b>	<b>391,420</b>	<b>309,400</b>	<b>410,500</b>	<b>475,900</b>	<b>166,500</b>	<b>53.8</b>
6802 Vehicle R&M	6,681	6,000	5,600	6,000	-	-
6803 Vehicle Fuel - Diesel	824	-	4,200	-	-	-
6804 Vehicle Fuel - Gas	73	-	500	-	-	-
6805 Tires and Tubes	121	-	-	-	-	-
6806 Vehicle Rentals	129,052	7,000	26,000	7,000	-	-
6807 Vehicle Leases	-	-	10,000	-	-	-
6811 Shop Supplies	-	-	100	-	-	-
6890 Vehicle OCC Transfer	-	-	(700)	-	-	-
6899 Other Vehicle Expense	33,181	14,000	24,000	14,000	-	-
<b>* Vehicle Expense</b>	<b>169,934</b>	<b>27,000</b>	<b>69,700</b>	<b>27,000</b>	-	-
6901 Membership Dues	55,452	55,000	62,100	68,100	13,100	23.8
6902 Conferences/Workshop	16,552	40,200	42,200	41,200	1,000	2.5
6903 Travel - Local	294,224	304,500	313,400	307,700	3,200	1.1
6904 Travel - Out of Town	38,634	53,700	60,100	68,900	15,200	28.3
6905 Training & Education	62,024	66,800	68,700	119,300	52,500	78.6
6906 Licenses & Agreements	529,032	550,400	564,500	714,200	163,800	29.8
6908 Medical Examinations	2,549	5,000	5,600	5,000	-	-
6909 Cost of Sales	375,987	323,670	360,000	323,670	-	-
6910 Signage	76,586	58,000	80,200	118,000	60,000	103.4
6911 Facilities Rental	-	300	-	300	-	-
6912 Advertising/Promotio	277,385	231,500	231,500	249,500	18,000	7.8
6913 Awards	98	-	-	-	-	-
6914 Recruiting	8,356	-	3,200	-	-	-
6916 Public Education	125,012	86,600	82,800	82,800	(3,800)	(4.4)
6917 Books and Periodicals	4,192	7,700	7,400	7,600	(100)	(1.3)
6918 Meals/Catering	8,838	7,100	7,500	8,100	1,000	14.1
6919 Special Projects	15,813	41,500	63,000	191,500	150,000	361.4
6928 Committee Expenses	115	900	800	900	-	-
6929 Procurement Card Clg	12,418	200	200	200	-	-
6933 Community Events	37,297	20,000	20,000	20,000	-	-
6936 Staff Relations	2,703	2,000	4,900	2,000	-	-
6938 Rewarding Excellence	15,880	12,800	17,900	13,100	300	2.3
6940 Fencing	3,155	3,400	3,400	3,400	-	-
6942 Management Fees	163,978	102,930	200,000	102,930	-	-
6943 Health and Wellness	293	2,600	600	3,600	1,000	38.5
6990 Gds & Svcs OCC Trsf	(49,536)	-	(73,400)	-	-	-
6999 Other Goods/Services	18,956	25,500	24,000	25,500	-	-
<b>* Other Goods &amp; Services</b>	<b>2,095,993</b>	<b>2,002,300</b>	<b>2,150,600</b>	<b>2,477,500</b>	<b>475,200</b>	<b>23.7</b>
7008 IthTrsf IT & Commun	4,863	-	-	-	-	-
7009 Internal Trfr Other	3,528	77,900	78,100	77,900	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
7010 IntTrfr Insur Funds	(21,940)	(58,900)	(58,900)	(58,900)	-	-
7011 Int Trf Record Check	56	-	1,800	-	-	-
7012 Int Trf Print/Reprod	20,252	-	8,900	-	-	-
<b>* Interdepartmental</b>	<b>6,759</b>	<b>19,000</b>	<b>29,900</b>	<b>19,000</b>	-	-
8030 Tfr Fr Resvs to Oper	(21,829)	(30,000)	(5,283,613)	(31,500)	(1,500)	5.0
<b>* Other Fiscal</b>	<b>(21,829)</b>	<b>(30,000)</b>	<b>(5,283,613)</b>	<b>(31,500)</b>	<b>(1,500)</b>	<b>5.0</b>
<b>** Total</b>	<b>121,592,297</b>	<b>124,119,300</b>	<b>124,777,400</b>	<b>134,932,500</b>	<b>10,813,200</b>	<b>8.7</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4750 Other Grants	(4,051,494)	(3,387,000)	(4,997,000)	(4,492,000)	(1,105,000)	32.6
<b>* Transfers from other Gov'ts</b>	<b>(4,051,494)</b>	<b>(3,387,000)</b>	<b>(4,997,000)</b>	<b>(4,492,000)</b>	<b>(1,105,000)</b>	<b>32.6</b>
4901 Parking Station Rev	(3,512,007)	(4,156,000)	(4,256,000)	(4,625,000)	(469,000)	11.3
4902 Fines Fees	(392,591)	-	-	-	-	-
4905 St. Opening Permits	(199,679)	(195,000)	(195,000)	(195,000)	-	-
4912 Signs & Encroachments	(158,540)	(185,000)	(185,000)	(203,400)	(18,400)	9.9
4921 Parking Permit Rev	(309,685)	(350,000)	(550,000)	(500,000)	(150,000)	42.9
4922 Parking Ticket Rev	(3,295,060)	(4,155,000)	(3,927,000)	(4,600,000)	(445,000)	10.7
5101 Parking Rentals	(2,308,410)	(2,100,000)	(2,500,000)	(2,400,000)	(300,000)	14.3
5225 Tipping Fees-Waste R	(1,625,203)	(1,735,000)	(1,850,200)	(1,877,000)	(142,000)	8.2
5256 SOT Revenue	(30)	-	-	-	-	-
5403 Sale-Other Recycle	(1,331,684)	(1,800,000)	(1,100,000)	(1,315,200)	484,800	(26.9)
<b>* Fee Revenues</b>	<b>(13,132,891)</b>	<b>(14,676,000)</b>	<b>(14,563,200)</b>	<b>(15,715,600)</b>	<b>(1,039,600)</b>	<b>7.1</b>
5508 Recov External Parti	(996,766)	(925,000)	(1,247,600)	(855,000)	70,000	(7.6)
5600 Miscellaneous Revenue	(1,015,458)	(893,000)	(1,043,000)	(1,043,000)	(150,000)	16.8
<b>* Other Revenue</b>	<b>(2,012,223)</b>	<b>(1,818,000)</b>	<b>(2,290,600)</b>	<b>(1,898,000)</b>	<b>(80,000)</b>	<b>4.4</b>
<b>** Total</b>	<b>(19,196,608)</b>	<b>(19,881,000)</b>	<b>(21,850,800)</b>	<b>(22,105,600)</b>	<b>(2,224,600)</b>	<b>11.2</b>
<b>Net Total</b>	<b>102,395,690</b>	<b>104,238,300</b>	<b>102,926,600</b>	<b>112,826,900</b>	<b>8,588,600</b>	<b>8.2</b>



# HALIFAX

AUDITOR  
GENERAL

Halifax Regional Municipality

# OFFICE OF THE AUDITOR GENERAL

2024/25 BUDGET AND BUSINESS PLAN

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

## OVERVIEW

The Office of the Auditor General is responsible for auditing Halifax Regional Municipality’s programs and accounts, including all municipal bodies. The Office assists Halifax Regional Council in holding itself, and administration, accountable for the use of public funds and for achieving value-for-money in the Municipality’s operations.

The Office of the Auditor General independently prepares and publishes its work plan and reports. Details can be found at: <https://hrmauditorgeneral.ca/annual-reports>.

## FULL TIME EQUIVALENT COUNTS

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

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	9.6
Transferred Positions:	-
New Positions:	-
Capital Changes:	-
Total Changes	-
<b>Total Budgeted 2024/25 FTEs</b>	<b>9.6</b>

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Office of the Auditor General	1,163,463	1,195,700	1,183,255	1,228,600	32,900	2.8
<b>Net Total</b>	<b>\$ 1,163,463</b>	<b>\$ 1,195,700</b>	<b>\$ 1,183,255</b>	<b>\$ 1,228,600</b>	<b>\$ 32,900</b>	<b>2.8</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Compensation and Benefits	\$ 946,856	\$ 1,073,300	\$ 1,019,255	\$ 1,119,000	\$ 45,700	4.3
Office	25,648	32,900	25,200	25,800	(7,100)	(21.6)
External Services	159,362	33,100	31,800	32,000	(1,100)	3.3
Equipment & Communications	-	1,000	1,000	1,000	-	-
Other Goods & Services	31,596	55,400	106,000	50,800	(4,600)	(8.3)
<b>Total Expenditures</b>	<b>1,163,463</b>	<b>1,195,700</b>	<b>1,183,255</b>	<b>1,228,600</b>	<b>32,900</b>	<b>2.8</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 1,195,700</b>
Compensation Changes:	
Salary & Benefits	45,700
Other Budget Adjustments:	
Office	(7,100)
External Services	(1,100)
Staff Training & Membership	(4,600)
<b>Total Changes</b>	<b>\$ 32,900</b>
<b>2024/25 Budget</b>	<b>\$ 1,228,600</b>

## Summary Details - Office of the Auditor General

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	772,820	878,100	848,900	912,900	34,800	4.0
6005 PDP & Union Con Incr	-	-	(37,045)	-	-	-
6054 Vacation payout	65	-	1,200	-	-	-
6100 Benefits - Salaries	153,434	170,400	180,800	180,800	10,400	6.1
6152 Retirement Incentives	4,917	5,200	5,200	6,000	800	15.4
6154 Workers' Compensation	15,199	19,600	20,200	19,300	(300)	(1.5)
9200 HR CATS Wage/Ben	422	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>946,856</b>	<b>1,073,300</b>	<b>1,019,255</b>	<b>1,119,000</b>	<b>45,700</b>	<b>4.3</b>
6201 Telephone/Cable	4,155	1,100	1,200	1,100	-	-
6202 Courier/Postage	-	200	200	200	-	-
6203 Office Furn/Equip	3,372	2,500	2,500	2,500	-	-
6204 Computer S/W & Lic	16,865	27,600	19,800	20,500	(7,100)	(25.7)
6207 Office Supplies	1,255	1,500	1,500	1,500	-	-
<b>* Office</b>	<b>25,648</b>	<b>32,900</b>	<b>25,200</b>	<b>25,800</b>	<b>(7,100)</b>	<b>(21.6)</b>
6301 Professional Fees	61,153	26,100	26,300	25,000	(1,100)	(4.2)
6302 Legal Fees	-	5,000	5,000	5,000	-	-
6311 Security	11,829	-	-	-	-	-
6399 Contract Services	86,380	2,000	500	2,000	-	-
<b>* External Services</b>	<b>159,362</b>	<b>33,100</b>	<b>31,800</b>	<b>32,000</b>	<b>(1,100)</b>	<b>(3.3)</b>
6703 Computer Equip/Rent	-	1,000	1,000	1,000	-	-
<b>* Equipment &amp; Communications</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	11,457	14,800	15,500	14,200	(600)	(4.1)
6902 Conferences/Workshop	456	4,000	9,500	4,000	-	-
6903 Travel - Local	1,001	1,500	1,500	1,500	-	-
6904 Travel - Out of Town	1,191	3,000	-	3,000	-	-
6905 Training & Education	14,890	27,600	17,000	23,600	(4,000)	(14.5)
6912 Advertising/Promotio	442	1,000	1,000	1,000	-	-
6914 Recruiting	1,030	1,000	57,500	1,000	-	-
6917 Books and Periodicals	1,752	1,500	1,500	1,500	-	-
6938 Rewarding Excellence	376	1,000	2,500	1,000	-	-
<b>* Other Goods &amp; Services</b>	<b>32,596</b>	<b>55,400</b>	<b>106,000</b>	<b>50,800</b>	<b>(4,600)</b>	<b>(8.3)</b>
<b>** Total</b>	<b>1,164,463</b>	<b>1,195,700</b>	<b>1,183,255</b>	<b>1,228,600</b>	<b>32,900</b>	<b>2.8</b>
<b>Net Total</b>	<b>1,164,463</b>	<b>1,195,700</b>	<b>1,183,255</b>	<b>1,228,600</b>	<b>32,900</b>	<b>2.8</b>

**HALIFAX**





# **CAO BUSINESS UNIT**




**2024/25 BUDGET AND BUSINESS PLAN**

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

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



Strategic initiatives or deliverables supporting HalifACT.

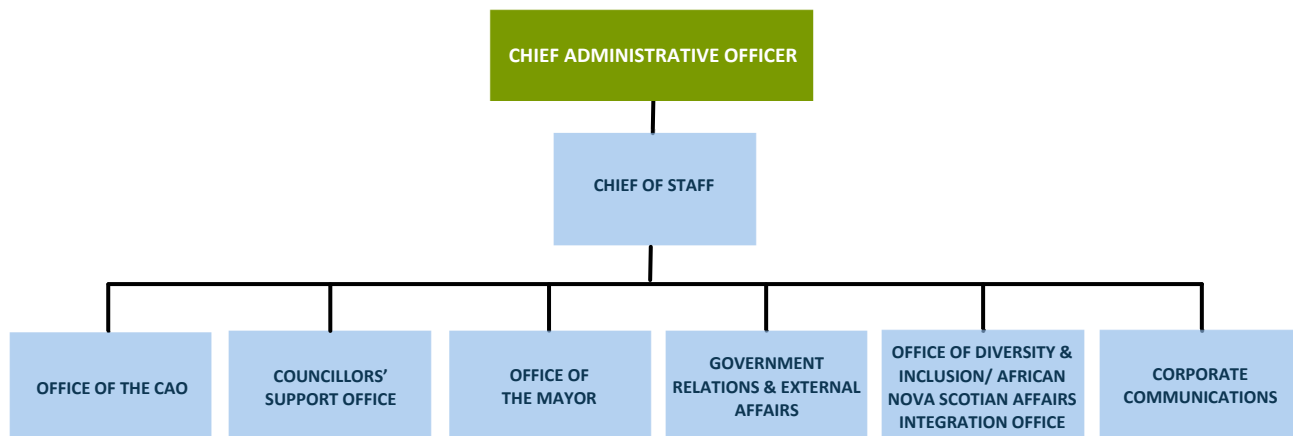
## OVERVIEW

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

This is achieved through strategic and operational guidance by the CAO and the senior leadership team to ensure delivery of highly professional public service in support of Regional Council. The CAO business unit also provides strategic advice and administrative and legislative support to the Mayor and Regional Council.

The CAO oversees the Chief Administrative Office which includes the support staff in the Mayor's Office, Government Relations & External Affairs, the Office Diversity & Inclusion/ African Nova Scotian Affairs Integration Office (D&I/ ANSAIO) and Corporate Communications. The CAO also oversees the Chief of Police.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS








Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	66.0
Transferred Positions:	
Corporate Communications positions transferred from Human Resources	30.0
Public Safety positions transferred to Community Safety	(11.0)
Policing Policy Strategist transferred to Legal & Legislative Services	(1.0)
New Positions:	
Coordinator Accessibility Community Outreach and Research	1.0
Deleted Positions:	
DCAO Corporate Services	(1.0)
Coordinator to the DCAO	(1.0)
<b>Total Changes</b>	17.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>83.0</b>







Includes full, part-time, and permanent positions.  
 Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>2022-2027 Inclusive Economic Strategy</b>	The municipality and Halifax Partnership will implement and track the Council-approved <i>2022-2027 Inclusive Economic Strategy</i> titled "People, Planet, Prosperity."	 Economic Growth



Initiative	Description	Priority & Outcome
<b>Accessibility Strategy</b>	The municipality is implementing the <i>Accessibility Strategy</i> in order to meet the Province of Nova Scotia's <i>Accessibility Act</i> goal of an accessible province by 2030.	 Inclusive Communities
<b>African Nova Scotian Road to Economic Prosperity Action Plan</b>	The municipality and the Halifax Partnership, in collaboration with the Road to Economic Advisory Committee, will continue to work with the African Nova Scotian community to address historic and present-day economic challenges and opportunities, and to advance economic development and community priorities by focusing on: building unity and capacity among African Nova Scotians; establishing land ownership; developing infrastructure; attracting investment; and increasing participation in education, employment and entrepreneurship. This will include continuing the work around AKOMA, Beechville Land Developments, Hammonds Plains, Lucasville and other historic African Nova Scotian communities.	 Economic Growth
<b>Anti-Black Racism Strategy</b>	The municipality will continue the <i>Anti-Black Racism Strategy</i> and a corporate action plan to guide its work with and in the African Nova Scotian communities.	 Inclusive Communities
<b>Diversity &amp; Inclusion Framework</b>	Business units continue to carry out their respective <i>Diversity &amp; Inclusion Framework</i> related initiatives to ensure inclusive service, a safe, respectful and inclusive work environment, equitable employment, meaningful partnerships, accessible information and communication within the organization.	 Diverse, Inclusive & Equitable Environment
<b>Immigration Strategy</b>	To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion/ African Nova Scotian Affairs Integration Office will work with business units to develop and implement an updated <i>Corporate Immigration Strategy</i> .	 Inclusive Communities
<b>Promote Equitable Access to Municipal Services</b>	The municipality will partner with the community to continue to identify programs, services, and policies that promote equitable access to community services.	 Inclusive Communities
<b>Policy Modernization and Coordination</b>	The municipality will deliver a corporate-wide framework to improve processes and policies and help advance strategic outcomes including developing impact assessment tools and policy reform approaches.	 Innovative Performance Excellence

Initiative	Description	Priority & Outcome
<b>Indigenous Services Strategy</b>	Upon completion of the Task Force on the Commemoration of Edward Cornwallis and the Recognition and Commemoration of Indigenous History, work will transition to developing and implementing an <i>Indigenous Services Strategy</i> .	 Inclusive Communities
<b>Atlantic Immigration Program</b>	The Halifax Partnership will help employers recruit international talent through the Atlantic Immigration Program, Global Talent Strategy, and other federal initiatives.	 Talent Attraction, Retention & Development
<b>Local Immigration Partnership</b>	Through the Local Immigration Partnership, the municipality will bring together settlement agencies, community groups, employers, and others to create a welcoming and inclusive community for newcomers.	 Inclusive Communities
<b>Halifax Connector Program</b>	The Halifax Partnership will also continue and enhance its Halifax Connector Program that helps immigrants, international students, and recent graduates rapidly build their professional network and connect with career opportunities. To develop labour, the Partnership will determine, communicate, and resolve immediate labour market needs with industry and local universities and community college. It will also consider how best to work with others to prepare kids and businesses for tomorrow's economy.	 Talent Attraction, Retention & Development
<b>Community Engagement Strategy</b>	The municipality will launch the revised <i>Community Engagement Strategy</i> , which aims to enhance diversity and inclusion goals and reflect approaches that address the rapidly changing environment of public engagement.	 Inclusive Communities
<b>Social Policy</b>	The municipality will work to help build internal policy capacity across all business units and identify and align partnerships to enhance collaboration to serve vulnerable communities.	 Inclusive Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Corporate Communications	\$ 3,626,496	\$ 3,568,700	\$ 3,580,300	\$ 3,864,900	\$ 296,200	8.3
Government Relations & External Affairs	4,266,059	4,614,500	3,556,600	3,709,200	(905,300)	(19.6)
CAO Office	1,730,164	1,947,000	1,239,400	1,525,500	(421,500)	(21.6)
Councillor Support	2,856,982	3,115,600	3,076,800	3,209,200	93,600	3.0
Diversity and Inclusion	1,333,333	1,997,400	1,795,000	2,171,500	174,100	8.7
Mayors Office	819,897	851,200	842,600	906,700	55,500	6.5
<b>Net Total</b>	<b>\$ 14,632,931</b>	<b>\$ 16,094,400</b>	<b>\$ 14,090,700</b>	<b>\$ 15,387,000</b>	<b>\$ (707,400)</b>	<b>(4.4)</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 10,038,589	\$ 10,974,600	\$ 9,773,100	\$ 10,827,200	\$ (147,400)	(1.3)
Office	1,028,658	904,000	962,250	898,300	(5,700)	(0.6)
External Services	280,782	421,700	359,850	322,100	(99,600)	(23.6)
Supplies	6,657	5,000	6,400	7,500	2,500	50.0
Materials	2,140	-	1,100	-	-	-
Building Costs	3,463	4,500	2,000	4,500	-	-
Equipment & Communications	10,568	15,500	162,450	15,500	-	-
Vehicle Expense	27,854	26,400	26,400	26,400	-	-
Other Goods & Services	524,775	687,500	682,050	720,400	32,900	4.8
Interdepartmental	(368,089)	(116,300)	(132,900)	(116,300)	-	-
Other Fiscal	6,379,634	6,884,200	6,427,800	3,147,300	(3,736,900)	(54.3)
<b>Total Expenditures</b>	<b>17,935,031</b>	<b>19,807,100</b>	<b>18,270,500</b>	<b>15,852,900</b>	<b>(3,954,200)</b>	<b>(20.0)</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Area Rate Revenue	\$ (2,885,880)	\$ (3,347,300)	\$ (3,347,300)	\$ (6,900)	\$ 3,340,400	(99.8)
Payments in Lieu of taxes	-	(172,100)	(172,100)	(265,700)	(93,600)	54.4
Transfers from other Govts	(2,650)	-	(11,300)	-	-	-
Other Revenue	(413,571)	(193,300)	(649,100)	(193,300)	-	-
<b>Total Revenues</b>	<b>(3,302,101)</b>	<b>(3,712,700)</b>	<b>(4,179,800)</b>	<b>(465,900)</b>	3,246,800	(87.5)
<b>Net Total</b>	<b>\$ 14,632,931</b>	<b>\$ 16,094,400</b>	<b>\$ 14,090,700</b>	<b>\$ 15,387,000</b>	<b>\$ (707,400)</b>	<b>(4.4)</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	\$ 16,094,400
<b>Service Enhancements</b>	
Coordinator Accessibility Community Outreach and Research	90,900
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	656,000
<b>Contractual Increases</b>	
Halifax Partnership 2% increase	39,900
<b>Other/Transfers</b>	
Board of Police Commissioners (BoPC) related work	50,000
Removal of the DCAO Corporate Services division	(453,600)
Transfers to Community Safety	(868,800)
Transfers to Legal & Legislative Services	(221,800)
<b>Total Changes</b>	\$ (707,400)
<b>2024/25 Budget</b>	<b>\$ 15,387,000</b>

### Service Enhancements

**Coordinator Accessibility Community Outreach and Research.** Aligning with the *Nova Scotia Accessibility Act* and *Access by Design* plan, Halifax Regional Council passed the *Accessibility Strategy* in May 2021 to support the municipality’s work on improving accessibility within the municipality. Reporting to the Accessibility Advisor, the Coordinator, Accessibility Community Outreach and Research will provide expertise to all municipal business units in the development, implementation and support of community engagement initiatives with equity-seeking groups impacted by barriers to accessibility as well as initiatives to improve accessibility within the municipality. The position will promote innovative community engagement programs by working with business units to identify opportunities for improved participation and outreach strategies the identified communities. With the pressure to meet provincial requirements to update the municipal strategy, including community engagement and outreach, this position is needed to provide the additional resources. This position will play a key role in supporting the implementation of the strategy under the leadership of the Accessibility Advisor.

## SERVICE AREA PLANS

### OFFICE OF DIVERSITY & INCLUSION/ ANSAIO

The Office of Diversity & Inclusion/ ANSAIO builds an inclusive organizational culture that values and reflects the diverse community that we serve. The office works towards removing barriers and creating opportunities for the full participation in all aspects of life for those who live, work, and play in the Halifax Regional Municipality.

#### Services Delivered

**Accessibility Services.** Provides direction and oversight in defining an inclusive and accessible community (framework); establishes a coordination and reporting model for Halifax’s inclusive and accessible initiatives; and develops an Accessibility Policy. Actions under accessibility will support and comply with the Nova Scotia Accessibility Act.

**Corporate Diversity Services.** Develops and implements the diversity and inclusion framework that will outline corporate goals, activities, roles, responsibilities, and performance measures with respect to diversity and inclusion. Acts as the lead on corporate diversity and inclusion training. Upon request, staff in the Office provide advice to business units to support their diversity and inclusion initiatives.

**African Nova Scotian Affairs Integration Office.** Continuing the momentum from the *Decade for People of African Descent*, provides leadership, strategic direction, policy advice, and expertise to all parts of the organization to improve relationships with and strengthen the delivery of municipal services to the residents of African descent and African Nova Scotian communities within the municipality in alignment with the Africville Agreement.

**Indigenous Community Engagement.** Develops a municipal strategy to engage with the Indigenous community on actions identified through the Truth and Reconciliation Commission guided by Regional Council’s reconciliation statement. The engagement demonstrates the municipality’s commitment to partner with the community and support the ongoing relationships and partnerships related to urban indigenous peoples.





**Immigration Services and Local Immigration Partnership (LIP).** Immigration Services supports the participation of immigrants and migrants (including international students, temporary foreign workers, and refugee claimants) in the municipality based on the equity and inclusion platform.




**French Language Services.** Supports the establishment of French language services at the Halifax Regional Municipality, and the development of a constructive relationship with the Acadian and Francophone community according to the commitment in the Comeau Agreement.

### Service Delivery Performance Measures


Performance Measures	2021/22	2022/23	2023/24 Projected
Diversity & Inclusion training <sup>1</sup>			
Number of participants	436	728	518
Number of training sessions	36	48	37

Notes: 1) Training sessions included: *Diversity & Inclusion: An Overview*; *Reaching Out from an Afrocentric Place*; *Towards Bias Free Practices*; *Gender Based Analysis Plus (GBA+) Toolkit*; *Going from Support to Inclusion: Accessibility Training*; *Parles-vous français? Understanding Acadian and Francophone Communities and French Services*; and *Indigenous Blanket Exercise*.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Diversity and Inclusion Framework (Year 5)	Diversity & Inclusion/ ANSAIO is working with business units to implement the final year of the renewed <i>Diversity and Inclusion Framework</i> to improve the understanding of diversity and inclusion in the workplace (D&I corporate lens tools, policies, and corporate training). The framework will be reviewed and updated.	 Inclusive Communities	T – Q4 2024/25
Gender Equity Strategy (Year 2)	To advance social equity in the municipality, the Office of Diversity & Inclusion/ ANSAIO will develop a gender equity study and action plan, reducing barriers to municipal services based on gender identity and expression through the use of Gender Based Analysis plus (GBA+) analysis and lens tools. Diversity & Inclusion / ANSAIO will continue to work with business units to implement, track and evaluation actions of the Gender Equity Strategy.	 Inclusive Communities	T – Q4 2024/25
French Services Strategy (Year 4)	To support the municipality's objective of being a welcoming and inclusive municipality, the Office of Diversity & Inclusion/ ANSAIO is working with business units and the community to implement Year 4 of the Corporate French Services Strategy.  With the completion of Phase 1, the Office of Diversity & Inclusion/ANSAIO will re-evaluate the strategy and reprioritize the Phase 2 action items through external and internal consultation.  The Office of Diversity & Inclusion/ ANSIO will collaborate with business units to implement the Multilingual Policy and Procedures and develop supporting resources.	 Inclusive Communities	T – Q4 2024/25
Accessibility Strategy (Year 4)	To support the municipality in becoming a leader in building an accessible community where everyone can participate fully in life, including persons with disabilities and seniors, the Office of Diversity & Inclusion/ ANSAIO will continue to work with business units and community to implement Year 4 of the <i>Accessibility Strategy</i> . Actions will be tracked and evaluated with focus on consultations to support the updating of the strategy in alignment with provincial requirement. Internal and external consultations will take place in 2024, and by December 2024 a new strategy will be presented to Regional Council.	 Inclusive Communities	T – Q4 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Anti-Black Racism Strategy (Year 4)	The municipality established an <i>Anti-Black Racism Strategy</i> to implement a corporate action plan. Year 4 will include: Anti-Black Racism training, supporting African Descent Advisory Committee of Council, implementation of the Anti-Black Racism grants program, and a corporate wide awareness strategy.	 Inclusive Communities	T – Q4 2024/25
Immigration Strategy Implementation (Year 2)	To advance social equity in the municipality, the Office of Diversity & Inclusion/ ANSAIO will implement Year 2 of the <i>Immigration Strategy</i> , focusing on inclusive public service, safe and equitable work environment, meaningful partnerships, and accessible information and communication. Emphasis will be placed on community partnerships to create publications related to immigrant and newcomer communities and their impact on the municipality’s economic development. Work with the Local Immigration Partnership will continue to build relationships with newcomer service groups and provide resources and training for employees to ensure awareness of systemic barriers faced by immigrants in the municipality.	 Inclusive Communities	T – Q4 2024/25
African Nova Scotian Road to Economic Prosperity (Year 4)	The Office of Diversity & Inclusion/ ANSAIO, in partnership with the Road to Economic Prosperity Advisory Committee and the Halifax Partnership, works with business units and the community to implement priorities and track and evaluate actions of the Action Plan, supporting the work in alignment with financial agreements. Collaborating with Planning & Development through the embedded D&I advisor, move forward projects related to ANS communities. Work will align with the priorities of the plan related to community capacity building, land ownership, infrastructure, investment, and increased African Nova Scotian participation in education, employment, and entrepreneurship. Through ANSAIO, an annual report will be presented to Regional Council.	 Inclusive Communities	T – Q4 2024/25



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Indigenous Services Strategy (Year 1)	The Office of Diversity & Inclusion/ ANSAIO will support the municipality's commitment to the Truth and Reconciliation Commission, through engagement of both internal and external partners in the development of an Indigenous Services Strategy.	 Inclusive Communities	T– Q4 2024/25

## 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.

### Services Delivered

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

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

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

**Policy Modernization.** Provides corporate coordination and oversight for the identification of policy improvements to enhance the effectiveness of the municipality's policy eco-system.






### Service Delivery Performance Measures

Performance Measures	2021/22	2022/23	2023/24 Projected
Social Policy support training <sup>1</sup> Number of participants Number of training sessions	Training and support program in development for 2021/22 and 2022/23.		172 401
Number of intergovernmental agreements signed and supported by Government Relations and External Affairs <sup>2</sup>	10 signed (\$100.206M funding)	6 signed (\$146.871M funding)	11 signed (\$117.514M funding)

Notes: 1) Training sessions included *Anti-Black Racism, Non-Violent Crisis Intervention, Police Transformation* interviews, *Crisis Intervention & De-escalation*

2) The Intergovernmental agreements and funding:

- Represents agreements supported by GREA only
- Represents estimates for previous fiscal years as this is a new KPI
- Represents agreements signed/formalized during the 2023/24 fiscal-to-date
- The municipality may not receive this funding during 2023/24 and other agreements may be signed prior to year-end.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
2022-2027 Inclusive Economic Strategy (Year 3)	The municipality and the Halifax Partnership will continue implementation and tracking of the <i>2022-2027 Inclusive Economic Strategy</i> to attract, keep, and grow talent, investment, and jobs in Halifax.	 Economic Growth	T – Q4 2024/25
Policy Modernization and Coordination – Framework Development	The municipality will develop and implement a policy modernization and coordination framework designed to advance strategic outcomes and ensure effective, timely collaboration and information sharing.	 Innovative Performance Excellence	T – Q4 2024/25
Talent Retention	The municipality will continue to update and implement its immigration strategy ( <i>Newcomers Welcoming Plan</i> ) to welcome and settle immigrants in Halifax and will support Halifax Partnership programs aimed at retaining new immigrants, recent domestic and international graduates, and internationally trained workers.	 Talent Attraction, Retention & Development	T – Q4 2026/27
Community Safety and Police Transformation Support	In part of efforts to continue to support the establishment of the Community Safety business unit, resources will be dedicated to emergency management policy and procedures, stabilization centre and police transformation including: <ol style="list-style-type: none"> <li>1) Supporting analysis and development of policy with Community Safety (Emergency Management Operations);</li> <li>2) Providing training with Community Safety (<i>Non-violent Crisis Intervention</i> training);</li> <li>3) Working to assist cultural transformation within Halifax Regional Police, including training and guidance around workplace policies and procedures; and</li> <li>4) Assisting with intergovernmental negotiations, agreements and funding with Community Safety around the stabilization centre.</li> </ol>	 Safe Communities	T – Q4 2024/25
Social Policy Facilitation	Lead the Social Policy Working Group and report to Council annually. Maintain a high-level account of the social policy initiatives across the municipality and facilitate communication between staff as required to ensure strategic alignment and prevent duplication of work.	 Inclusive Communities	T – Q4 2025/26

## CORPORATE COMMUNICATIONS

The Corporate Communications division supports the priorities of Regional Council and the administration through the delivery of strategic, integrated communications for the organization and its business units. The division is responsible for administering all aspects of the municipality's communications activities with our internal and external audiences.

The primary focus for Corporate Communications is to promote and protect the HALIFAX brand by nurturing a positive image and reputation for the municipality through all communications channels; thereby garnering an understanding of, and support for, ongoing municipal initiatives.

The Corporate Communications division consists of four sections: Public Affairs; Marketing; Internal Communications; and Print Services. The division's services include communications planning, marketing, brand management, creative design, social media management, media relations and issues management, internal communications, as well as printing and mail distribution.

### Services Delivered

**Communications Planning.** Development and execution of annual, as well as initiative-specific, integrated communication plans that are aligned with business units' approved business plans. The integrated plans collectively form the basis for business unit specific communications efforts throughout the year.

**Internal Communications.** Establishes the delivery and overall tone for communication across the organization and facilitates effective engagement between business units, managers, and employees to share information on the municipality's strategic plans in alignment with the organization's mission, values, and priorities. Internal Communications helps the municipality's more than 5,000 employees (including full-time, contracted, and seasonal workers) understand and deliver on the priorities of Regional Council and the administration.

**Marketing.** Promotes the municipality's services, programs and initiatives to external audiences to improve awareness, understanding and engagement on municipal matters. Encourages public participation to build strong relationships with residents while helping to build the municipality's reputation and image with all external audiences. The Marketing section is responsible for brand management, providing oversight, strategic direction, and tactical implementation of the HALIFAX brand by working with municipal business units and external agencies to align projects and initiatives with the corporate visual identity and brand voice. This includes ensuring that creative design of communications material produced by the municipality (e.g., advertising, design, copy and digital assets) is brand compliant and aligns with the corporate style guide. Marketing also leads social media management for the organization, administering five primary accounts and providing oversight of the multi-departmental social media team of approximately 25 staff that Marketing has trained and authorized to administer 18 designated municipal accounts.

**Print Services.** Responsible for the end-to-end provision of print and distribution services for all municipal business units. Print production includes the delivery of printing, copying, bindery and distribution services for the organization and Regional Council. This section also coordinates external and internal mail services for staff and Regional Council.

**Public Affairs.** Delivers strategic communications advice, organizational leadership for issues management/ crisis communications, and media relations expertise to help inform stakeholders and manage the municipality's reputation with all external audiences. Apart from Halifax Regional Police, Halifax Water and Halifax Public Libraries, all media inquiries for the municipality's administration are facilitated by Public Affairs which works with

relevant business units to develop approved responses that are delivered by Public Affairs Advisors and, where appropriate, subject matter experts from business units. The four Public Affairs Advisors and the Senior Public Affairs Advisor are the only members of the Corporate Communications team who liaise with media, except for the Manager, Public Affairs and the Managing Director, Corporate Communications, when appropriate.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Followers on primary social media accounts (X, Facebook Instagram, LinkedIn and YouTube)	132,814	148,552	169,800	181,000
Users on halifax.ca	2,514,927	3,050,0000	2,500,000	3,000,000
Percentage of website traffic driven by social media	16%	10.4%	16%	16.5%
Actively engaged users of Shape Your City Halifax tools (survey, forums, etc.)	15,673	7,561	5,000	6,000
Posts via Employee Engagement Hub	196	164	208	200
All staff emails, including Employee Bulletins	97	107	121	110
Public Service Announcements (PSAs), Media Releases and Statements <sup>1</sup>	696	731	680	700
Media inquiries	998	1,066	1,200	1,100
Units printed <sup>2</sup>	2,454,939	2,900,000	3,000,000	3,100,000
Mail items processed (incoming and outgoing mail)	250,000 in 725,000 out	300,000 in 725,000 out	320,000 in 725,000 out	350,000 in 725,000 out
Notes:	1) All PSAs, media releases and statements are issued by Public Affairs in both English and French. 2) Significant increase in units planned to be printed in 2022/23 is primarily due to onboarding service provision for a public sector entity.			

## Performance Measures Analysis


Ongoing enhancements to social media efforts, including the use of more videography, continues to drive year-over-year growth in the number of followers – and ultimately our ability to reach and engage with residents and stakeholders through each of our primary social media accounts (i.e. X, Facebook, Instagram, LinkedIn and YouTube). Development of a Rural Communications Strategy in 2024/25 will support efforts to reach those whose access to and use of online platforms is relatively lower by leveraging traditional communications channels such as radio, TV, daily and community newspapers.





The number of engaged users of the municipality’s online engagement portal, Shape Your City Halifax (SYC), increases in years when there are a greater number of municipal projects requiring the use of SYC for public engagement. Metrics related to engagement will continue to evolve moving forward, to align with the revised *Community Engagement Strategy* launching in 2024/25.

Engagement with employees continues to be a priority, with communication supported across multiple methods ranging from face-to-face and printed materials to a range of web-based and digital channels. Outreach via primary digital channels is stable or growing year-over-year. With the launch of the new employee intranet targeted for 2024/25, posts will migrate from the existing Employee Engagement Hub to the new intranet using a SharePoint platform.

The number of PSAs, media releases and issued statements has remained stable while the number of media inquiries has trended upwards. Proactive efforts – such as educational campaigns and promoting municipal initiatives – contribute to increases in communication to, and inquiries from, media. Fluctuations from year to year are also impacted by external factors such as weather events (e.g. winter storms), issues management (e.g. homelessness crisis) and emergencies (e.g. wildfires).

The number of units printed is trending upward, based on increased demand for a variety of communications materials to reach a more diverse and growing number of residents. For example, more materials are being translated and more residents require notifications as part of neighbourhood mailouts related to municipal projects. Efforts remain focussed on eliminating unnecessary printing. In addition to advising business unit clients about alternatives to print materials, where appropriate, Corporate Communications supports *HalifACT* objectives by reducing waste (e.g. printing more impressions per sheet, using lower grade paper stock where possible, etc.) to reduce cost and overall paper consumption.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Community Engagement Strategy – Launch / Implementation	Corporate Communications will provide communications support for the launch of the revised <i>Community Engagement Strategy</i> (CES), including corporate guidelines for all public engagements and evidence-based tools and resources to support the strategy, its implementation and success. In collaboration with other business units, public consultation will be undertaken to help validate the CES and modify, as appropriate, moving forward.	 Community-Focused	T – Q2 2024/25

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Crisis Communications	Corporate Communications will complete an audit of, and enhancement to, its crisis communications resources and protocols, including the municipal crisis communications plan and an emergency communications playbook.	 Safe Communities	T – Q2 2024/25
Rural Communications Strategy	Corporate Communications will develop a <i>Rural Communications Strategy</i> , identified as a deliverable of the <i>Rural Recreation Strategy</i> , to support business unit clients with improved efforts to inform and engage rural residents through approaches that better align with the rural experience.	 Community-Focused	T – Q3 2024/25
Digital Strategy	Corporate Communications will develop a comprehensive digital strategy to support cost-effective, efficient, accessible and impactful approaches to reaching and engaging audiences. This will include a review and update to the <i>Social Media Policy</i> , as well as development of tools and protocols to better leverage an enhanced library of digital assets (e.g. photos, videos).	 Community-Focused	T – Q4 2024/25
IT Intranet Communications Support	Corporate Communications supports IT in its efforts to launch a new employee intranet, powered by a SharePoint based content management platform. The new intranet platform will be leveraged to increase awareness and engagement amongst employees regarding corporate policies, initiatives, and information. Implementation planning will begin in Q4 2023/24 where a target date will be determined for this work.	 Engaged & Skilled People	T – TBD per Q4 2023/24 implementation planning

## COUNCILLORS' SUPPORT OFFICE

The Councillors' Support Office is committed to supporting Regional Council priorities through the coordination of resident relations, communications, and administrative support for members of Regional Council.

### Services Delivered

**Councillor-Citizen Relations Support.** The Councillors' Support Office coordinates resident relations and communications for members of Regional Council. The office liaises with residents, municipal staff, and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

**Councillor Administrative Support.** The Councillors' Support Office provides administrative support for members of Regional Council.

**Councillor Operational Support.** The Councillors' Support Office ensures that councillors have the tools, methods, training, and advice necessary for their position.

## OFFICE OF THE MAYOR

The Office of the Mayor is committed to delivering the Mayor's mandate, supporting Regional Council priorities through coordination of constituent and stakeholder relations, communications, and administrative support to the Mayor. The office supports the Mayor in the role as a spokesperson for Council and the municipality, liaises with constituents and municipal staff to investigate issues or concerns, shares information to support the Mayor, and supports the Mayor in intergovernmental and interjurisdictional relations.

### Services Delivered

**Mayoral Support.** Delivery of legislative and administrative support to the Mayor.

**Issue Coordination.** Coordination of resident issues, providing responses to residents' issues, managing media relations for the Mayor, maintaining stakeholder relations.

**Mayoral Correspondence.** Preparing correspondence with residents, stakeholders and elected officials from all orders of government on behalf of the Mayor.



## Summary of Net Expenditures - CAO

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
A124 Print Services	1,198,549	1,085,200	1,206,700	1,128,800	43,600	4.0
A620 Marketing	910,533	928,300	949,500	978,300	50,000	5.4
A622 Public Affairs	666,430	686,800	605,700	746,100	59,300	8.6
A623 Internal Communications	271,362	316,200	615,800	823,300	507,100	160.4
E112 Corp.Comm.Admin.	579,622	552,200	202,600	188,400	(363,800)	(65.9)
<b>*** Corporate Communications</b>	<b>3,626,496</b>	<b>3,568,700</b>	<b>3,580,300</b>	<b>3,864,900</b>	<b>296,200</b>	<b>8.3</b>
C771 BID's Contributions Fund	207,001	207,000	207,000	207,000	-	-
E121 Greater Hlfx Partner	2,384,286	2,162,800	2,162,800	2,202,700	39,900	1.8
E400 Intergovrn. Relation	1,674,772	2,244,700	1,186,800	1,299,500	(945,200)	(42.1)
<b>*** Government Relations &amp; Externa</b>	<b>4,266,059</b>	<b>4,614,500</b>	<b>3,556,600</b>	<b>3,709,200</b>	<b>(905,300)</b>	<b>(19.6)</b>
E140 LKD DCAO Corp Ser	443,569	455,600	(900)	-	(455,600)	(100.0)
<b>** CAO Locked Cost Centers</b>	<b>443,569</b>	<b>455,600</b>	<b>(900)</b>	<b>-</b>	<b>(455,600)</b>	<b>(100.0)</b>
E110 CAO Office	862,473	960,800	1,069,700	951,600	(9,200)	(1.0)
E113 City Hall Operations	6,581	10,000	7,700	10,000	-	-
E150 Comm'r of Operations	417,542	520,600	162,900	563,900	43,300	8.3
<b>*** CAO Office</b>	<b>1,730,164</b>	<b>1,947,000</b>	<b>1,239,400</b>	<b>1,525,500</b>	<b>(421,500)</b>	<b>(21.6)</b>
E200 Councillor's Support	2,856,982	3,115,600	3,076,800	3,209,200	93,600	3.0
<b>*** Councillor Support</b>	<b>2,856,982</b>	<b>3,115,600</b>	<b>3,076,800</b>	<b>3,209,200</b>	<b>93,600</b>	<b>3.0</b>
E401 Diversity-Inclusion	1,333,333	1,997,400	1,795,000	2,171,500	174,100	8.7
<b>*** Diversity and Inclusion</b>	<b>1,333,333</b>	<b>1,997,400</b>	<b>1,795,000</b>	<b>2,171,500</b>	<b>174,100</b>	<b>8.7</b>
E300 Mayor's office	819,897	851,200	842,600	906,700	55,500	6.5
<b>*** Mayors Office</b>	<b>819,897</b>	<b>851,200</b>	<b>842,600</b>	<b>906,700</b>	<b>55,500</b>	<b>6.5</b>
<b>Net Total</b>	<b>14,632,931</b>	<b>16,094,400</b>	<b>14,090,700</b>	<b>15,387,000</b>	<b>(707,400)</b>	<b>(4.4)</b>

## Summary Details - CAO

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	8,663,448	9,260,300	8,419,800	9,026,700	(233,600)	(2.5)
6002 Salaries - Overtime	11,100	3,000	110,700	3,000	-	-
6005 PDP & Union Con Incr	(161,093)	-	(469,400)	-	-	-
6054 Vacation payout	21,286	-	25,700	-	-	-
6100 Benefits - Salaries	1,581,553	1,609,500	1,602,300	1,696,600	87,100	5.4
6110 Vacancy Management	-	(62,800)	-	(63,000)	(200)	0.3
6150 Honorariums	500	-	-	-	-	-
6152 Retirement Incentives	45,545	51,900	45,700	56,100	4,200	8.1
6153 Severence	70,912	-	-	-	-	-
6154 Workers' Compensation	148,955	171,500	159,400	166,600	(4,900)	(2.9)
6170 ext Fund Positions	-	-	-	62,200	62,200	-
6199 Comp & Ben InterDept	(300,909)	(58,800)	(14,300)	(121,000)	(62,200)	105.8
9200 HR CATS Wage/Ben	(42,708)	-	(106,800)	-	-	-
<b>* Compensation and Benefits</b>	<b>10,038,589</b>	<b>10,974,600</b>	<b>9,773,100</b>	<b>10,827,200</b>	<b>(147,400)</b>	<b>(1.3)</b>
6201 Telephone/Cable	22,898	27,100	24,900	25,600	(1,500)	(5.5)
6202 Courier/Postage	712,767	617,700	609,300	618,000	300	0.0
6203 Office Furn/Equip	11,207	12,600	12,700	9,100	(3,500)	(27.8)
6204 Computer S/W & Lic	21,284	12,600	12,750	12,000	(600)	(4.8)
6205 Printing & Reprod	232,342	207,100	281,400	207,100	-	-
6207 Office Supplies	24,735	23,400	18,200	23,000	(400)	(1.7)
6299 Other Office Expenses	3,424	3,500	3,000	3,500	-	-
<b>* Office</b>	<b>1,028,658</b>	<b>904,000</b>	<b>962,250</b>	<b>898,300</b>	<b>(5,700)</b>	<b>(0.6)</b>
6301 Professional Fees	-	-	10,150	-	-	-
6302 Legal Fees	-	100,000	200	-	(100,000)	(100.0)
6303 Consulting Fees	-	27,000	42,000	27,000	-	-
6305 Property Appraisal	75	-	-	-	-	-
6312 Refuse Collection	90	-	-	-	-	-
6399 Contract Services	280,618	294,700	307,500	295,100	400	0.1
<b>* External Services</b>	<b>280,782</b>	<b>421,700</b>	<b>359,850</b>	<b>322,100</b>	<b>(99,600)</b>	<b>(23.6)</b>
6401 Uniforms & Clothing	1,324	-	850	-	-	-
6402 Med & First Aid Supp	56	-	150	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6405 Photo Supp & Equip	4,938	5,000	5,000	7,500	2,500	50.0
6407 Clean/Sani Supplies	339	-	-	-	-	-
6409 Personal Protect Equ	-	-	100	-	-	-
6499 Other Supplies	-	-	300	-	-	-
<b>* Supplies</b>	<b>6,657</b>	<b>5,000</b>	<b>6,400</b>	<b>7,500</b>	<b>2,500</b>	<b>50.0</b>
6513 Seeds & Plants	2,140	-	1,100	-	-	-
<b>* Materials</b>	<b>2,140</b>	<b>-</b>	<b>1,100</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	476	-	-	-	-	-
6603 Grnds & Landscaping	814	-	-	-	-	-
6610 Building - Exterior	1,335	-	-	-	-	-
6699 Other Building Cost	839	4,500	2,000	4,500	-	-
<b>* Building Costs</b>	<b>3,463</b>	<b>4,500</b>	<b>2,000</b>	<b>4,500</b>	<b>-</b>	<b>-</b>
6701 Equipment Purchase	652	500	155,450	500	-	-
6703 Computer Equip/Rent	119	-	-	-	-	-
6704 Equipment Rental	1,438	-	-	-	-	-
6705 Equip - R&M	6,476	15,000	7,000	15,000	-	-
6711 Communication System	1,883	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>10,568</b>	<b>15,500</b>	<b>162,450</b>	<b>15,500</b>	<b>-</b>	<b>-</b>
6807 Vehicle Leases	1,424	-	-	-	-	-
6899 Other Vehicle Expense	26,430	26,400	26,400	26,400	-	-
<b>* Vehicle Expense</b>	<b>27,854</b>	<b>26,400</b>	<b>26,400</b>	<b>26,400</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	30,927	31,500	25,400	30,500	(1,000)	(3.2)
6902 Conferences/Workshop	13,739	37,000	35,400	35,200	(1,800)	(4.9)
6903 Travel - Local	42,356	64,300	62,400	63,300	(1,000)	(1.6)
6904 Travel - Out of Town	63,017	80,000	65,700	77,400	(2,600)	(3.3)
6905 Training & Education	14,548	78,000	14,500	36,000	(42,000)	(53.8)
6907 Commission Fees	9	-	-	-	-	-
6911 Facilities Rental	7,321	6,800	6,800	6,800	-	-
6912 Advertising/Promotio	98,488	114,100	107,500	115,100	1,000	0.9
6913 Awards	3,048	2,700	1,700	2,700	-	-
6914 Recruiting	4,313	-	3,600	-	-	-
6915 Research Data Acquis	-	5,000	10,400	5,000	-	-
6916 Public Education	3,777	3,800	3,800	3,800	-	-
6917 Books and Periodicals	12,771	13,700	11,200	12,500	(1,200)	(8.8)
6918 Meals/Catering	23,208	31,300	25,400	30,300	(1,000)	(3.2)
6919 Special Projects	156,384	136,800	231,400	221,500	84,700	61.9
6928 Committee Expenses	186	500	500	500	-	-
6932 Youth Pr Services	500	-	-	-	-	-
6933 Community Events	31,583	72,000	63,400	72,000	-	-
6936 Staff Relations	65	500	-	500	-	-
6938 Rewarding Excellence	17,698	9,300	6,500	7,300	(2,000)	(21.5)
6999 Other Goods/Services	838	200	6,450	-	(200)	(100.0)
<b>* Other Goods &amp; Services</b>	<b>524,775</b>	<b>687,500</b>	<b>682,050</b>	<b>720,400</b>	<b>32,900</b>	<b>4.8</b>
7008 ItnTrsf IT & Commun	1,049	-	-	-	-	-
7009 Internal Trfr Other	(206,226)	1,000	3,200	1,000	-	-
7012 Int Trf Print/Reprod	(163,109)	(117,300)	(136,100)	(117,300)	-	-
7015 Int Trf FacilityRent	197	-	-	-	-	-
<b>* Interdepartmental</b>	<b>(368,089)</b>	<b>(116,300)</b>	<b>(132,900)</b>	<b>(116,300)</b>	<b>-</b>	<b>-</b>
8001 Transf Outside Agenc	5,911,238	6,275,400	6,075,400	2,868,000	(3,407,400)	(54.3)
8004 Grants	518,396	597,000	460,100	307,000	(290,000)	(48.6)
8030 Tfr Fr Resvs to Oper	(50,000)	-	(119,500)	-	-	-
9000 Prior Yr. Sur/Def	-	11,800	11,800	(27,700)	(39,500)	(334.7)
<b>* Other Fiscal</b>	<b>6,379,634</b>	<b>6,884,200</b>	<b>6,427,800</b>	<b>3,147,300</b>	<b>(3,736,900)</b>	<b>(54.3)</b>
<b>** Total</b>	<b>17,935,031</b>	<b>19,807,100</b>	<b>18,270,500</b>	<b>15,852,900</b>	<b>(3,954,200)</b>	<b>(20.0)</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4202 Area Rate Commercial	(2,885,880)	(3,347,300)	(3,347,300)	(6,900)	3,340,400	(99.8)
<b>* Area Rate Revenue</b>	<b>(2,885,880)</b>	<b>(3,347,300)</b>	<b>(3,347,300)</b>	<b>(6,900)</b>	<b>3,340,400</b>	<b>(99.8)</b>
4601 Grant in Lieu-Fed	-	(49,900)	(49,900)	(62,400)	(12,500)	25.1
4602 Grant in Lieu-Prov.	-	(78,800)	(78,800)	(115,700)	(36,900)	46.8
4605 Grant Lieu-Hfx Port	-	(38,500)	(38,500)	(43,800)	(5,300)	13.8
4607 Grant Lieu -Via Rail	-	(4,900)	(4,900)	(43,800)	(38,900)	793.9
<b>* Payments in Lieu of taxes</b>	<b>-</b>	<b>(172,100)</b>	<b>(172,100)</b>	<b>(265,700)</b>	<b>(93,600)</b>	<b>54.4</b>
4704 Conditnl Grnts Other	(2,650)	-	(11,300)	-	-	-
<b>* Transfers from other Gov'ts</b>	<b>(2,650)</b>	<b>-</b>	<b>(11,300)</b>	<b>-</b>	<b>-</b>	<b>-</b>
5508 Recov External Parti	(358,897)	(143,000)	(598,300)	(143,000)	-	-
5600 Miscellaneous Revenue	(54,674)	(50,300)	(50,800)	(50,300)	-	-
<b>* Other Revenue</b>	<b>(413,571)</b>	<b>(193,300)</b>	<b>(649,100)</b>	<b>(193,300)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(3,302,101)</b>	<b>(3,712,700)</b>	<b>(4,179,800)</b>	<b>(465,900)</b>	<b>3,246,800</b>	<b>(87.5)</b>
<b>Net Total</b>	<b>14,632,931</b>	<b>16,094,400</b>	<b>14,090,700</b>	<b>15,387,000</b>	<b>(707,400)</b>	<b>(4.4)</b>

**HALIFAX**

# **FINANCE & ASSET MANAGEMENT**

**2024/2025 BUDGET AND BUSINESS PLAN**

**MISSION**

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

# READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

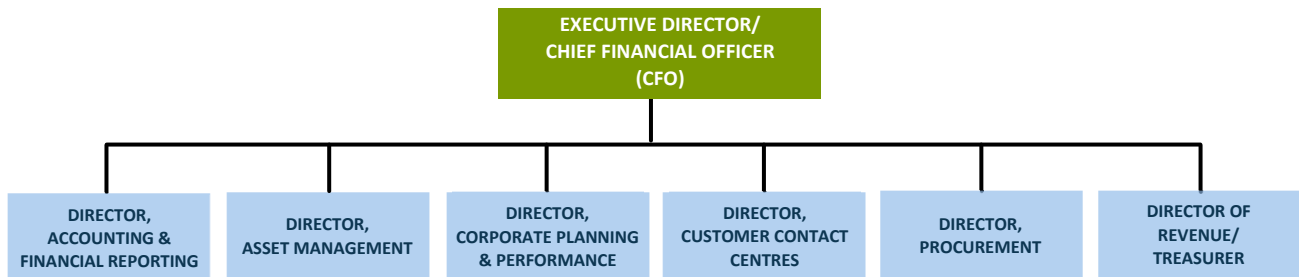
Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Finance & Asset Management (FAM) supports Regional Council and Administrative Priorities through leadership of financial and strategic activities and providing services and advice. The FAM multi-year strategic initiatives continue in the current 2024/2025 business plan.

## ORGANIZATION CHART











## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	234.6
Transferred Positions:	
Transferred to Community Safety	(1.0)
New Positions:	
Warranty Administrator	1.0
Supervisor, Warranty Program	1.0
Supply Assistants II	2.0
Total Changes	3.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>237.6</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Corporate Performance Management Program (CPMP)</b>	The Corporate Performance Management Program aims to improve decision making and organizational performance through the establishment of relevant service standards and quality key performance indicators at all levels of the municipality. The program also aims to increase performance management through the use of digitized business intelligence to increase information accessibility and implement formal performance monitoring.	 Well-Managed
<b>Environment/HalifACT</b>	Finance & Asset Management plans to be a key support for the <i>HalifACT Sustainable Financing Strategy</i> . In particular, the Accounting and Financial Reporting & Planning and Asset Management Office teams will work closely with the Environment & Climate Change team and their key stakeholders to develop the financing strategy to operationalize the <i>HalifACT Plan</i> over the next 30 years, as well as, supporting the coordination and prioritization of interdepartmental capital projects, cost sharing agreements, and establishing asset data management of natural assets.	 Financially Prepared 
<b>Fiscal Sustainability Strategy</b>	The municipality is developing a <i>Fiscal Sustainability Strategy</i> to predict medium-term expenditure growth and provide forecasting of expenditures and scenario planning.	 Financially Prepared

Initiative	Description	Priority & Outcome
<b>Long Term Capital Planning – Phase 2</b>	The municipality continues to develop additional analysis and trending techniques to better inform management and Regional Council. Focus is on a long-term Capital Funding Framework, developing asset management plans with HRM business units to collect and record asset condition, and criticality levels for major asset classes.	 Well-Managed
<b>Performance Excellence Program</b>	The municipality will continue to champion and support the implementation of a Performance Excellence program across the organization, with a focus on efficiency. This includes the adoption of a lean organizational mindset and actively enabling the workforce to practice continuous improvement.	 Innovative Performance Excellence
<b>Redesign of the Tax Relief for Non-Profit Organizations</b>	Present proposed new Administrative Order to Regional Council, distribute a Communications Package to program participants, and develop new program materials.	 Inclusive Communities
<b>Social Value Framework</b>	Procurement will formally engage with the vendor community, communities of interest and social enterprises to further refine the application and strategic approach of Council's approved Social Value Framework. This supports the municipality's social strategy, economic growth and inclusive communities.	 Inclusive Communities

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Customer Contact Centres	\$ 2,611,032	\$ 2,606,600	\$ 2,648,600	\$ 2,878,700	\$ 272,100	10.4
Admin — Finance	901,193	1,024,800	999,350	654,000	(370,800)	(36.2)
Revenue	162,108	(1,246,400)	(1,268,030)	(805,700)	440,700	(35.4)
Corporate Planning & Performance	1,252,592	1,253,200	1,192,175	1,421,700	168,500	13.4
Accounting & Financial Reporting	4,927,911	4,971,700	5,269,411	5,745,900	774,200	15.6
Procurement	5,216,237	5,209,400	5,202,850	5,832,700	623,300	12.0
Asset Management Office	1,361,668	1,528,100	1,546,400	1,632,200	104,100	6.8
<b>Net Total</b>	<b>\$ 16,432,740</b>	<b>\$ 15,347,400</b>	<b>\$ 15,590,756</b>	<b>\$ 17,359,500</b>	<b>\$ 2,012,100</b>	<b>13.1</b>



## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 18,743,671	\$ 18,402,600	\$ 18,777,481	\$ 20,905,400	\$ 2,502,800	13.6
Office	116,623	149,400	245,700	250,500	101,100	67.7
External Services	661,990	904,900	842,800	662,000	(242,900)	(26.8)
Supplies	10,496	22,800	18,500	22,800	-	-
Materials	758	-	-	-	-	-
Building Costs	201	-	-	-	-	-
Equipment and Communications	47,094	71,300	65,500	71,300	-	-
Vehicle Expense	268	-	-	-	-	-
Other Goods & Services	801,365	596,300	656,575	255,100	(341,200)	(57.2)
Interdepartmental	30,458	20,700	41,000	20,700	-	-
Other Fiscal	(19,560)	-	(14,500)	-	-	-
<b>Total Expenditures</b>	<b>20,393,365</b>	<b>20,168,000</b>	<b>20,633,056</b>	<b>22,187,800</b>	<b>2,019,800</b>	<b>10.0</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Fee Revenues	(3,099,405)	(4,130,300)	(4,264,200)	(4,138,000)	(7,700)	0.2
Other Revenue	(861,220)	(690,300)	(778,100)	(690,300)	-	-
<b>Total Revenues</b>	<b>(3,960,625)</b>	<b>(4,820,600)</b>	<b>(5,042,300)</b>	<b>(4,828,300)</b>	<b>(7,700)</b>	<b>0.2</b>
<b>Net Total</b>	<b>\$ 16,432,740</b>	<b>\$ 15,347,400</b>	<b>\$ 15,590,756</b>	<b>\$ 17,359,500</b>	<b>\$ 2,012,100</b>	<b>13.1</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 15,347,400</b>
Service Enhancements	
New staff for warranty programs and Fleet supports	257,300
Inflation/Service Pressures	
Collective agreements and other compensation adjustments	2,390,300
Contractual Decrease	
Removal of salt scale contract	(97,300)
Revenue Changes	
False Alarm Revenue increased	(300,000)
Tax Sale Admin Fee increased	(100,000)
Reduction to F300 Revenue and Tax Certificates	392,300
Other/Transfers	
Position transferred to Community Safety	(144,800)
Corporate membership and other expenses transfer to Fiscal	(385,700)
Total Changes	\$ 2,012,100
<b>2024/25 Budget</b>	<b>\$ 17,359,500</b>

### Service Enhancements

**New Staff for Warranty Programs and Fleet Supports.** The Warranty Initiative aims to increase warranty collection for faulty vehicle parts by establishing a section with a program administrator. By the end of year two, the initiative is projected to return on the investment by collecting the added revenue on parts.

## SERVICE AREA PLANS

### ACCOUNTING & FINANCIAL REPORTING

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

#### Services Delivered

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

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

**Budget Coordination.** Development of the annual Operating and Reserve budgets for the municipality to ensure the fiscal sustainability of the municipality. This includes setting the property tax rates.

**Financial Leadership.** Enable the long-term financial sustainability of the municipality through the development, enhancement and implementation of practices and strategies for the municipality.

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

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

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

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

### ASSET MANAGEMENT OFFICE

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

#### Services Delivered

**Asset Management Governance Support.** This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

**Asset Management Process, Tools, and Training.** This service provides expertise, technology, and training that enhance business units' ability to perform effective asset management. Remaining current with technological

advancements in the industry along with developing strong relationships for a deep understanding of the business needs, enables this service to continuously review and improve functionality of tools for the organization and optimal service to the community. Regular partnership engagement and feedback from the business units is key to this approach.

**HRM Asset Portfolio and Capital Budget Coordination.** This service facilitates the organization of critical data inputs and drivers, integration of multiple policies and standards, coordination and collaboration factors, and application of fiscal stewardship tools required to lead the capital budget development and its transformation from a single-year approach to a 10-year outlook, focused on sustainability. This work balances long-term outcomes for safe, reliable, and cost-effectively managed assets with the demand for growth. This service also coordinates with various stakeholders to enhance the municipality’s asset investment capacity.

**Performance Reporting and Continuous Improvement Support.** This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
# of capital projects managed for budgeting and accounting	179	242	222	260	184
\$ of capital projects managed for budgeting and accounting	\$148M	\$200M	\$191M	\$280M	\$309M
# of requests for change processed for EAM systems users	330	323	573	500	500

## 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.

## Services Delivered

**Business Planning.** This service administers the business planning processes for the municipality, 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.

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

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

**Corporate Change Management.** This service enables Performance Excellence through effective change management and communications strategies that encourages alignment of attitudes, behaviours, and actions at every level of the organization.

**Performance Measurement.** This service provides methods and tools that allow for the coordinated, focused, and objective reporting of strategic priority outcomes, corporate performance, service performance as well as business plan accountability for the organization.

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

**Strategic Planning.** This service supports Regional Council and the CAO in the development of an integrated strategic planning framework reflecting Council and Administrative priorities and guides the organization in the development of initiatives in support of these priorities.






## Service Delivery Performance Measures



Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Corporate service dashboards completed (#)	N/A	2	4	2	2
# training participants - Performance Excellence & Lean training <sup>1</sup>	153	74	81	150	100
# of corporate improvement projects completed <sup>2</sup>	1	7	6	8	6
Notes: <ol style="list-style-type: none"> <li>1) The number of people trained reflects the number of registrations to Performance Excellence courses and Lean certifications.</li> <li>2) Corporate projects (either service dashboards or improvement projects) are those projects supported by Corporate Planning &amp; Performance.</li> </ol>					

## Performance Measures Analysis

During 2022/23 the Corporate Performance team, in partnership with Digital Services, completed the Parking Services Dashboard (Phase I) and the Solid Waste Services Dashboard. Corporate Performance also supported the development of the Workforce Profile dashboard led by Human Resources and developed by Digital Services and created a KPI dashboard for the Office of Diversity & Inclusion. It is expected that up to two service dashboards will be completed by the end of fiscal year 2023/24 including a second phase for the Parking Services Dashboard. The number of training participants in either Performance Excellence awareness or lean Yellow Belt was 81 in 2022/23. The training continues to be of interest to the workforce and is expected to almost double in 2023/24 to 150 participants with many requests for in-person Performance Excellence awareness training and lean Yellow Belt training for targeted municipal service areas.

Finally, six corporate improvement projects were completed in 2022/23 with many requests for project support coming in during 2023/24. It is expected that eight corporate projects will be completed in 2023/24.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Corporate Performance Management Plan	Corporate Performance will define a plan and resource allocation to achieve the goals of the Corporate Performance Management Program and support business units in regularly reviewing service standards, efficiency, and effectiveness of the administration and operations.	 Well-Managed	T - Q4 2024/25
2024 Resident Survey	Corporate Planning will develop, deliver, and report on a 2024 Resident Survey to inform the 2026-2030 Strategic Priorities Plan and business planning and budgeting decisions.	 Community-Focused	T – Q3 2024/25
2026-2030 Strategic Priorities Plan	Corporate Planning will lead the development of the next Strategic Priorities Plan, including design and consultation with Council and stakeholders.	 Well-Managed	T - Q4 2025/26
Service Catalogue Updates	Corporate Planning will work with business units to update the municipal service catalogue.	 Well-Managed	Est - Q2 2024/25
Municipal Service Review Model	Corporate Performance will outline a business case for undertaking regular service reviews and define the scope of service reviews, how services are selected for reviews, and how they will be completed and reported on.	 Well-Managed	T - Q2 2024/25

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Strategic and Business Planning Tool	Define requirements and conduct market scan for an enterprise planning tool that aligns strategic and business planning, development of linkages with various organizational plans and risk mitigation efforts and provides reporting capabilities.	 Well-Managed	T - Q4 2024/25
Performance Excellence Project Support	To encourage continuous improvement and operational efficiency, Corporate Performance will lead at least five Corporate Performance Excellence projects while providing support to business unit led projects in 2024/25.	 Well-Managed	T - Q4 2024/25

## CUSTOMER CONTACT CENTRES

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

### Services Delivered

**311 After-Hours Dispatch.** The after-hours service is provided by an outsourced partner who handles urgent calls after the full service 311 Contact Centre closes at 8:00 pm on Monday to Friday, and 5:30 pm on Saturday and Sunday.

**311 Customer Contact Centre.** 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 customers who dial 311 or email [contactus@311.halifax.ca](mailto:contactus@311.halifax.ca) by leveraging information mailboxes, upfront messaging and Customer Service Specialists.

**Customer Service Centres.** The Customer Service Centres offer professional, in-person service delivery to customers throughout the Halifax region. Comprised of two full-service locations and one satellite office, the team provides support and assistance for financial transactions such as property tax, permits, licenses, and information related to programs and services offered by HRM.

### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Contact Centre quality	82%	84%	87%	87%	85%
Call volume	342K	348K	343K	350K <sup>1</sup>	350K

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Email volume	14K	40K	46K	50K <sup>1</sup>	50K
Abandon rate	5.7%	6.6%	6.7%	8.2%	7.0%
# of counter service transactions	34K	34K	37K	55K	50K
Customer Service Centre revenue processed	\$102M	\$112M	\$124M	\$200M	\$180M
Notes: 1) 2023/24 projection can be impacted based on weather. The projection is based on current trending.					


### Performance Measures Analysis

The 2022/23 year-end quality results positively reflect efforts to improve on the overall level of service provided to customers, with an 87% quality score (target is 80%).

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

Up-front messaging and information mailboxes deflected approximately 29% of the 343,000 customer telephone contacts during the previous fiscal. For the period up to November 30, 2023, customers dialed the 311 Contact Centre 255,000 and emailed 46,000 times for services related to transit, garbage and recycling, tax, road operations, animal licensing, parking enforcement and civic events. Based on current trends, for the 2023/24 fiscal, there is a projected increase in the number of calls to 311 over the previous fiscal.

The mandate of the Customer Service Centres is to provide support and assistance to HRM (Halifax Regional Municipality) customers regarding municipal services. In 2022/23, Customer Service Representatives processed 37,000 financial transactions and collected \$124 million in revenue. Transactions and revenue increased in 2023/24 and is projected to end the fiscal at \$200 million in revenue and 55,000 transactions. The increase is due to collaboration between Revenue and Customer Service Centres to assist with processing of tax payments. Increases as well as efficiencies were also gained by assuming payment processing that was previously handled by an outsourced vendor. In-person transactions are anticipated to remain similar in fiscal 2024/25.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
New Telephony and Workforce Management System	Working with Information and Technology, Customer Contact Centres will review and evaluate a replacement of the 311 Telephony System and Workforce Management System.	 Exceptional Customer Service	EST – Q1 2024/25



## PROCUREMENT

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

### Services Delivered

**Inventory Management.** Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus municipality assets, excluding real estate.

**Purchasing.** In consultation with client business units, this service is responsible for the administration of the procurement policy for purchases over \$1,000. Current trends are monitored on procurement practice, potential for municipal policy amendments, opportunities for strategic sourcing, and working with industry to identify possible barriers to doing business with the municipality. Competitive Procurement is used for procurement of all Goods, Services and Construction, using solicitation tools that include Tenders, Request for Proposals (RFP) & Request for Quotation (RFQ).




### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
% of inventory on contract	60%	51%	60%	55%	60%
Average number of bids per publicly posted solicitations per year	3.5	2.9	3.5	2.3	3.5

### Performance Measures Analysis

**% of inventory on contract.** Goal remains at 60% minimum. Labor issues over past two years have impacted the ability to pull and analyze data needed to create solicitations to post for vendors to bid on, resulting in the inability to have more agreements of inventoried items on contract.

**Average number of bids per publicly posted solicitations per year.** Supply chain and labor shortage issues have impacted vendors' ability to submit bids; vendors are bidding on what they can handle with their current staffing complement, resulting in the receipt of fewer bids.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Fleet Inventory Service Delivery	Using performance excellence principles and in conjunction with Corporate Performance, review and initiate service Inventory's service delivery to Transit and Corporate Fleet. Specific initiatives are: Parts Request & Fulfillment, Alternative Procurement Methods, Warranty Management, Tire Management, Space Utilization.	 Exceptional Customer Service	T - Q4 2024/25
Social Value Framework – Vendor Engagement	Procurement will be developing a formal process in early 2024 to engage with the vendor community on how best to attract new suppliers to HRM that promote social value.	 Inclusive Communities	T – Q4 2024/25
Procurement Redesign	Processes will be updated and/or developed to reflect new structure and use of eSourcing. KPIs will also be created using data from central intake tool and the eSourcing system.	 Well-Managed	T – Q4 2024/25

## REVENUE

This division is accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio and establishing and overseeing the Payment Card Industry Data Security Standard compliance program. In addition, responsible for Grants and Contributions and Tax & Fiscal Policy development.

### Services Delivered

**Cash Management.** This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

**Collections.** This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

**General Revenue.** This service is responsible for the billing and administration of all non-property tax revenues.

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

**Tax and Fiscal Policy Development.** The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term. This includes the development of a long-term financial plan, a tax and fee strategy and the eventual development of service-centered budgeting and reporting.

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

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

**Treasury Services.** This service has responsibility to make investments in accordance with the Halifax Regional Municipality Investment Policy and manages changes to the policy through consultation with the Halifax Regional Municipality Investment Policy Advisory Committee. The Investment Policy Guides Treasury Services to make investments that produce a competitive rate of return while keeping capital preservation and liquidity needs at the forefront. In addition, the service safeguards the municipality's treasury assets.


### Service Delivery Performance Measures - Taxation

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Per cent of prior year's tax arrears not collected in the current year as a percent of the current year levy	2.00%	1.85%	1.00%	1.00%	
Current year's tax arrears as a percent of current year levy	2.66%	1.75%	2.00%	1.00%	

### Service Delivery Performance Measures – General Revenue

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Per cent of billings outstanding over 90 days at year end <sup>1</sup>	2.0%	3.11%	1.75%	1.24%	
Bad debt write off as a percent of billed revenue	0.2%	0.3%	0.03%	0.01%	
% of resident inquiries completed within 2 business days	98%	89%	66% <sup>2</sup>	96%	

Notes: 1) Excludes Halifax Water Commission.  
2) In 2022/23 service requests increased 116% over the prior year, leading to decreased response times. The increase is attributable to increased false alarm inquiries. The following year, staffing was adjusted to accommodate what is predicted to be a permanent increase in inquiries.

2024/2025 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Tax and Fee Revenue Strategy	Implement new user fees that align with fees changed in other jurisdictions.	 Responsible Administration	T – Q3 2024/25

## Summary of Net Expenditures - Finance & Asset Management

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
A663 Alderney Gate	185,129	191,700	191,700	215,000	23,300	12.2
A664 Bayers Road	185,849	252,800	191,800	215,300	(37,500)	(14.8)
A668 Musquodoboit Harbour	19,983	20,000	20,000	20,000	-	-
** Customer Service Centres	390,961	464,500	403,500	450,300	(14,200)	(3.1)
A625 311 Contact Centre	2,220,071	2,142,100	2,245,100	2,428,400	286,300	13.4
<b>*** Customer Contact Centres</b>	<b>2,611,032</b>	<b>2,606,600</b>	<b>2,648,600</b>	<b>2,878,700</b>	<b>272,100</b>	<b>10.4</b>
A301 Administration - Finance	804,167	922,100	896,650	654,000	(268,100)	(29.1)
M351 Managers Contingency	97,027	102,700	102,700	-	(102,700)	(100.0)
<b>*** Admin - Finance</b>	<b>901,193</b>	<b>1,024,800</b>	<b>999,350</b>	<b>654,000</b>	<b>(370,800)</b>	<b>(36.2)</b>
A811 Community Grants	206,673	205,500	271,100	328,700	123,200	60.0
A810 Fiscal & Tax Policy	425,821	368,500	271,700	261,900	(106,600)	(28.9)
A311 Revenue - Administration	504,303	482,100	432,400	513,100	31,000	6.4
A312 Coin Room	300,530	232,800	277,270	231,500	(1,300)	(0.6)
A313 Cash Management	424,609	435,500	435,500	473,800	38,300	8.8
A314 General Revenue	(567,839)	(208,400)	(1,204,800)	(472,700)	(264,300)	126.8
A316 Taxation	(1,396,720)	(2,966,200)	(1,914,500)	(2,291,900)	674,300	(22.7)
A325 Collections	253,941	177,300	130,800	117,400	(59,900)	(33.8)
A360 Parking Meters	10,791	26,500	32,500	32,500	6,000	22.6
<b>*** Revenue</b>	<b>162,108</b>	<b>(1,246,400)</b>	<b>(1,268,030)</b>	<b>(805,700)</b>	<b>440,700</b>	<b>(35.4)</b>
A302 Corporate Planning	468,639	315,200	330,500	334,700	19,500	6.2
A307 Director CPPO	179,846	176,000	195,675	272,400	96,400	54.8
I102 Org PerformanceExcel	604,107	762,000	666,000	814,600	52,600	6.9
<b>*** Corporate Planning</b>	<b>1,252,592</b>	<b>1,253,200</b>	<b>1,192,175</b>	<b>1,421,700</b>	<b>168,500</b>	<b>13.4</b>
A321 Accounting Admin	569,105	564,700	680,200	731,500	166,800	29.5
A322 Payment Processing	642,149	648,400	633,611	718,000	69,600	10.7
A323 Accounting Operations	546,720	579,800	520,400	611,900	32,100	5.5
A324 Accounting Svce Del	1,588,396	1,626,700	1,533,000	1,994,200	367,500	22.6
** Accounting	3,346,370	3,419,600	3,367,211	4,055,600	636,000	18.6
A615 Payroll Ctrls & Rptg	144,475	174,500	176,200	183,600	9,100	5.2
A616 Payroll Service Delivery	911,698	834,800	1,166,000	910,900	76,100	9.1
A617 Payroll Processing	309,698	254,600	271,800	279,400	24,800	9.7
** Payroll	1,365,871	1,263,900	1,614,000	1,373,900	110,000	8.7
A326 Planning and Reserves	215,670	288,200	288,200	316,400	28,200	9.8
<b>*** Accounting &amp; Financial Reporti</b>	<b>4,927,911</b>	<b>4,971,700</b>	<b>5,269,411</b>	<b>5,745,900</b>	<b>774,200</b>	<b>15.6</b>
A331 General Purchasing	1,234,353	1,158,500	1,871,150	1,950,020	791,520	68.3
A332 Inventory Management	293,477	346,000	299,700	294,320	(51,680)	(14.9)
A333 BTC Inventory	593,914	582,300	545,600	691,300	109,000	18.7
A334 Corp Fleet & Gen Inv	581,930	596,900	625,400	745,720	148,820	24.9
A335 Procurement PSRs	651,139	677,200	638,200	769,300	92,100	13.6
A336 Procurement Staff	596,991	684,400	-	-	(684,400)	(100.0)
A337 Disp.of Surplus Equi	(1,300)	-	-	-	-	-
A338 RLT Inventory	586,573	506,000	587,500	613,320	107,320	21.2
A339 Inventory Administration	679,161	658,100	635,300	768,720	110,620	16.8
<b>*** Procurement</b>	<b>5,216,237</b>	<b>5,209,400</b>	<b>5,202,850</b>	<b>5,832,700</b>	<b>623,300</b>	<b>12.0</b>
W701 Asset Management	1,361,668	1,528,100	1,546,400	1,632,200	104,100	6.8
<b>*** Asset Management</b>	<b>1,361,668</b>	<b>1,528,100</b>	<b>1,546,400</b>	<b>1,632,200</b>	<b>104,100</b>	<b>6.8</b>
<b>Net Total</b>	<b>16,432,740</b>	<b>15,347,400</b>	<b>15,590,756</b>	<b>17,359,500</b>	<b>2,012,100</b>	<b>13.1</b>

## Summary Details - Finance & Asset Management

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	15,029,686	15,430,500	16,342,100	16,791,000	1,360,500	8.8
6002 Salaries - Overtime	251,459	202,700	313,900	202,700	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6005 PDP & Union Con Incr	(138,400)	-	(1,417,819)	-	-	-
6051 Shift Agreements	4,250	5,200	5,200	5,200	-	-
6054 Vacation payout	89,115	10,000	16,500	10,000	-	-
6099 Other Allowances	2,180	-	-	-	-	-
6100 Benefits - Salaries	3,178,292	3,103,300	3,027,200	3,550,300	447,000	14.4
6110 Vacancy Management	-	(848,300)	-	(358,300)	490,000	(57.8)
6152 Retirement Incentives	89,180	104,900	105,600	114,600	9,700	9.2
6154 Workers' Compensation	413,111	445,300	442,400	490,900	45,600	10.2
6155 Overtime Meals	1,400	2,900	2,900	2,900	-	-
6156 Clothing Allowance	3,032	4,100	4,100	4,100	-	-
6158 WCB Recov Earnings	(190)	-	-	-	-	-
6199 Comp & Ben InterDept	(120,144)	(58,000)	(64,600)	92,000	150,000	(258.6)
9200 HR CATS Wage/Ben	(59,298)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>18,743,671</b>	<b>18,402,600</b>	<b>18,777,481</b>	<b>20,905,400</b>	<b>2,502,800</b>	<b>13.6</b>
6201 Telephone/Cable	26,203	9,300	22,700	9,300	-	-
6202 Courier/Postage	40,363	25,400	64,800	46,000	20,600	81.1
6203 Office Furn/Equip	12,329	18,300	59,900	18,800	500	2.7
6204 Computer S/W & Lic	4,103	53,700	47,700	53,700	-	-
6205 Printing & Reprod	(21)	2,900	6,100	81,900	79,000	2,724.1
6207 Office Supplies	33,407	38,800	43,300	39,800	1,000	2.6
6299 Other Office Expenses	239	1,000	1,200	1,000	-	-
<b>* Office</b>	<b>116,623</b>	<b>149,400</b>	<b>245,700</b>	<b>250,500</b>	<b>101,100</b>	<b>67.7</b>
6301 Professional Fees	217,654	378,400	240,500	255,000	(123,400)	(32.6)
6303 Consulting Fees	21,118	50,000	25,000	146,500	96,500	193.0
6304 Janitorial Services	112	-	-	-	-	-
6306 Property Survey	28,762	-	-	-	-	-
6310 Outside Personnel	195,865	272,000	260,000	50,000	(222,000)	(81.6)
6311 Security	140	-	-	-	-	-
6312 Refuse Collection	3,139	2,000	2,000	2,000	-	-
6316 Real Property Disb	4,107	10,000	7,000	10,000	-	-
6399 Contract Services	191,093	192,500	308,300	198,500	6,000	3.1
<b>* External Services</b>	<b>661,990</b>	<b>904,900</b>	<b>842,800</b>	<b>662,000</b>	<b>(242,900)</b>	<b>(26.8)</b>
6401 Uniforms & Clothing	8,166	12,800	12,300	12,800	-	-
6402 Med & First Aid Supp	44	500	300	500	-	-
6403 Patrol Equip Supplies	-	-	100	-	-	-
6406 Bridge Tolls	16	-	-	-	-	-
6407 Clean/Sani Supplies	1,164	7,600	3,900	7,600	-	-
6409 Personal Protect Equ	1,094	1,900	1,900	1,900	-	-
6499 Other Supplies	13	-	-	-	-	-
<b>* Supplies</b>	<b>10,496</b>	<b>22,800</b>	<b>18,500</b>	<b>22,800</b>	-	-
6504 Hardware	748	-	-	-	-	-
6505 Lubricants	10	-	-	-	-	-
<b>* Materials</b>	<b>758</b>	-	-	-	-	-
6608 Water	21	-	-	-	-	-
6610 Building - Exterior	147	-	-	-	-	-
6612 Safety Systems	33	-	-	-	-	-
<b>* Building Costs</b>	<b>201</b>	-	-	-	-	-
6701 Equipment Purchase	7,213	2,500	29,300	2,500	-	-
6702 Small Tools	2,853	1,300	2,300	1,300	-	-
6703 Computer Equip/Rent	86	-	100	-	-	-
6704 Equipment Rental	30,258	54,200	25,000	54,200	-	-
6705 Equip - R&M	4,011	11,000	7,500	11,000	-	-
6706 Computer R&M	883	100	100	100	-	-
6708 Mechanical Equipment	257	-	-	-	-	-
6711 Communication System	1,532	2,200	1,200	2,200	-	-
<b>* Equipment &amp; Communications</b>	<b>47,094</b>	<b>71,300</b>	<b>65,500</b>	<b>71,300</b>	-	-
6802 Vehicle R&M	132	-	-	-	-	-
6806 Vehicle Rentals	136	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>268</b>	-	-	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6901 Membership Dues	354,797	357,600	392,500	45,100	(312,500)	(87.4)
6902 Conferences/Workshop	13,968	5,500	1,000	4,000	(1,500)	(27.3)
6903 Travel - Local	6,890	15,300	11,750	15,600	300	2.0
6904 Travel - Out of Town	13,515	9,300	20,500	7,300	(2,000)	(21.5)
6905 Training & Education	77,379	81,300	91,400	90,300	9,000	11.1
6906 Licenses & Agreements	1,104	300	300	300	-	-
6910 Signage	-	500	500	500	-	-
6911 Facilities Rental	185	-	5,000	-	-	-
6912 Advertising/Promotio	41,753	44,000	35,800	41,500	(2,500)	(5.7)
6913 Awards	-	2,600	300	2,600	-	-
6915 Research Data Acquis	-	100	-	100	-	-
6917 Books and Periodicals	698	1,600	1,200	1,600	-	-
6918 Meals/Catering	7,972	4,600	6,200	4,300	(300)	(6.5)
6919 Special Projects	109	30,000	-	5,000	(25,000)	(83.3)
6933 Community Events	-	1,700	-	-	(1,700)	(100.0)
6936 Staff Relations	-	-	37,200	-	-	-
6938 Rewarding Excellence	77,541	20,300	31,125	5,300	(15,000)	(73.9)
6954 Cash over/under	(209)	-	-	-	-	-
6999 Other Goods/Services	205,663	21,600	21,800	31,600	10,000	46.3
<b>* Other Goods &amp; Services</b>	<b>801,365</b>	<b>596,300</b>	<b>656,575</b>	<b>255,100</b>	<b>(341,200)</b>	<b>(57.2)</b>
7008 ltnTrsf IT & Commun	343	-	-	-	-	-
7009 Internal Trfr Other	23,676	20,300	23,000	20,300	-	-
7011 Int Trf Record Check	200	-	-	-	-	-
7012 Int Trf Print/Reprod	6,239	400	18,000	400	-	-
<b>* Interdepartmental</b>	<b>30,458</b>	<b>20,700</b>	<b>41,000</b>	<b>20,700</b>	-	-
8030 Tfr Fr Resvs to Oper	(19,560)	-	(14,500)	-	-	-
<b>* Other Fiscal</b>	<b>(19,560)</b>	<b>-</b>	<b>(14,500)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>20,393,365</b>	<b>20,168,000</b>	<b>20,633,056</b>	<b>22,187,800</b>	<b>2,019,800</b>	<b>10.0</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4909 False Alarm Recovery	(814,832)	(530,000)	(1,150,000)	(830,000)	(300,000)	56.6
4923 MarketingLevyPenalty	-	-	(297,200)	-	-	-
4951 By-Law F300 Revenue	(1,268,583)	(1,696,300)	(1,325,000)	(1,454,000)	242,300	(14.3)
5204 Administration Fees	(300)	(14,000)	-	(14,000)	-	-
5205 Tax Certificates	(938,465)	(1,600,000)	(1,300,000)	(1,450,000)	150,000	(9.4)
5229 Tax Sale Admin Fees	(77,225)	(90,000)	(150,000)	(190,000)	(100,000)	111.1
5241 Tax Info Revenue	-	(200,000)	(42,000)	(200,000)	-	-
<b>* Fee Revenues</b>	<b>(3,099,405)</b>	<b>(4,130,300)</b>	<b>(4,264,200)</b>	<b>(4,138,000)</b>	<b>(7,700)</b>	<b>0.2</b>
5508 Recov External Parti	(806,608)	(590,300)	(698,100)	(590,300)	-	-
5600 Miscellaneous Revenue	(54,612)	(100,000)	(80,000)	(100,000)	-	-
<b>* Other Revenue</b>	<b>(861,220)</b>	<b>(690,300)</b>	<b>(778,100)</b>	<b>(690,300)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(3,960,625)</b>	<b>(4,820,600)</b>	<b>(5,042,300)</b>	<b>(4,828,300)</b>	<b>(7,700)</b>	<b>0.2</b>
<b>Net Total</b>	<b>16,432,740</b>	<b>15,347,400</b>	<b>15,590,756</b>	<b>17,359,500</b>	<b>2,012,100</b>	<b>13.1</b>

# INFORMATION TECHNOLOGY

## 2024/25 BUDGET AND BUSINESS PLAN





### **MISSION**




TO DELIVER TECHNOLOGY AND SOLUTIONS THAT ENABLE THE HALIFAX REGIONAL MUNICIPALITY TO BECOME AN ORGANIZATION THAT GOVERNS WITH TRANSPARENCY AND EVIDENCE-BASED DECISION MAKING, WHILE PROVIDING SECURE CUSTOMER-CENTRIC DIGITAL SERVICES THAT ALIGN WITH COUNCIL AND ADMINISTRATIVE PRIORITIES.



## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence


 Strategic initiatives or deliverables supporting HalifACT

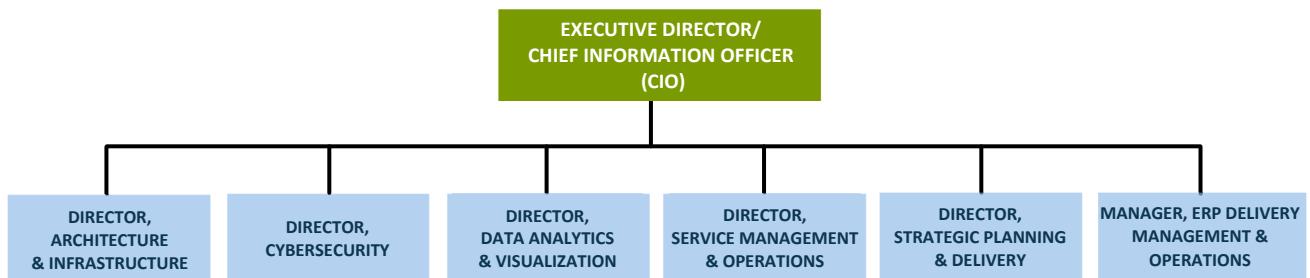
## OVERVIEW

Several of the Information Technology multi-year strategic initiatives continue the current 2024/25 business plan.

Information Technology (IT) is committed to providing customer service and technology expertise in support of Regional Council and Administrative priorities. IT aligns the corporate vision with technology architecture to drive the continued development of the municipality as a digital service delivery organization.

IT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, refinement of foundational business systems to drive business process improvements, and overall cybersecurity best practice to manage organization risk.

## ORGANIZATION CHART




## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	142.0
<b>New Positions:</b>	
Application Administrator	4.0
Service Desk Analyst	2.0
Field Support Analyst	1.0
Project Manager Information Technology	3.0
Senior Business Analyst	3.0
Change Management Consultant	1.0
SAP Functional Analyst	1.0
Business Analytics Developer	2.0
Network Administrator II	1.0
Manager Cybersecurity Operations	1.0
GIS Business Lead	1.0
<b>Deleted Positions:</b>	
Administrative Assistant II	(1.0)
<b>Capital Changes:</b>	
Accountant	(1.0)
Contract Administrator	(1.0)
Project Manager IT	(3.0)
Senior Project Lead	(1.0)
Procurement Officer	(1.0)
Senior Business Analyst	(2.0)
<b>Total Changes</b>	<b>10.0</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>152.0</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

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

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Chief Information Office	\$ 1,258,388	\$ 6,102,250	\$ 6,764,350	\$ 7,243,200	\$ 1,140,950	18.7
Data Analytics & Visualization	3,057,009	3,071,700	3,081,100	3,579,700	508,000	16.5
Architecture & Infrastructure	6,202,331	7,593,000	7,771,250	8,625,650	1,032,650	13.6
Strategic Planning & Delivery	1,983,634	2,691,200	2,026,250	2,904,150	212,950	7.9
Service Management & Operations	16,939,878	12,344,200	12,776,650	14,878,650	2,534,450	20.5
Cybersecurity	914,430	964,950	1,023,750	1,197,550	232,600	24.1
<b>Net Total</b>	<b>\$ 30,355,670</b>	<b>\$ 32,767,300</b>	<b>\$ 33,443,350</b>	<b>\$ 38,428,900</b>	<b>\$ 5,661,600</b>	<b>17.3</b>

### SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 12,849,826	\$ 13,482,650	\$ 13,487,800	\$ 16,282,050	\$ 2,799,400	20.8
Office	7,958,249	8,846,400	9,367,600	9,923,750	1,077,350	12.2
External Services	7,363,588	7,984,900	8,367,400	9,002,850	1,017,950	12.7
Supplies	-	-	200	-	-	-
Building Costs	-	-	-	29,200	29,200	-
Equipment and Communications	2,133,302	2,390,700	2,160,700	3,034,200	643,500	26.9
Vehicle Expense	17	-	-	-	-	-
Other Goods and Services	95,096	71,250	111,300	165,450	94,200	132.2
Interdepartmental	(30,665)	-	250	-	-	-
Other Fiscal	-	-	(28,900)	-	-	-
<b>Total Expenditures</b>	<b>30,369,414</b>	<b>32,775,900</b>	<b>33,466,350</b>	<b>38,437,500</b>	<b>5,661,600</b>	<b>17.3</b>

Revenues	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
Other Revenue	\$ (13,744)	\$ (8,600)	\$ (23,000)	\$ (8,600)	\$ -	-
<b>Total Revenues</b>	<b>(13,744)</b>	<b>(8,600)</b>	<b>(23,000)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 30,355,670</b>	<b>\$ 32,767,300</b>	<b>\$ 33,443,350</b>	<b>\$ 38,428,900</b>	<b>\$ 5,661,600</b>	<b>17.3</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 32,767,300</b>
<b>Service Enhancements</b>	
Staff supporting capital initiatives	546,400
Staff supporting Cybersecurity Auditor General recommendations	544,800
Staff supporting continued application development and growth initiatives	241,100
<i>Enterprise Content &amp; Records Management</i> project software contract costs	123,500
Increase in computer equipment costs for meeting room technology upgrades	100,000
<i>ICT Infrastructure Recapitalization</i> project rent and utility costs	79,300
<i>Voluntary Vulnerable Person Registry</i> software license costs	10,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	1,467,100
Increase to Enterprise Resource Planning system software and license costs	350,000
Increase to IT software, service and licensing costs	349,700
Increase in computer equipment costs for technology asset refresh	300,000
Increase in repairs and maintenance costs	92,900
Other inflationary and service pressures	40,100
<b>Contractual Increases</b>	
Increase to telephone and mobility contract costs	501,500
Increase in support agreement for PD and teller payment processing software	328,900
Increase to IT support contract costs	222,800
Increase in repairs and maintenance contract costs	150,500
Increase in print contract costs	106,700
<b>Other/Transfers</b>	
Increase in consulting requirements	102,300
Miscellaneous adjustments	4,000
<b>Total Changes</b>	<b>\$ 5,661,600</b>
<b>2024/25 Budget</b>	<b>\$ 38,428,900</b>

### Service Enhancements

**Staff supporting capital initiatives.** Increase staffing complement to offset the reliance on subcontracted personnel to deliver on capital funded transformational projects. Significant savings will be realized by the municipality by leveraging full time project management, business analysis, and change management resources.

**Staff supporting Cybersecurity Auditor General recommendations.** Recommendations within the Auditor General report, *The Management of Cybersecurity*, called for additional staffing to be put in place to provide greater separation of duties, enhanced monitoring of infrastructure, and for increased interactions with the municipality's employees to ensure compliance with the cybersecurity program.

**Staff supporting continued application development and growth initiatives.** As new systems are implemented to support the municipality's business units, IT takes on increased workloads to provide ongoing support and maintenance of these systems. Over the next year, the implementation of several new applications will be underway for corporate scheduling, enhanced HR functionality, workplace management, mobile license

plate recognition, automated salt scales, electronic agenda management, and others. As these initiatives advance, additional system administrators are needed to support the new systems.

**Enterprise Content & Records Management project software contract costs.** Microsoft SharePoint and OneDrive have been implemented within the municipality as part of the Microsoft 365 suite of productivity tools. To ensure proper disaster recovery and business continuity, a backup solution has been put in place.

**Increase in computer equipment costs for meeting room technology upgrades.** As the use of online/hybrid meetings has grown, the need to enhance and augment the technology within the municipality's meeting spaces has increased.

**ICT Infrastructure Recapitalization project rent and utility costs:** To facilitate the required vacating of our primary datacentre housed within Duke tower, a lease of a co-location hosting facility has been procured which provides an upgrade in facilities while negating the need to invest in building a new datacentre.

**Voluntary Vulnerable Person Registry software license costs.** To facilitate the *Voluntary Vulnerable Person Registry*, a new application is required to be implemented with corresponding licensing costs.

## SERVICE AREA PLANS

### ARCHITECTURE & INFRASTRUCTURE

The Architecture Team develops and maintains the blueprints for technology and business solutions within the municipality. They maintain the *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. 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.

#### Services Delivered

**Architecture.** This service develops reference architectures which guide the selection and implementation of technology solutions for the organization. Through the development and maintenance of standards, guidelines, practices and processes related to management of infrastructure and enterprise architecture governance, the Enterprise Architects ensure that technology landscape is in place to support the services the municipality provides in the most sustainable, consistent, reliable, and cost-effective manner possible.




**Infrastructure management.** This service provides servers, network, and infrastructure to support the operation of and access to business applications and IT services. Also provided are the operation and maintenance of infrastructure and applications including disaster recovery planning.

## Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Core network availability (excludes scheduled outages)	99.86%	100%	99.99%	99.99%

## Performance Measures Analysis

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

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Municipal Reference Architecture	This ongoing initiative will continuously update our current state architecture for business applications and services as services are added and removed which will allow us to understand how changes in the landscape will impact the environment as a whole. The <i>Municipal Reference Architecture</i> also includes a target state to provide a framework to strive towards when changing or implementing services in the overall landscape. This year will include establishing guidelines and revisiting guiding principles related to the Enterprise Architecture Program in addition to the ongoing work to maintain and enhance the Reference Architecture.	 Well-Managed	T – Q4 2024/25
Network Infrastructure Upgrades	This lifecycle management initiative is to refresh the network equipment in our office locations to ensure continued network stability and security.	 Well-Managed	T – Q4 2024/25
Strengthen Disaster Recovery Capabilities	Strengthen disaster recovery procedures with the enhanced capabilities available as a result of the hardware refresh and implementation of the new data centre in FY 2023/24.	 Well-Managed	T – Q4 2024/25

## 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 the program strikes a balance between risk mitigation and enabling the organization to remain productive.

### Services Delivered


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

**Security Controls.** Regular monitoring of threats and vulnerabilities, implementing remediation activities when appropriate.


**Incident Management Planning.** Development of plans and procedures for responding in the face of cybersecurity incidents.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Cybersecurity awareness training completion rate	1,996 (53%)	2,119 (50%)	2,225 (63%) <sup>1</sup>	70%
Spam emails diverted from users	1,194,936 / month (1,344 / hour)	1,494,134 / month (2,075 / hour)	1,867,667 / month (2,594 / hour)	2,334,583 / month (3,242 / hour)
Cybersecurity incidents requiring intervention <sup>2</sup>	Average of 28 / month	Average of 61 / month	Average of 90 / month	Average of 130 / month
<p>Notes:</p> <ol style="list-style-type: none"> <li>1) Cybersecurity Awareness Training Completion Rate as at 15 Dec 2023 – 3,587 users assigned training, 2,225 completed (63%), 1,228 users in progress (34%) and 104 users not started (4%).</li> <li>2) Cybersecurity Incidents Requiring Intervention – The number of times an employee has encountered a cybersecurity threat of a strong enough severity that the Cybersecurity team needs to intervene.</li> </ol>				

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Security Control Implementation Assessment	Cybersecurity has aligned an internal review of the Cybersecurity practice with Auditor General Cyber audit recommendations to establish a roadmap and timeline for implementation of security best practices for the organization.	 Well-Managed	T - Q4 2024/25



2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Security Awareness Program	<p>The program continues to expand with the development of a communication calendar for socializing security best practices and following up with users impacted by the simulated Phishing campaigns with additional training.</p> <p>The second year of the awareness training has refresher modules being rolled out to all users. Reporting on completion rates to Business Units and corporate learning will be enhanced and operationalized in line with Auditor General recommendations.</p>	 Well-Managed	T - Q4 2024/25

## DATA ANALYTICS & VISUALIZATION

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

### Services Delivered

**Data management and analytics.** This service comprises all the disciplines related to managing spatial and non-spatial data as an asset on behalf of municipal business units. The primary focus is to work collaboratively with business unit stakeholders to design and develop solutions to collect, transform, and share data as information both internally and externally, facilitating data driven decision making across the municipality.




**Web solutions and user centric design.** This service supports the maintenance and growth of the municipality’s public facing web solutions, with a focus on user centered design and accessibility. The team collaborates with business unit stakeholders to ensure solutions align with resident needs as the municipality’s digital footprint is expanded.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Number of Open Data sets <sup>1</sup>	180	210	238	263
Website visits (sessions) <sup>2</sup>	5,267,580	6,230,857	7,552,167	6,500,000
Website average session duration (mm:ss) <sup>3</sup>	1:59	1:52	2:01	1:55

Notes:

- 1) Expectation is to continue to release new data sets every two months. Data sets have various refresh cycles depending on business need, ranges from daily, weekly, monthly to annually.
- 2) The number of times a user visited the website, consisting of one or more pageviews.
- 3) A view of how long users are spending on website.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Geographic Information Systems (GIS) Strategy Refresh Year 2 Implementation	Implement year two of the updated Geographic Information Systems Strategy, focusing on enhancing municipal services through refining GIS roles and responsibilities, expanding partnerships with external organizations and increasing geo-literacy across the municipality.	 Innovative Performance Excellence	T - Q4 2024/25
Business Intelligence (BI) Strategy Refresh Year 1 Implementation	Implement year one of the Business Intelligence Strategy, focusing on enhancing municipal services through enabling self-service tools to empower end users, updating our BI operational model, and evaluating standards and best practices for metadata management.	 Well-Managed	T - Q4 2024/25
Implementation of Web Governance and Content Management Model Updates	As both the municipality and the role of a corporate website have evolved since the launch of the current Halifax.ca, a review of governance and content management models was completed in 2023/24. Focus this year will be on implementing recommendations, aligning roles and responsibilities with current needs and direction.	 Innovative Performance Excellence	T - Q1 2024/25




## ERP DELIVERY MANAGEMENT & OPERATIONS

The ERP Delivery Management & Operations department evolved from the SAP Program Management group to encompass delivery and support of enterprise resource planning solutions including both Financial and Human Resources (HR) systems.

### Services Delivered

**Enhance tools and capabilities.** Deliver new and improved solutions based on business priorities and approved projects in support of business unit process improvements and service augmentations.

**ERP operations management.** Operate and maintain integrated ERP solutions providing reliable tools to support financial and human resource management functions within the organization.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
ERP Roadmap	<p>The municipality's ERP system is the source of truth for the municipality's financial and human resource information. The ERP system provides capabilities that can be leveraged to support future service expansions designed to keep pace with strategic direction, expectations and the needs of clients and residents. The ERP roadmap will provide a clear path to benefits realization and categorize and prioritize ERP initiatives while identifying resources, timelines, and investment.</p> <p>Deliverables will include updates to the current Roadmap, Executive Leadership approval of the roadmap and initial planning for next steps.</p>	 Well-Managed	T – Q3 2024/25
Corporate Scheduling – Time & Attendance	<p>Continuing activities for the implementation of the UKG software product to provide enhanced Time &amp; Attendance capabilities across Halifax Regional Municipality business units including advanced scheduling functionality for emergency services.</p> <p>The Corporate Scheduling Time and Attendance solution will streamline the employee payroll process while reducing manual activities, duplication of work and the number of errors. The solution will improve management reporting and enforce adherence to collective agreement terms.</p> <p>Deliverables will include build and configuration of the Time, Attendance and Scheduling solution and the commencement of deploying the new solution across the organization.</p>	 Well-Managed	T - Q4 2024/25
HR Project – Phase 2	<p>Following the successful roll out of the SAP SuccessFactors Employee Central module, the HR Project will focus on the planning of the enterprise Learning Management Systems (LMS), Recruiting and Onboarding modules.</p> <p>Deliverables will include finalization of a contract for technical implementation services, detailed planning, build, and deployment of the LMS module and the commencement of detailed planning for the Recruiting and Onboarding modules.</p>	 Engaged & Skilled People	T - Q4 2024/25

## 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 IT Services Delivered.

**Service Desk.** This service provides tier 1 front level customer support for incident troubleshooting and restoration of service (break/ fix), and Service Request Management. Service requests are filtered through the service management system to ensure that they are logged, prioritized, assigned to the correct IT group for action, monitored, fulfilled, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

**Field Support & Asset Management.** This service provides mobile and personal computing technology (laptops, desktop computers, tablets and peripherals), including provisioning, configuration, and technical support.

**Corporate Services.** This area is responsible for providing managed service and contract oversight. This includes telecommunications related services (voice, audio conferencing, mobility/cellular). Managed Print, Public Wifi, Meeting Room technology, and TMR2 (mobile radio) emergency service. IT supports hundreds of contracts which underpin all IT services provided by IT to HRM business units: this includes procurement, contract negotiations, contract, vendor performance management, renewals, and payment.

**IT Business Applications Management.** This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of municipal business units. Enhancements are assessed and implemented to enable continued fit to business process to deliver incremental increases in value.

**Service Management & Process Optimization.** Accountable to ensure the 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.



### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Projected
Total Asset/Device Count	N/A	4,600	5,300	5,600
Total IT Ticket Volume	28,700	34,000	36,000	38,000

### Performance Measures Analysis

IT devices include all desktop and laptop computers, tablets, and mobile phones in use and supported by IT. Increases are attributed to a variety of factors including increase in overall HRM FTE, increase in municipal employees who are provided a device, and new needs for mobility devices such as tablets for field workers. Projecting continued increases due to high demand for mobile device deployment to field workers and employees previously without a device.

Total IT Service ticket volume includes all client-reported incidents (to report a system issue) and service requests (to order products or services). Increases are attributed to growth in municipal employee devices (see above), addition of new systems and services (i.e. SuccessFactors or OneDrive), and introduction of new processes (i.e. Multi-Factor Authentication and VPN). Projecting continued increases due to anticipated onboarding of multiple new systems and additional cadence to tighten operating processes and protect our digital assets from Cyber Security risk.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
AI Chat as an IT Support Channel	Design, configure, test, implement and communicate the addition of an AI Chatbot to the current IT Service Portal. Currently, HRM employees may call or submit tickets (work requests) in the IT Portal. The addition of an AI Chatbot will enable employees to ask quick questions and receive help on common problems or service requests, routing to a human Service Desk Analyst within IT should the Chatbot not fulfill the requestors needs.	 Innovative Performance Excellence	Q2 2024/25
Asset Management Maturity and Automation	Redesign and improve operating processes governing the management of endpoint devices. This work will improve efficiency and accuracy in asset management and address recommendations in the Auditor General report.	 Innovative Performance Excellence	Q3 2024/25

## STRATEGIC PLANNING & DELIVERY

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

### Services Delivered

**Business relationship management.** This service supports business units and senior management to shape business demand into supply by partnering with appropriate resources to facilitate the creation of ideas, business cases, and strategic plans.

**Portfolio and project management.** This function ensures a multi-year strategic plan is in place to guide technology investments, delivery plans, skills development, and organizational structure. Project and portfolio management approaches are leveraged to ensure the appropriate selection and successful delivery of technology enabled business solutions.

The Project Management Office (PMO) works with the business units to deliver single and multi- year IT capital funded and operations projects. These include system replacements, system upgrades, and business transformation type projects delivered to business units to support their various operational requirements.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Portfolio Management and Project Management Office Project Delivery	<p>IT Investment Committee will continue to be leveraged to make business-driven decisions regarding the initiatives that IT delivers. This includes approving projects, priorities, and the overall IT Project Portfolio.</p> <p>Deliverables from this process include business cases developed for each proposed initiative, a portfolio plan for the execution of approved projects, and this year will include regular updates to senior management regarding progress within the portfolio.</p>	 Well-Managed	T - Q4 2024/25

## Summary of Net Expenditures - Information Technology

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
A410 Digital Services	1,308,337	1,262,650	1,062,800	935,800	(326,850)	(25.9)
A411 BI & Data Initiatives	-	-	230,400	601,400	601,400	-
A728 Director Data A & V	158,817	159,500	159,800	169,000	9,500	6.0
A746 IT GIS	1,589,855	1,649,550	1,628,100	1,873,500	223,950	13.6
<b>* Data Analytics &amp; Visualization</b>	<b>3,057,009</b>	<b>3,071,700</b>	<b>3,081,100</b>	<b>3,579,700</b>	<b>508,000</b>	<b>16.5</b>
A724 Enterprise Architect	521,256	711,000	756,850	758,850	47,850	6.7
A727 Director Infra Admin	169,124	171,600	171,800	177,100	5,500	3.2
A742 Technology Infrastructure	4,460,070	5,526,350	5,677,350	6,376,350	850,000	15.4
A745 Tech Systems Admin	1,051,881	1,184,050	1,165,250	1,313,350	129,300	10.9
<b>* Architecture &amp; Infrastructure</b>	<b>6,202,331</b>	<b>7,593,000</b>	<b>7,771,250</b>	<b>8,625,650</b>	<b>1,032,650</b>	<b>13.6</b>
A751 ERP Delivery Mgt/Ops	496,867	5,589,200	6,090,700	6,404,000	814,800	14.6
A721 Chief Info Office	761,521	513,050	673,650	839,200	326,150	63.6
<b>* Chief Information Office</b>	<b>1,258,388</b>	<b>6,102,250</b>	<b>6,764,350</b>	<b>7,243,200</b>	<b>1,140,950</b>	<b>18.7</b>
A645 Strategic Plan/Deliv	626,185	560,750	530,200	539,500	(21,250)	(3.8)
A734 IT Proj Mgmt Office	1,001,581	1,678,100	1,245,400	1,917,400	239,300	14.3
A736 IT Business Analysis	137,040	-	-	-	-	-
A747 IT Strategy & Portfolio	218,828	452,350	250,650	447,250	(5,100)	(1.1)
<b>* Strategic Planning &amp; Delivery</b>	<b>1,983,634</b>	<b>2,691,200</b>	<b>2,026,250</b>	<b>2,904,150</b>	<b>212,950</b>	<b>7.9</b>
A421 ICT Corporate Serv.	-	-	-	-	-	-
A729 IT Contract Management	210,800	372,600	367,400	394,300	21,700	5.8
A732 Business App Mgt	8,273,473	3,825,500	3,931,800	4,435,900	610,400	16.0
A741 Svc Mgt & Ops Admin	518,344	478,050	500,400	495,050	17,000	3.6
A743 IT Client Service	5,255,001	5,102,050	5,420,850	6,454,750	1,352,700	26.5
A744 IT Corporate Solutions	1,600,398	1,657,900	1,621,650	1,876,200	218,300	13.2
A749 IT Service Support	1,081,862	908,100	934,550	1,222,450	314,350	34.6
<b>* Service Management &amp; Operations</b>	<b>16,939,878</b>	<b>12,344,200</b>	<b>12,776,650</b>	<b>14,878,650</b>	<b>2,534,450</b>	<b>20.5</b>
A726 IT Cybersecurity	914,430	964,950	1,023,750	1,197,550	232,600	24.1
<b>* Cybersecurity</b>	<b>914,430</b>	<b>964,950</b>	<b>1,023,750</b>	<b>1,197,550</b>	<b>232,600</b>	<b>24.1</b>
<b>Net Total</b>	<b>30,355,670</b>	<b>32,767,300</b>	<b>33,443,350</b>	<b>38,428,900</b>	<b>5,661,600</b>	<b>17.3</b>

## Summary Details - Information Technology

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	11,076,255	11,714,000	12,238,600	14,295,100	2,581,100	22.0
6002 Salaries - Overtime	276,660	292,900	345,100	301,900	9,000	3.1
6005 PDP & Union Con Incr	(104,600)	-	(989,600)	-	-	-
6054 Vacation payout	43,940	-	23,900	-	-	-
6100 Benefits - Salaries	2,225,934	2,232,700	2,135,800	2,693,500	460,800	20.6
6110 Vacancy Management	-	(1,107,550)	-	(1,407,550)	(300,000)	27.1
6152 Retirement Incentives	65,031	76,700	76,400	86,400	9,700	12.6
6154 Workers' Compensation	247,026	273,900	239,700	312,700	38,800	14.2
6190 Compensation OCC trf	-	-	(20,000)	-	-	-
6199 Comp & Ben InterDept	(62,210)	-	(100,600)	-	-	-
9200 HR CATS Wage/Ben	(917,118)	-	(460,700)	-	-	-
9210 HR CATS OT Wage/Ben	(1,090)	-	(800)	-	-	-
<b>* Compensation and Benefits</b>	<b>12,849,826</b>	<b>13,482,650</b>	<b>13,487,800</b>	<b>16,282,050</b>	<b>2,799,400</b>	<b>20.8</b>
6201 Telephone/Cable	1,478,194	1,325,250	1,675,150	1,826,750	501,500	37.8
6202 Courier/Postage	41,923	30,000	40,100	30,000	-	-
6203 Office Furn/Equip	12,136	15,850	17,000	15,850	-	-
6204 Computer S/W & Lic	6,222,146	7,027,000	7,069,000	7,496,150	469,150	6.7
6205 Printing & Reprod	372,134	444,300	570,700	551,000	106,700	24.0
6207 Office Supplies	5,768	4,000	4,500	4,000	-	-



Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6290 Office OCC Transfer	(191,976)	-	(10,300)	-	-	-
6299 Other Office Expenses	17,925	-	1,450	-	-	-
<b>* Office</b>	<b>7,958,249</b>	<b>8,846,400</b>	<b>9,367,600</b>	<b>9,923,750</b>	<b>1,077,350</b>	<b>12.2</b>
6301 Professional Fees	33,051	3,500	3,300	3,500	-	-
6303 Consulting Fees	29,767	-	4,000	102,300	102,300	-
6311 Security	177	-	400	-	-	-
6390 Extnl Svcs OCC Trsf	(101,861)	-	(145,000)	-	-	-
6399 Contract Services	7,402,454	7,981,400	8,504,700	8,897,050	915,650	11.5
<b>* External Services</b>	<b>7,363,588</b>	<b>7,984,900</b>	<b>8,367,400</b>	<b>9,002,850</b>	<b>1,017,950</b>	<b>12.7</b>
6402 Med & First Aid Supp	-	-	100	-	-	-
6409 Personal Protect Equ	-	-	100	-	-	-
<b>* Supplies</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
6607 Electricity	-	-	-	29,200	29,200	-
<b>* Building Costs</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,200</b>	<b>29,200</b>	<b>-</b>
6701 Equipment Purchase	1,618	-	-	-	-	-
6702 Small Tools	449	-	1,100	-	-	-
6703 Computer Equip/Rent	1,560,437	1,558,100	1,267,200	1,958,100	400,000	25.7
6706 Computer R&M	167,327	407,000	466,500	650,500	243,500	59.8
6711 Communication System	403,471	425,600	425,900	425,600	-	-
<b>* Equipment &amp; Communications</b>	<b>2,133,302</b>	<b>2,390,700</b>	<b>2,160,700</b>	<b>3,034,200</b>	<b>643,500</b>	<b>26.9</b>
6804 Vehicle Fuel - Gas	17	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6901 Membership Dues	2,403	900	1,300	900	-	-
6902 Conferences/Workshop	1,659	10,200	10,700	10,200	-	-
6903 Travel - Local	28,150	13,850	34,600	38,950	25,100	181.2
6904 Travel - Out of Town	13,079	-	10,000	15,000	15,000	-
6905 Training & Education	34,804	37,500	44,600	37,500	-	-
6908 Medical Examinations	25	-	-	-	-	-
6911 Facilities Rental	-	600	-	50,700	50,100	8,350.0
6914 Recruiting	884	-	1,400	4,000	4,000	-
6918 Meals/Catering	4,112	3,450	3,450	3,450	-	-
6938 Rewarding Excellence	9,950	4,750	5,150	4,750	-	-
6943 Health and Wellness	-	-	100	-	-	-
6999 Other Goods/Services	31	-	-	-	-	-
<b>* Other Goods &amp; Services</b>	<b>95,096</b>	<b>71,250</b>	<b>111,300</b>	<b>165,450</b>	<b>94,200</b>	<b>132.2</b>
7008 ltnTrsf IT & Commun	(31,516)	-	-	-	-	-
7009 Internal Trfr Other	780	-	100	-	-	-
7012 Int Trf Print/Reprod	71	-	150	-	-	-
<b>* Interdepartmental</b>	<b>(30,665)</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>
8008 Transf to/fr Reserve	-	-	(28,900)	-	-	-
<b>* Other Fiscal</b>	<b>-</b>	<b>-</b>	<b>(28,900)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>30,369,414</b>	<b>32,775,900</b>	<b>33,466,350</b>	<b>38,437,500</b>	<b>5,661,600</b>	<b>17.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5508 Recov External Parti	(13,744)	(8,600)	(23,000)	(8,600)	-	-
<b>* Other Revenue</b>	<b>(13,744)</b>	<b>(8,600)</b>	<b>(23,000)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(13,744)</b>	<b>(8,600)</b>	<b>(23,000)</b>	<b>(8,600)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>30,355,670</b>	<b>32,767,300</b>	<b>33,443,350</b>	<b>38,428,900</b>	<b>5,661,600</b>	<b>17.3</b>

# HUMAN RESOURCES





2024/25 BUDGET AND BUSINESS PLAN




**MISSION**

COMMITTED TO PROVIDING INNOVATIVE, PRACTICAL STRATEGIES AND SOLUTIONS THAT ADDRESS BUSINESS NEEDS AND PROMOTE SERVICE EXCELLENCE.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence



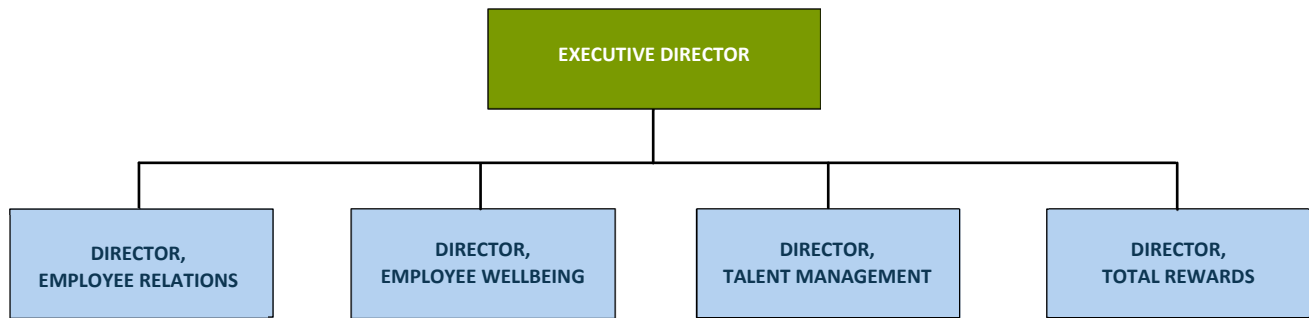
Strategic initiatives or deliverables supporting HalifACT

## OVERVIEW

Human Resources (HR) remains committed to advancing the Our People Administrative Priority Outcomes. This is achieved through providing a framework to guide the application of all aspects of the municipality’s human resource practices to support organizational effectiveness.

To achieve this, HR recognizes and promotes the value of a workplace where employee actions are directly aligned with organizational goals. Municipal employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized, and fairly rewarded.

## ORGANIZATION CHART






## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	106.0
Transferred Positions:	
Transfer of Corporate Comms positions to CAO Business Unit	(30.0)
New Positions:	
Talent Acquisition Specialist	1.0
Talent Acquisition Assistant	1.0
Immigration Specialist	1.0
Training Service Representative	1.0
Human Resources Business Partner	2.0
Total Rewards Generalist	1.0
<b>Total Changes</b>	<b>(23.0)</b>
<b>Total Budgeted 2024/25 FTEs</b>	<b>83.0</b>

Includes full, part-time, and permanent positions.  
Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Employee Wellbeing</b>	Moving to a more holistic approach to supporting employees. Recognizing that employee wellbeing is deeply connected to talent retention and engagement. Emphasis on proactive prevention programming designed to address areas where the workplace is impacting employee wellbeing including psychological safety, physical safety, and illness.	 Healthy & Safe Workplace
<b>Talent Strategy</b>	Meeting the organizational needs for talent by creating an umbrella strategy that will connect and enhance existing programs for recruiting, total rewards and employee development. Recruitment programs will be enhanced through expanded outreach to equity seeking communities, proactive talent search, and improved communication of Halifax Regional Municipality's value proposition. Employee development will expand to move beyond succession planning to success planning, supporting employees to achieve career success as they see it, becoming a technical/subject expert, becoming a leader, or having a multi-faceted career in many different business units. The Total Rewards package will be refreshed continuously to reflect market conditions.	 Engaged & Skilled People
<b>Workforce Planning</b>	Development of a framework to identify and project Halifax Regional Municipality's future workforce requirements. Model will need to incorporate projected population and service growth and anticipate staff needed for: front line delivery, leadership to direct staff, and support unit staff requirements.	 Engaged & Skilled People

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
HR Administration	\$ 539,545	\$ 1,347,600	\$ 1,347,750	\$ 607,300	\$ (740,300)	(54.9)
Employee Wellbeing	1,151,658	1,574,200	1,278,000	1,610,700	36,500	2.3
Talent Management	853,674	1,005,450	1,977,400	3,660,700	2,655,250	264.1
Employee Relations	2,462,291	1,955,150	2,063,000	2,369,600	414,450	21.2
Total Rewards	2,268,185	3,125,500	1,932,800	1,972,000	(1,153,500)	(36.9)
<b>Net Total</b>	<b>\$ 7,275,353</b>	<b>\$ 9,007,900</b>	<b>\$ 8,598,950</b>	<b>\$ 10,220,300</b>	<b>\$ 1,212,400</b>	<b>13.5</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 6,799,597	\$ 8,516,850	\$ 7,938,400	\$ 9,518,600	\$ 1,001,750	11.8
Office	16,191	14,750	24,750	23,800	9,050	61.4
External Services	209,221	203,500	296,800	216,300	12,800	6.3
Supplies	-	-	100	200	200	-
Equipment and Communications	-	1,000	-	-	(1,000)	(100.0)
Other Goods and Services	404,379	351,800	532,600	541,400	189,600	53.9
Interdepartmental	(74,035)	-	(107,800)	-	-	-
<b>Total Expenditures</b>	<b>7,355,353</b>	<b>9,087,900</b>	<b>8,678,950</b>	<b>10,300,300</b>	<b>1,212,400</b>	<b>13.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Other Revenue	(80,000)	(80,000)	(80,000)	(80,000)	-	-
<b>Total Revenues</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>\$ 7,275,353</b>	<b>\$ 9,007,900</b>	<b>\$ 8,598,950</b>	<b>\$ 10,220,300</b>	<b>\$ 1,212,400</b>	<b>13.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 9,007,900</b>
<b>Service Enhancements</b>	
Staff to support immigration recruitment initiatives	111,500
Finance and HR Business Foundations project training content costs	55,000
<b>Inflation/Service Pressures</b>	
Collective agreements and other compensation adjustments	890,250
Increase in recruiting costs	75,000
Increase in membership due costs	23,600
Increase in travel costs	20,600
Miscellaneous adjustments	23,650
<b>Contractual Increases</b>	
Increase in professional fee costs for the EFAP program	12,800
<b>Total Changes</b>	<b>\$ 1,212,400</b>
<b>2024/25 Budget</b>	<b>\$ 10,220,300</b>

### Service Enhancements

**Position to Support Immigration Recruitment Initiatives.** This position will require membership in the Immigration Consultants of Canada Regulatory Council (ICCRC) which allows the incumbent to represent the individual in conversations with ICCRC and provide guidance to the individual accordingly. Offering support to current employees and those seeking employment, who are pursuing an immigration pathway to permanent residency, is crucial in positioning the municipality as an employer of choice for newcomers and to attract and retain skilled foreign workers.

**Finance and HR Business Foundations Project - Training Content.** Acquiring a library of training courses that are pre-built by industry leading professionals will allow employees to fully leverage the future Learning

Management System (LMS). The training content will be arranged into logical learning paths to complement in-class and virtual training offerings and it will enhance credibility and aid in the adoption of the LMS. Acquiring this content will also provide the project team the time and data (training content) to complete robust user acceptance testing during the project. This service enhancement is aligned with the Our People administrative priority of Engaged & Skilled People.

## SERVICE AREA PLANS

### 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 Human Resources 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.

### Services Delivered

**Collective Bargaining.** On behalf of Halifax Regional Municipality's administration, leads negotiations on collective agreements between the municipality and its unions.

**Conflict Resolution.** Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders to deal with conflict and harassment on their teams effectively and efficiently.

**Grievance Management.** Supporting and facilitating the administration of the grievance process.

**Human Resources Partnership.** Works with the business units on initiatives that will improve the overall employee experience, productivity, and operational success.

**Labour Relations Expertise.** Providing consultative service and advice to management related to the unionized workforce.



**Performance Management.** Partners with the business units to support their efforts to improve employee performance.



**Respectful Workplace.** Providing expertise in conflict resolution including coaching, conducting workplace assessments, harassment investigations and recommending other types of conflict resolution tools. The goal is also to support business unit leaders and employees to deal with behaviours that do not align with the municipality’s commitment to respect as a core value.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of workplace rights complaints filed	20	15	19	-
Number of grievances filed	68	86	80	-
Number of grievances resolved	75	78	60	-

### Performance Measures Analysis

Grievance activity remains high; however, most grievances are resolved between the parties using the grievance process and do not require third party adjudication.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Duty to Accommodate Policy Implementation	The Duty to Accommodate Policy is a deliverable of the Accessibility Strategy. The goal of the policy is to ensure that employees, job applicants and leaders are aware of the organization's commitment to its legal obligation to provide accommodation related to a protected ground under the Nova Scotia Human Rights Act to the point of undue hardship and to outline the process for seeking accommodation in the job competition process or in employee's job. The Policy, developed in 2023/24, and supporting tools will be implemented across the organization in 2024/25.	 Engaged & Skilled People	T – Q4 2024/25
Respectful Workplace Program Implementation	The goal of the Respectful Workplace Program is to promote a proactive approach to prevention and management of disrespectful workplace behaviors and workplace conflict. The program will consist of a suite of policies, tools and training that were developed in 2023/24 following extensive research and internal consultation.	 Healthy & Safe Workplace	T – Q4 2024/25

## 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 division is committed to supporting our people through the support of a psychological safe workplace with the promotion of the psychological workplace standards.

### Services Delivered

**Corporate Health and Wellness.** Provides leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), ergonomic assessments, health monitoring, health and wellness promotion, the support of a psychological safe workplace, and the Employee and Family Assistance Program (EFAP).


**Corporate Safety.** Responsible for developing Safety initiatives as part of the Corporate Safety Strategy. This is inclusive of corporate procedures, performing assessments and activities to reduce incident/accident trends and risk while focussing on consistency of awareness and compliance. Corporate Safety also provides leadership and expertise to support a “safety first” culture.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of new health referrals received	629	897	673	721
Number of of Workplace Safety Assessments completed	20	20	20	25
Total Accident frequency	9	9	8	8
Lost Time Accident frequency	4	4	4	4

### Performance Measures Analysis

With the reduction of COVID-19 related referrals, the overall number of health referrals has decreased since the high in 2022/23. However, the increased presence of co-morbid factors and mental health related referrals results in complex work. It is anticipated this will continue going into 2024/25.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Employee Wellbeing Assessment	Conduct an overall assessment of the state of Halifax Regional Municipality’s employee wellbeing including physical and psychological safety and develop an employee wellbeing dashboard with metrics and KPIs. This analysis will establish the baseline for the municipality’s employee wellbeing and will be used to measure progress of frameworks and initiatives to address employee wellbeing issues.	 Healthy & Safe Workplace	T – Q4 2024/25

## TALENT MANAGEMENT

Talent Management. consists of Talent Acquisition and Talent Development working together to support acquisition of new talent and the learning & 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 HRM 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.

### Services Delivered

**Corporate Learning and Development.** Researches, develops, improves, and delivers corporate training and employee development programs to support employee success at all levels.

**Recruitment and Retention.** Creates dynamic recruitment strategies to attract and retain talent and meet current and future operational staffing requirements. This will include community engagement strategies to increase diverse representation of our workforce and employee development programs to support employee success at all levels.

**Success Planning.** Develop and deliver training and support tools and partner with the business units to support internal talent in achieving their professional development goals and ready them for future opportunities with Halifax Regional Municipality.

### Service Delivery Performance Measures





Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Number of jobs filled	1584	1,525	1500	1500
Internal Fill Rate <sup>1</sup>	44%	44.90%	44.4%	45%
Internal Promotion Rate <sup>2</sup>	-	4.29%	2.79%	4.5%
Voluntary Employee Turnover <sup>3</sup>	3.56%	5.68%	4.19%	4%
Number of training attendees	2,555	5740	5180	6000
Notes:	1) Internal Fill Rate is calculated as follows: $\text{Internal Movements} / (\text{Internal Movements} + \text{Hires} + \text{Rehires})$ . 2) Internal Promotion Rate is calculated as follows: $\text{Total number of promotions} / \text{Total number of employees} \times 100$ . Data from Employee Central from July 1, 2022 to March 31, 2023, and from April 1, 2023 to November 30, 2023, to project the rate for the 23/24 fiscal year in total. 3) Percentage of active permanent employees who resign from the organization.			

### Performance Measures Analysis

Voluntary employee turnover is projected to decrease for 2023/24, as is the projected number of jobs filled. This alignment suggests the municipality is returning to a greater level of stability in the municipal workforce.

The Internal Fill Rate has remained consistent for the last three years, however, the Internal Promotion Rate is projected to dip in 2023/24. HR is focused on employee development programs in 2024/25 to support employees who want to move to the next level in their careers with the municipality.

As the workforce returned to more in-person training in 2023/24, there was a decrease in the total number of attendees. This may be indicative of a desire for self-directed or virtual instructor lead training rather than classroom-based training. HR continues to review training delivery methods and frequency of offerings to reach a larger number of employees and it is anticipated that the implementation of the Learning Management System in the 2024/25 fiscal year will increase participation in self-directed learning opportunities.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Community Engagement and Marketing	In partnership with Corporate Communications, develop and implement a recruitment brand strategy and a community engagement plan in alignment with the Employment Equity Program and <i>Accessibility Strategy</i> .	 Diverse, Inclusive & Equitable Environment	T – Q4 2024/25
Employee Development Programs	Development and delivery of new Evolving Leaders Program; review and refresh of the Mentorship Program and Success(ion) Planning program and tools to support employee development, engagement and retention.	 Engaged & Skilled People	T – Q4 2024/25
Success Factors – Learning Management System	As the business owner of the Learning Management System, Human Resources will work with the IT technical team to ensure system configuration aligns with industry best practices and fully leverages the tools available to improve employee learning and development experiences and reporting across the organization.	 Engaged & Skilled People	T – Q4 2024/25
Talent Pipelines	Continue development of talent pipelines to fill current and future human resources by establishing meaningful partnerships with post secondary institutions and community partners.	 Engaged & Skilled People	T – Q4 2024/25

## 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.

## Services Delivered

**Benefits Administration.** Design and administration of Halifax Regional Municipality's benefit plans.

**Benefit Plan & Pension Administration.** Administers group benefit plans and the pension plan for multiple union and non-union groups, including Halifax Public Libraries.

**Employee Recognition.** Administration of Halifax Regional Municipality's Employee Recognition Program, Long Service Awards program, and Retirement Award Program.

**HR Reporting.** Prepares various reports to support data driven decision making including reports and dashboards that provide business units with tools to plan for day-to-day operations.

**MyHR Service.** The MyHR service provides a single point of access to Human Resources information and resources for employees.

**Organizational & Employee Data Management.** Maintains the integrity of organizational structure and employee data, conducts data analysis, and provides reports to support the organization in making data driven decisions.

**Pension Administration.** Pension reporting and reconciliation required for the employer.

**Retirement Benefit Administration.** Payment and processing of additional retirement compensation.

**Salary Administration.** Application of a salary policy and associated processes including job evaluation, analysis and non- union Individual Salary Adjustment program.





**Total Compensation Design.** Conducting national, regional, and local research and analysis to develop market competitive salary, benefit, and pension programs and to provide advice and direction on all aspects of compensation (including executive, union, and non-union compensation)

## Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Planned
Pre-Retirement Leave (PRL) processing time	2 weeks	5 days	5 days	3 days
MyHR Service Request response times	2 days	2 days	2 days	3 days
Number of service requests to MyHR	7,168	8,067	8,470	9,317

## Performance Measures Analysis

As a result of ongoing improvements within the Employee Services team, Pre-Retirement Leave Processing Time has been reduced by approximately 78.6% over the past four years. MyHR service requests are projected to continue trending upward in 2024/25 because of increasing employee awareness of the service; this also directly correlates to the projected increase in Service Response Times for 2024/25.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Employee Value Proposition	Develop tools and strategies that effectively communicate the employee value proposition and support employee retention and talent attraction to remain competitive in the market.	 Engaged & Skilled People	T – Q4 2024/25
HR Data Integration	As the business owner of the HR System and Data, work with the IT technical team to ensure the new HR system configurations align with corporate data reporting needs and supports the organization in workforce planning.	 Engaged & Skilled People	T – Q4 2024/25
Rewards and Recognition	Update the reward and recognition program to ensure employees are recognized in a meaningful and consistent manner that maintains employee engagement.	 Engaged & Skilled People	T – Q4 2024/25
Total Rewards Strategy	Refresh the Total Rewards Strategy to ensure that Halifax Regional Municipality’s employee value proposition is sustainable and flexible to respond to the evolving labour market.	 Engaged & Skilled People	T – Q4 2024/25



## Summary of Net Expenditures - Human Resources

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
A250 Corporate Safety	349,563	348,300	353,100	376,900	28,600	8.2
A255 HSW Admin	-	-	-	171,600	171,600	-
F182 Health & Wellness	802,095	1,225,900	924,900	1,062,200	(163,700)	(13.4)
<b>* Health/Safety/Wellness/EE Engag</b>	<b>1,151,658</b>	<b>1,574,200</b>	<b>1,278,000</b>	<b>1,610,700</b>	<b>36,500</b>	<b>2.3</b>
A260 Talent Management Admin	-	3,700	4,800	269,500	265,800	7,183.8
A210 Talent Development	853,674	962,150	748,500	857,800	(104,350)	(10.8)
A233 Talent Acquisition	-	39,600	1,224,100	2,533,400	2,493,800	6,297.5
<b>* Talent Management</b>	<b>853,674</b>	<b>1,005,450</b>	<b>1,977,400</b>	<b>3,660,700</b>	<b>2,655,250</b>	<b>264.1</b>
A220 Client Services	1,353,008	896,400	1,034,400	1,192,600	296,200	33.0
A240 Labour Relations	1,109,283	1,058,750	1,028,600	711,300	(347,450)	(32.8)
A245 ER Admin	-	-	-	465,700	465,700	-
<b>* Employee Relations</b>	<b>2,462,291</b>	<b>1,955,150</b>	<b>2,063,000</b>	<b>2,369,600</b>	<b>414,450</b>	<b>21.2</b>
A230 Total Rewards	1,196,614	1,871,700	464,100	664,000	(1,207,700)	(64.5)
A235 Benefits & EE Srvc	1,071,571	1,253,800	707,200	647,700	(606,100)	(48.3)
A237 HR Systems & Reporti	-	-	761,500	660,300	660,300	-
<b>* Total Rewards</b>	<b>2,268,185</b>	<b>3,125,500</b>	<b>1,932,800</b>	<b>1,972,000</b>	<b>(1,153,500)</b>	<b>(36.9)</b>
A205 HR Administration	539,545	1,347,600	1,347,750	607,300	(740,300)	(54.9)
<b>** Human Resources</b>	<b>7,275,353</b>	<b>9,007,900</b>	<b>8,598,950</b>	<b>10,220,300</b>	<b>1,212,400</b>	<b>13.5</b>
<b>Net Total</b>	<b>7,275,353</b>	<b>9,007,900</b>	<b>8,598,950</b>	<b>10,220,300</b>	<b>1,212,400</b>	<b>13.5</b>

## Summary Details - Human Resources

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	5,622,792	6,764,700	6,196,100	7,386,900	622,200	9.2
6002 Salaries - Overtime	6,524	-	16,200	-	-	-
6005 PDP & Union Con Incr	(101,500)	-	(290,200)	-	-	-
6054 Vacation payout	29,840	-	27,000	-	-	-
6100 Benefits - Salaries	1,122,527	1,323,200	1,176,300	1,376,500	53,300	4.0
6110 Vacancy Management	-	(165,850)	-	(329,600)	(163,750)	98.7
6152 Retirement Incentives	33,597	43,100	37,500	45,400	2,300	5.3
6154 Workers' Compensation	125,124	152,700	129,700	171,100	18,400	12.0
6156 Clothing Allowance	-	-	200	-	-	-
6199 Comp & Ben InterDept	(31,636)	399,000	645,600	868,300	469,300	117.6
9200 HR CATS Wage/Ben	(7,670)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>6,799,597</b>	<b>8,516,850</b>	<b>7,938,400</b>	<b>9,518,600</b>	<b>1,001,750</b>	<b>11.8</b>
6201 Telephone/Cable	4,872	1,000	10,100	11,000	10,000	1,000.0
6202 Courier/Postage	1,692	2,000	3,000	2,000	-	-
6203 Office Furn/Equip	699	4,000	2,500	4,000	-	-
6204 Computer S/W & Lic	1,003	1,000	700	-	(1,000)	(100.0)
6207 Office Supplies	7,534	6,750	6,850	5,800	(950)	(14.1)
6299 Other Office Expenses	389	-	1,600	1,000	1,000	-
<b>* Office</b>	<b>16,191</b>	<b>14,750</b>	<b>24,750</b>	<b>23,800</b>	<b>9,050</b>	<b>61.4</b>
6301 Professional Fees	145,098	150,000	168,000	162,800	12,800	8.5
6303 Consulting Fees	18,546	25,000	96,700	25,000	-	-
6311 Security	-	-	100	-	-	-
6399 Contract Services	45,577	28,500	32,000	28,500	-	-
<b>* External Services</b>	<b>209,221</b>	<b>203,500</b>	<b>296,800</b>	<b>216,300</b>	<b>12,800</b>	<b>6.3</b>
6401 Uniforms & Clothing	-	-	-	200	200	-
6407 Clean/Sani Supplies	-	-	100	-	-	-
<b>* Supplies</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>200</b>	<b>200</b>	<b>-</b>
6701 Equipment Purchase	-	1,000	-	-	(1,000)	(100.0)
<b>* Equipment &amp; Communications</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>(1,000)</b>	<b>(100.0)</b>
6901 Membership Dues	24,655	33,500	48,100	57,100	23,600	70.4
6902 Conferences/Workshop	5,693	20,700	25,700	20,700	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6903 Travel - Local	3,003	8,000	8,700	18,600	10,600	132.5
6904 Travel - Out of Town	11,394	-	2,100	10,000	10,000	-
6905 Training & Education	36,334	51,000	39,600	51,000	-	-
6912 Advertising/Promotio	22,088	10,000	10,300	10,000	-	-
6914 Recruiting	85,100	16,000	173,500	91,000	75,000	468.8
6915 Research Data Acquis	50	-	-	-	-	-
6917 Books and Periodicals	16,186	3,000	5,500	4,900	1,900	63.3
6918 Meals/Catering	887	2,600	1,900	4,100	1,500	57.7
6919 Special Projects	30,058	37,800	32,000	102,800	65,000	172.0
6937 Corporate Training	152,072	150,000	157,300	150,000	-	-
6938 Rewarding Excellence	21,673	19,200	26,700	21,200	2,000	10.4
6999 Other Goods/Services	(4,814)	-	1,200	-	-	-
<b>* Other Goods &amp; Services</b>	<b>404,379</b>	<b>351,800</b>	<b>532,600</b>	<b>541,400</b>	<b>189,600</b>	<b>53.9</b>
7009 Internal Trfr Other	(66,099)	-	(109,700)	-	-	-
7011 Int Trf Record Check	(16,591)	-	(4,200)	-	-	-
7012 Int Trf Print/Reprod	8,655	-	6,100	-	-	-
<b>* Interdepartmental</b>	<b>(74,035)</b>	<b>-</b>	<b>(107,800)</b>	<b>-</b>	<b>-</b>	<b>-</b>
8030 Tfr Fr Resvs to Oper	-	-	(5,900)	-	-	-
<b>* Other Fiscal</b>	<b>-</b>	<b>-</b>	<b>(5,900)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>7,355,353</b>	<b>9,087,900</b>	<b>8,678,950</b>	<b>10,300,300</b>	<b>1,212,400</b>	<b>13.3</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5508 Recov External Parti	(80,000)	(80,000)	(80,000)	(80,000)	-	-
<b>* Other Revenue</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>-</b>	<b>-</b>
<b>** Total</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>(80,000)</b>	<b>-</b>	<b>-</b>
<b>Net Total</b>	<b>7,275,353</b>	<b>9,007,900</b>	<b>8,598,950</b>	<b>10,220,300</b>	<b>1,212,400</b>	<b>13.5</b>

# HALIFAX

## LEGAL & LEGISLATIVE SERVICES





2024/25 BUDGET AND BUSINESS PLAN




**MISSION** TO PROVIDE HIGH QUALITY PROFESSIONAL SERVICES TO THE HALIFAX REGIONAL MUNICIPALITY IN KEEPING WITH THE MUNICIPALITY'S CORE VALUES AND COUNCIL PRIORITIES.

WE MAKE A DIFFERENCE.

## READING THE BUDGET AND BUSINESS PLAN

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

Council Priorities	
	Prosperous Economy
	Communities
	Integrated Mobility
	Environment

Administrative Priorities	
	Responsible Administration
	Our People
	Service Excellence

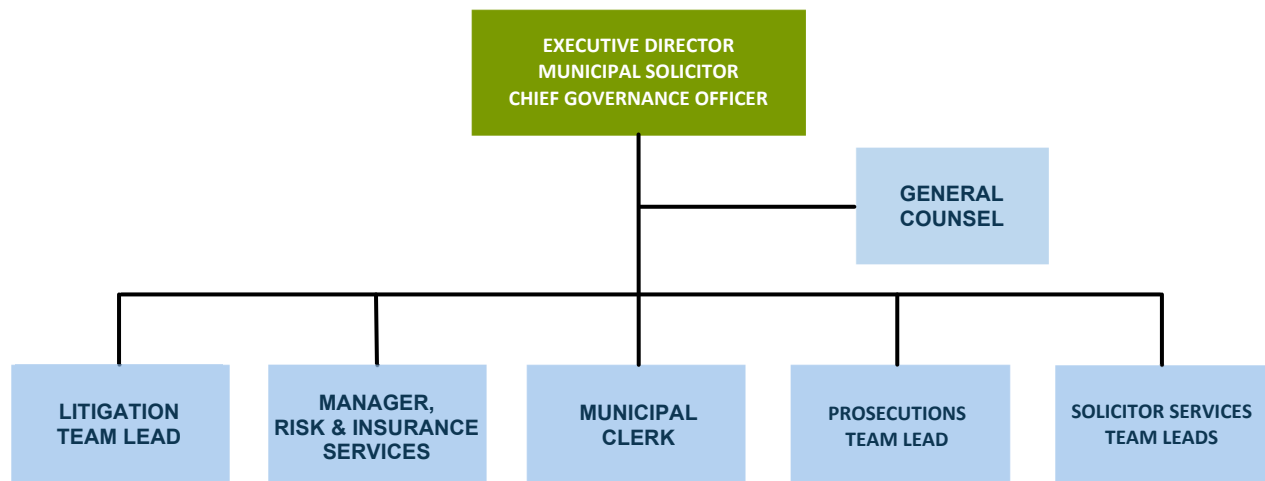


Strategic initiatives or deliverables supporting HalifACT.

## OVERVIEW

Reporting to the Chief Administrative Officer (CAO), the Municipal Solicitor / Executive Director / Chief Governance Officer, leads the Legal & Legislative Services Business Unit that is committed to advancing Regional Council and administrative priority outcomes. This is achieved through delivery of professional support to Halifax Regional Municipality through the provision of legal, risk and insurance services as well as meeting management, legislative and other administrative support.

## ORGANIZATION CHART





## FULL TIME EQUIVALENT COUNTS

Full Time Equivalent (FTE) Change Details	
<b>Approved 2023/24 FTEs:</b>	<b>75.6</b>
Transferred Positions:	
Policing Policy Strategist transferred from CAO Office	1.0
Election Project Coordinator transferred to Fiscal	(1.0)
New Positions:	
Election Project Coordinator	1.0
Legislative Assistant	1.0
Committee Coordinator	1.0
Enterprise Risk and Insurance Analyst	1.0
Solicitor	1.0
Total Changes	5.0
<b>Total Budgeted 2024/25 FTEs</b>	<b>80.6</b>

Includes full, part-time, and permanent positions.  
 Some opening balances have been restated to be consistent with how an FTE is counted.

## STRATEGIC INITIATIVES

Initiative	Description	Priority & Outcome
<b>Governance Framework</b>	Collaborating with all Business Units, establish a framework to ensure municipal by-laws, administrative orders and policies are periodically reviewed including identification of business unit owners, period of review and performance tracking to ensure reviews occur.	 Responsible Administration
<b>Enterprise Risk Management Framework</b>	The municipality has developed and will continue to monitor and implement aspects of the Risk Management Framework. The framework will manage and mitigate enterprise and operational risks through business and strategic plans.	 Holistic Planning

## BUDGET

### SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Office of the Municipal Clerk	2,398,886	2,686,900	2,725,850	2,949,300	262,400	9.8
Legal Services	4,577,471	4,796,800	4,950,900	4,999,100	202,300	4.2
Executive Director's Office	490,618	492,500	492,500	506,100	13,600	2.8
Board of Police Commissioners	39,736	13,900	248,300	479,400	465,500	3,349.0
Risk & Insurance Services	613,743	711,800	661,000	854,100	142,300	20.0
<b>Net Total</b>	<b>\$ 8,120,454</b>	<b>\$ 8,701,900</b>	<b>\$ 9,078,550</b>	<b>\$ 9,788,000</b>	<b>\$ 1,086,100</b>	<b>12.5</b>

## SUMMARY OF EXPENDITURE AND REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Compensation and Benefits	\$ 7,593,276	\$ 8,275,300	\$ 8,585,700	\$ 9,019,100	\$ 743,800	9.0
Office	163,966	129,100	131,700	134,600	5,500	4.3
External Services	324,173	314,500	417,500	570,000	255,500	81.2
Supplies	2,311	3,100	3,150	5,100	2,000	64.5
Building Costs	-	-	5,500	-	-	-
Equipment & Communications	1,361	2,500	3,200	2,500	-	-
Vehicle Expense	-	-	-	-	-	-
Other Goods & Services	317,308	349,100	382,000	438,600	89,500	25.6
Interdepartmental	6,210	6,000	8,100	8,500	2,500	41.7
Debt Service	-	-	-	-	-	-
Other Fiscal	(8,157)	(8,000)	(9,600)	(8,000)	-	-
<b>Total Expenditures</b>	<b>8,400,447</b>	<b>9,071,600</b>	<b>9,527,250</b>	<b>10,170,400</b>	<b>1,098,800</b>	<b>12.1</b>

Revenues	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
Fee Revenues	\$ (224,790)	\$ (227,500)	\$ (227,500)	\$ (230,200)	\$ (2,700)	1.2
Other Revenue	(55,203)	(142,200)	(221,200)	(152,200)	(10,000)	7.0
<b>Total Revenues</b>	<b>(279,993)</b>	<b>(369,700)</b>	<b>(448,700)</b>	<b>(382,400)</b>	<b>(12,700)</b>	<b>3.4</b>
<b>Net Total</b>	<b>\$ 8,120,454</b>	<b>\$ 8,701,900</b>	<b>\$ 9,078,550</b>	<b>\$ 9,788,000</b>	<b>\$ 1,086,100</b>	<b>12.5</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ 8,701,900</b>
Service Enhancements	
Staff supporting Clerk's Office	137,000
Supporting <i>Enterprise Risk Management Framework</i>	106,000
Inflation/Service Pressures	
Board of Police Commissioners (BoPC) Increases	240,000
Collective agreements and other compensation adjustments	351,300
Other inflationary and service pressures	30,000
Other/Transfers	
BoPC Policing Policy Strategist and legal fees transferred from CAO Office	221,800
Total Changes	\$ 1,086,100
<b>2024/25 Budget</b>	<b>\$ 9,788,000</b>

### Service Enhancements

**Staff supporting Clerk's Office.** This year, the Municipal Clerk's Office realigned to create efficiencies and increase collaboration. This resulted in the creation of two new positions to support the legislative work, including one position dedicated to the increased demand for support to the Board of Police Commissioners.

**Staff supporting the *Enterprise Risk Management Framework*.** Risk & Insurance Services took over the responsibilities of Enterprise Risk Management in fiscal 2020-2021 with no increase to its staff complement. To continue to make progress in this important work, it was determined that an additional staff member was required.

## SERVICE AREA PLANS

### EXECUTIVE DIRECTOR'S OFFICE

The Executive Director / Municipal Solicitor / Chief Governance Officer provides legal and other advice to the CAO, senior leadership, and Regional Council as well providing direction and support to the Legal & Legislative Services management team and the Business Unit. This year, the title of Chief Governance Officer was added to provide strategic governance and oversight with respect to legal, regulatory, and policy compliance within the organization.

### LEGAL SERVICES

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

#### Services Delivered

**Solicitor Services.** Provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the municipality; provides advice to management and staff on a wide range of topics, including related research for the municipality. Works with business units to develop, amend, and consolidate by-laws for the municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of-way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

**Litigation Services.** Advises and represents 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 forums.

**Prosecution Services.** Provides training to Halifax Regional Police and HRM employees, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, *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.


#### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected
Number of legal files opened	769	755	840	704
Number of prosecution files opened	77	116	130	167
Number of reports reviewed	324	369	392	387



## Performance Measures Analysis

As mentioned above, Legal Services supports all municipal business units with their day-to-day operations including general advice, litigation support in multiple areas of law including personal injury, labour issues, contract disputes, etc., as well as real property matters, contract drafting and review, and providing general advice as outlined above. This year projects a slight decrease in the number of files of approximately 11% mainly in our property files. These files will vary significantly with large acquisition projects such as the Cogswell Interchange, and the Bayers Road and Robie Street corridor expansions.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Signage Standards Policy	Legal Services will collaborate with business unit partners to develop a corporate standards policy for municipal signage. This includes establishing protocols for design and production that ensure brand-compliance as well as consistent look and feel for signage across all municipal assets. Standards for signage will be informed by the <i>Multilingual Strategy</i> being developed by the Diversity & Inclusion/ African Nova Scotian Integration Office.	 Inclusive Communities	T – Q4 2024/25

## OFFICE OF THE MUNICIPAL CLERK

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

### Services Delivered

**Council and Committee Support.** This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the *Halifax Regional Municipal Charter* and applicable administrative orders and policies for:

- Regional Council;
- Community Council, Standing Committees, other committees of Council, and board meetings; and
- Public Appointments.

**Records Management.** Carries out the responsibilities of the Municipal Clerk; ensures accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record

management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the municipality in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk/Council and Committee Services;
- Access & Privacy Office;
- Corporate Information Management Office (HRM Records Centre and Municipal Archives).

**Municipal Elections.** This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and 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. This year, the Municipal Clerk’s Office will be focusing on the preparation and execution of the 2024 municipal election.



### Service Delivery Performance Measures

Performance Measures	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Projected
Total number of Formal Freedom of Information (as per Legislated FOI Program) Requests	661	1,371 <sup>2</sup>	750 <sup>3</sup>	358
Total number of Regular Freedom of Information Requests received	171	341	290	358
Percent of Formal Freedom of Information Requests completed within 30 days	80% <sup>1</sup>	84%	89%	60%
Percent of Formal Freedom of Information Requests, extensions, and third-party notices completed within legislated timelines	80% <sup>1</sup>	94% <sup>4</sup>	91% <sup>4</sup>	64%

Notes: 1) COVID-19 affected numerous programs and processes throughout the municipality as well as the application and processing of FOIPOP requests.  
 2) The spike in 2021/22, was due to a property FOIPOP request on a 400-unit building, where each unit had a separate civic address and unit was required to be processed separately.  
 3) Property requests continued to be included in the ‘Formal Freedom of Information Requests’ in early 2022/2023 until new software was implemented. A new process was created for property requests, and these requests are no longer included in the tracking of Formal Freedom of Information Requests.  
 4) Quick turnaround in property access requests artificially inflated the percentages in 2020/21, 2021/22 and 2022/23.

## Performance Measures Analysis

The Access & Privacy office expects to process 358 applications this year, which includes a significant number of high-volume requests on matters of public interest. Despite a re-structuring in 2022, regular access requests (separate from the property requests) continued to increase in number and complexity. The volume of responsive records per request is also greater than previous years. In 2023/24 to date, 27 requests have resulted in fee estimates. This is due to the large volume of responsive records. As reference, in the last ten years combined, only 41 fee estimates had been issued.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
2024 Municipal Election	The Municipal Clerk's Office will work with the Election Steering Committee to complete the operational plan and deliver the 2024 Municipal Election.	 Involved Communities	T – Q4 2025/26
Governance Review - Agencies, Boards, Committees & Commissions	The Municipal Clerk's Office in collaboration with the Executive Director and GREA, will lead a comprehensive review of the governance of HRM Agencies, Boards, Committees & Commissions with a view to reduce duplication, close gaps, increase efficiencies and optimize resources while also reviewing and improving terms of reference and work that flows to Council. (see June 20, 2023 motion of Regional Council)	 Responsible Administration	T – Q4 2025/26

## 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.

### Services Delivered

**Risk Management.** This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the municipality, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets,

boards and commissions, including Halifax Water, Halifax Public Libraries and others for which the municipality is contractually obligated to provide insurance.

**Enterprise Risk Management.** This service is responsible for ensuring that risks (strategic and operational) are appropriately identified through the business planning process, evaluated, and managed by the responsible business units.

**Contractual Risk Management.** Review and provide insurance and risk management language, advice and protocols.


**Claims Management.** This service provides adjusting, investigation, and settlement of claims against and for the municipality including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

### Service Delivery Performance Measures

Performance Measures	2021/22 Actual	2022/23 Actual	2023/24 Projected
Claims received by fiscal year	2,205	1,391	1,976

### Performance Measures Analysis

Claims have increased due to the number of catastrophic events that have occurred this fiscal year. It should be noted that most situations where claims have been reported are due to adverse weather or the wildfire, and liability against the municipality is unlikely. As such, it is not anticipated that a greater than normal cost will be incurred for claims settlements. There may be increased costs in external claims handling due to the increased volume of claims received.

2024/25 Key Deliverables		Priority & Outcome	Target (T) / Estimated Completion (EST)
Name	Description		
Implementation of Risk Committee	Risk & Insurance Services will implement a Risk Committee to support a consistent approach to rate enterprise risk levels (likelihood and impact) to determine which new and emerging risks to be elevated to the senior leadership.	 Responsible Administration	T – Q4 2024/25

## Summary of Net Expenditures - Legal & Legislative Services

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
A121 Municipal Clerk	1,219,430	1,290,300	1,270,150	1,507,400	217,100	16.8
A722 Access & Privacy	476,107	605,100	633,100	561,700	(43,400)	(7.2)
A725 Information Management	703,349	791,500	822,600	880,200	88,700	11.2
A122 Info Resource Mgmt	-	-	-	-	-	-
<b>* Municipal Clerks</b>	<b>2,398,886</b>	<b>2,686,900</b>	<b>2,725,850</b>	<b>2,949,300</b>	<b>262,400</b>	<b>9.8</b>
P135 Board Of Police C	39,736	13,900	248,300	479,400	465,500	3,348.9
A110 Legal Services	4,577,471	4,796,800	4,950,900	4,999,100	202,300	4.2
<b>* Legal Services</b>	<b>4,617,207</b>	<b>4,810,700</b>	<b>5,199,200</b>	<b>5,478,500</b>	<b>667,800</b>	<b>13.9</b>
A101 Director's Office-Admin	490,618	492,500	492,500	506,100	13,600	2.8
<b>* Director's Office</b>	<b>490,618</b>	<b>492,500</b>	<b>492,500</b>	<b>506,100</b>	<b>13,600</b>	<b>2.8</b>
A303 Risk & Insurance Services	613,743	711,800	661,000	854,100	142,300	20.0
<b>Net Total</b>	<b>8,120,454</b>	<b>8,701,900</b>	<b>9,078,550</b>	<b>9,788,000</b>	<b>1,086,100</b>	<b>12.5</b>

## Summary Details - Legal & Legislative Services

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	6,379,049	6,923,000	7,352,800	7,595,200	672,200	9.7
6002 Salaries - Overtime	14,387	27,000	27,000	27,000	-	-
6003 Wages - Regular	-	-	-	-	-	-
6005 PDP & Union Con Incr	(124,000)	-	(359,400)	40,000	40,000	-
6054 Vacation payout	9,606	-	13,800	-	-	-
6100 Benefits - Salaries	1,203,435	1,235,400	1,279,700	1,407,800	172,400	14.0
6110 Vacancy Management	-	(249,400)	-	(276,700)	(27,300)	10.9
6150 Honorariums	1,600	1,600	1,600	16,600	15,000	937.5
6152 Retirement Incentives	36,120	42,000	42,600	47,500	5,500	13.1
6153 Severance	-	-	42,200	-	-	-
6154 Workers' Compensation	124,777	147,600	149,600	161,700	14,100	9.6
6199 Comp & Ben InterDept	(39,034)	148,100	35,800	-	(148,100)	(100.0)
9200 HR CATS Wage/Ben	(12,664)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>7,593,276</b>	<b>8,275,300</b>	<b>8,585,700</b>	<b>9,019,100</b>	<b>743,800</b>	<b>9.0</b>
6201 Telephone/Cable	12,603	7,500	12,500	8,500	1,000	13.3
6202 Courier/Postage	8,277	10,600	10,500	11,100	500	4.7
6203 Office Furn/Equip	12,596	13,500	13,800	17,500	4,000	29.6
6204 Computer S/W & Lic	93,990	71,300	71,500	71,300	-	-
6205 Printing & Reprod	105	900	900	900	-	-
6207 Office Supplies	33,047	25,300	22,300	25,300	-	-
6299 Other Office Expenses	3,348	-	200	-	-	-
<b>* Office</b>	<b>163,966</b>	<b>129,100</b>	<b>131,700</b>	<b>134,600</b>	<b>5,500</b>	<b>4.3</b>
6301 Professional Fees	2,234	1,000	1,000	1,000	-	-
6302 Legal Fees	121,310	100,000	200,000	350,000	250,000	250.0
6309 Litigation Disburse	4,711	7,500	7,500	7,500	-	-
6311 Security	-	-	1,000	-	-	-
6314 Prosecution Services	94,991	102,000	102,000	102,000	-	-
6316 Real Property Disb	8,835	8,000	8,000	8,000	-	-
6399 Contract Services	92,092	96,000	98,000	101,500	5,500	5.7
<b>* External Services</b>	<b>324,173</b>	<b>314,500</b>	<b>417,500</b>	<b>570,000</b>	<b>255,500</b>	<b>81.2</b>
6401 Uniforms & Clothing	117	300	350	300	-	-
6409 Personal Protect Equ	7	-	-	-	-	-
6499 Other Supplies	2,187	2,800	2,800	4,800	2,000	71.4
<b>* Supplies</b>	<b>2,311</b>	<b>3,100</b>	<b>3,150</b>	<b>5,100</b>	<b>2,000</b>	<b>64.5</b>
6699 Other Building Cost	-	-	5,500	-	-	-
<b>* Building Costs</b>	<b>-</b>	<b>-</b>	<b>5,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
6703 Computer Equip/Rent	236	1,500	2,200	1,500	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6704 Equipment Rental	402	-	-	-	-	-
6705 Equip - R&M	722	1,000	1,000	1,000	-	-
<b>* Equipment &amp; Communications</b>	<b>1,361</b>	<b>2,500</b>	<b>3,200</b>	<b>2,500</b>	-	-
6901 Membership Dues	153,082	146,600	167,200	150,200	3,600	2.5
6902 Conferences/Workshop	5,461	4,500	6,500	62,400	57,900	1,286.7
6903 Travel - Local	8,522	11,100	10,600	11,100	-	-
6904 Travel - Out of Town	9,473	22,000	28,200	23,500	1,500	6.8
6905 Training & Education	15,571	32,000	31,200	47,500	15,500	48.4
6911 Facilities Rental	141	1,000	1,000	1,000	-	-
6912 Advertising/Promotio	26,925	22,500	22,500	22,500	-	-
6914 Recruiting	-	-	2,500	-	-	-
6917 Books and Periodicals	93,968	102,500	102,000	109,000	6,500	6.3
6918 Meals/Catering	1,440	3,100	3,600	3,100	-	-
6928 Committee Expenses	692	-	2,700	2,500	2,500	-
6933 Community Events	-	-	500	2,000	2,000	-
6938 Rewarding Excellence	3,561	3,300	3,000	3,300	-	-
6999 Other Goods/Services	(1,530)	500	500	500	-	-
<b>* Other Goods &amp; Services</b>	<b>317,308</b>	<b>349,100</b>	<b>382,000</b>	<b>438,600</b>	<b>89,500</b>	<b>25.6</b>
7008 ltnTrsf IT & Commun	1,905	-	-	-	-	-
7009 Internal Trfr Other	5,076	5,000	5,000	5,000	-	-
7010 IntTrfr Insur Funds	(2,397)	-	1,700	-	-	-
7011 Int Trf Record Check	186	-	-	-	-	-
7012 Int Trf Print/Reprod	1,440	1,000	1,400	3,500	2,500	250.0
<b>* Interdepartmental</b>	<b>6,210</b>	<b>6,000</b>	<b>8,100</b>	<b>8,500</b>	<b>2,500</b>	<b>41.7</b>
8030 Tfr Fr Resvs to Oper	(8,157)	(8,000)	(9,600)	(8,000)	-	-
<b>* Other Fiscal</b>	<b>(8,157)</b>	<b>(8,000)</b>	<b>(9,600)</b>	<b>(8,000)</b>	-	-
<b>** Total</b>	<b>8,400,447</b>	<b>9,071,600</b>	<b>9,527,250</b>	<b>10,170,400</b>	<b>1,098,800</b>	<b>12.1</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
5250 Sales of Svcs-Other	(224,790)	(227,500)	(227,500)	(230,200)	(2,700)	1.2
<b>* Fee Revenues</b>	<b>(224,790)</b>	<b>(227,500)</b>	<b>(227,500)</b>	<b>(230,200)</b>	<b>(2,700)</b>	<b>1.2</b>
5508 Recov External Parti	(55,203)	(142,200)	(221,200)	(152,200)	(10,000)	7.0
<b>* Other Revenue</b>	<b>(55,203)</b>	<b>(142,200)</b>	<b>(221,200)</b>	<b>(152,200)</b>	<b>(10,000)</b>	<b>7.0</b>
<b>** Total</b>	<b>(279,993)</b>	<b>(369,700)</b>	<b>(448,700)</b>	<b>(382,400)</b>	<b>(12,700)</b>	<b>3.4</b>
<b>Net Total</b>	<b>8,120,454</b>	<b>8,701,900</b>	<b>9,078,550</b>	<b>9,788,000</b>	<b>1,086,100</b>	<b>12.5</b>

**HALIFAX**

# **FISCAL SERVICES**

**2024/25 BUDGET AND BUSINESS PLAN**



## FISCAL SERVICES OVERVIEW

Fiscal Services is not a business unit and has no services or initiatives per se. Rather it includes HRM's financial responsibilities and obligations that are not directly related to any specific business unit as well as organization-wide costs and revenues not fully allocated to business units. Fiscal Services includes:

- Property and Other Taxes
- Deed Transfer Tax
- Non-departmental Revenues
- Private Roads and Other Area Rates
- Debt Charges
- Elections costs
- Capital from Operating
- Reserves
- Provincial Mandatory costs
- Supplementary Education
- Transfers such as Fire Protection, Stormwater and the Halifax Convention Centre
- Contingencies
- Other Compensation Costs
- Grants and Tax Relief
- Valuation Allowance
- Summary Office Ticket Revenues

## SERVICE AREA BUDGET OVERVIEW

Service Area	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Debt Servicing	\$ 35,242,492	\$ 36,968,300	\$ 36,809,300	\$ 45,711,200	\$ 8,742,900	23.6
Transfers To Outside Agencies	6,761,279	7,540,000	7,540,000	7,540,000	-	-
Other Fiscal Services	24,908,116	45,216,400	33,378,000	39,386,200	(5,830,200)	(12.9)
Transfers to/fr Other Funds	108,085,172	106,809,100	110,789,100	88,155,900	(18,653,200)	(17.5)
Non-Departmental Revenue	(708,165,045)	(779,402,700)	(781,344,000)	(834,725,800)	(55,323,100)	7.1
<b>Net Total</b>	<b>\$ (533,167,986)</b>	<b>\$ (582,868,900)</b>	<b>\$ (592,827,600)</b>	<b>\$ (653,932,500)</b>	<b>\$ (71,063,600)</b>	<b>12.2</b>

## OPERATING – SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2023/24 Budget</b>	<b>\$ (582,868,900)</b>
<b>Service Enhancements</b>	
Non-profit redesign	600,000
<b>Inflation/Service Pressures</b>	
Increase in debt payments & interest costs	8,742,900
Non-profit funding (based on assessment growth)	500,000
<b>Contractual Increases</b>	
Increase in bank fees	200,000
Insurance cost increase	460,000
<b>Revenue Changes</b>	
Increase in tax revenues (including Grants in Lieu)	(63,523,100)
Reduction in Deed Transfer Tax	11,000,000
Increase in interest revenue	(3,000,000)
<b>Other/Transfers</b>	
Net Reduction to Capital-from-Operating	(9,056,000)
Transfer of RCMP contract increase	(2,339,100)
Compensation provision adjustment	(6,729,900)
Operating-Cost-of-Capital (OCC) provision reduction	(1,000,000)
Reduction to Central Library Reserve funding	(1,100,000)
Reduction to SI Reserve funding	(7,000,000)
Corp. Memberships & other expenses transferred from Finance	385,700
Other changes (net reserve funding changes & minor increases)	795,900
<b>Total Changes</b>	<b>\$ (71,063,600)</b>
<b>2024/25 Budget</b>	<b>\$ (653,932,500)</b>

### Service Enhancements

The non-profit tax redesign is a redistribution of financial resources across seven categories to allocate operating assistance in accordance with Regional Council approved criteria. As proposed, the redesigned program will have a maximum payable amount per property and all properties will pay property tax using a benchmark formula with an additional percentage exemption depending on the category, thus creating an administrative efficiency that will enable two tax bills a year. The changes will be at an increased annual cost to HRM, providing further assistance to a broad range of non-profit organizations across the region. Summary of Expenditure and revenue

## OPERATING – SUMMARY OF EXPENDITURE & REVENUE

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Compensation and Benefits	\$ 22,081,590	\$ 27,386,800	\$ 19,916,700	\$ 21,529,700	\$ (5,857,100)	(21.4)
Office	744,041	39,000	42,400	809,200	770,200	1,974.9
External Services	8,315,617	11,851,600	6,392,000	7,272,900	(4,578,700)	(38.6)
Supplies	8,877	3,000	3,000	4,200	1,200	40.0
Materials	2,001	-	-	-	-	-
Building Costs	583,085	352,500	352,500	503,500	151,000	42.8
Equipment & Communications	123,525	48,000	48,000	275,700	227,700	474.4
Vehicle Expense	71,354	10,000	10,000	14,000	4,000	40.0
Other Goods & Services	862,287	4,674,000	2,675,500	4,357,800	(316,200)	(6.8)
Interdepartmental	887,520	500,000	200,000	570,700	70,700	14.1
Debt Service	43,370,944	44,720,200	44,720,200	52,947,300	8,227,100	18.4
Other Fiscal	330,686,256	349,096,750	367,712,100	344,221,250	(4,875,500)	(1.4)
<b>Total Expenditures</b>	<b>407,737,097</b>	<b>438,681,850</b>	<b>442,072,400</b>	<b>432,506,250</b>	<b>(6,175,600)</b>	<b>(1.4)</b>

Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
Tax Revenue	\$ (637,356,688)	\$ (704,566,300)	\$ (698,755,800)	\$ (749,144,000)	\$ (44,577,700)	6.3
Area Rate Revenue	(205,218,215)	(221,430,650)	(225,770,700)	(233,644,250)	(12,213,600)	5.5
Tax Agreements	(12,965,394)	(13,028,100)	(13,274,300)	(13,986,300)	(958,200)	7.4
Payments in Lieu of taxes	(42,564,098)	(45,509,900)	(44,843,100)	(50,262,500)	(4,752,600)	10.4
Transfers from other Govts	(6,898,275)	(4,050,000)	(15,689,300)	(3,600,000)	450,000	(11.1)
Interest Revenue	(11,100,054)	(16,650,400)	(21,806,400)	(19,836,000)	(3,185,600)	19.1
Fee Revenues	(3,968,578)	(1,872,500)	(1,632,200)	(1,872,500)	-	-
Other Revenue	(20,833,781)	(14,442,900)	(13,128,200)	(14,093,200)	349,700	(2.4)
<b>Total Revenues</b>	<b>(940,905,083)</b>	<b>(1,021,550,750)</b>	<b>(1,034,900,000)</b>	<b>(1,086,438,750)</b>	<b>(64,888,000)</b>	<b>6.4</b>
<b>Net Total</b>	<b>\$ (533,167,986)</b>	<b>\$ (582,868,900)</b>	<b>\$ (592,827,600)</b>	<b>\$ (653,932,500)</b>	<b>\$ (71,063,600)</b>	<b>12.2</b>

## FISCAL SERVICES PLAN (2024/25)

### Debt Servicing

Debt charges in the operating budget consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are bank charges, debenture discount and interest payments to Agencies, Boards & Commissions. For management purposes, debt charges can be classified as to how the funds are repaid:

- **Tax Supported Debt** – repaid through the general and transit tax rates;
- **Other Municipal Debt** – repaid through Local Improvement Charges (LICs), Area Rates and Development Charges;
- **Halifax Water Debt** – funds borrowed on behalf of Halifax Water Commission, and which are repaid through their rate base; and
- **Repayable Debt** – debt borrowed for and repaid by outside organizations.

## Provincial Area Rates

Like all municipalities, HRM is legally required by the Province of Nova Scotia to provide funding for education costs, and for other services that are the responsibility of the Province of Nova Scotia. The funding source for the transfers is a separate Provincial Area Rate on the tax bill. Any increase in that budget amount has zero net impact to the overall HRM budget.

### Mandatory Education

This mandatory education contribution is set by the Province of Nova Scotia at the value of the Provincial Education Rate times the Uniform Assessment. The estimate for 2024/25 is \$194.3 million, an increase of \$20.4 million from the prior year.

### Assessment

Property Valuation Services Corporation (PVSC) is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. The estimate for 2024/25 is \$7.3 million, a decrease of \$12 thousand from the prior year.

### Correctional Services

HRM is required to make a mandatory contribution to the Province of Nova Scotia to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. This area rate will no longer be collected beginning in 2024/25.

### Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. This area rate will no longer be collected beginning in 2024/25.

Provincial Area Rates	2023/24 Budget	2024/25 Budget	Δ 23/24 Budget	Δ %
Mandatory Education	173,821,800	194,252,900	20,431,100	11.8
Assessment	7,303,000	7,315,000	12,000	0.2
Correctional Services	6,870,000	-	(6,870,000)	(100.0)
Housing	4,500,000	-	(4,500,000)	(100.0)
<b>Total</b>	<b>\$ 192,494,800</b>	<b>\$ 201,567,900</b>	<b>\$ 9,073,100</b>	<b>4.7</b>

## Other Transfers

### Halifax Convention Centre (HCC)

HRM has an agreement with the Province of Nova Scotia to fund the Halifax Convention Centre (HCC). This includes its share of the Provincial lease and the annual operating costs, which are paid to Events East. The HCC costs are to be paid from a reserve which is funded from the property tax revenues collected from the new Nova Centre plus those funds which would have been paid to the former World

Trade and Convention center (WTCC). The Nova Centre is a private development that includes not only the HCC but also offices, a hotel, retail and parking. For the 2024/25 fiscal year, HRM has budgeted an amount of \$7.5 million (before reserve withdrawals) for the HCC. This is \$1.2 million lower than 2023/24, as the HCC has now fully recovered from the pandemic.

### **Supplementary Education**

Under the Halifax Charter, HRM provides funding for local schools, including a payment to the province-wide Acadian school board, Conseil scolaire acadien provincial (CSAP). The Halifax Charter requires that the municipality provides a guaranteed amount for supplementary education, although it may reduce the guaranteed amount by 10% of the amount spent in 1995/96. In addition to the legal requirements of the Charter, this payment is governed by a Memorandum of Understanding (MOU) with the Halifax Regional Centre for Education (HRCE) which covers 2019/20 to 2023/24. The total payment for 2024/25 will be paid through a separate area rate. The estimate for 2024/25 is \$12.6 million, a decrease of \$1.8 million from the prior year.

### **Fire Protection Services (Hydrants)**

The Nova Scotia Utilities and Review Board (NSUARB) has established a formula that requires HRM to contribute to the Halifax Water Commission (HW) for the hydrant costs incurred by the Commission. These hydrant charges are recovered by HRM via a special Fire Protection Area Rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The estimate for 2024/25 is \$11.0 million, an increase of \$ thousand from the prior year.

### **Stormwater Right-of-Way (Halifax Water Commission)**

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to pay Halifax Water the cost of the stormwater drainage in the right-of-way of HRM streets and roads. This became effective as of July 1, 2013. The estimate for 2024/25 is \$5.3 million, an increase of \$20 thousand from the prior year.

## **Grants and Tax Relief**

HRM operates a number of Grant programs. Fiscal services includes the Community Grants Program (\$500,000), the Community Museums Grant Program (\$220,000), the District Activity Fund (\$72,000), and the Barrington Street Heritage Tax Grants Program (\$154,300). Other grant programs are administered by individual business units. HRM also provides a number of tax relief programs including for low income homeowners (\$1.8 million) and for non-profits (\$6.3 million).

## **Valuation Allowance**

The Valuation Allowance is an account required by provincial rules as a contingency against uncollectible tax and other revenues. In 2024/25 it is budgeted at \$2.0 million.

## **Reserves**

Reserves are utilized to ensure sustainability and improve the process of planning for HRM's future needs. Reserve Funds are provided for under the Financial Reserves Administrative Order Number 2014-015-ADM and are intended to serve three specific purposes:

- Contingency Funds for Opportunities;

- Contingency Funds for Risk; and
- Savings Funds for Obligations.

Reserves deposits and withdrawals are budgeted for in both Fiscal Services and in individual business units.

### **Capital from Operating**

Capital from operating is used to fund the capital budget and helps reduce reliance on debt and other funding. A formula is used to help shift funds away from debt funding and into capital from operating. That guideline aims to increase capital from operating by 6% plus inflation per dwelling each year. For the past two budget cycles, that guidance was set aside to mitigate the tax increase. HRM wide capital from operating for was capped at \$57.4 million for 2024/25, which is a decrease of \$5.4 million or 8.5 per cent from the prior year. Capital from operating guidelines are going to be reviewed as part of the municipal funding strategy to be completed during 2025.

### **Non-Departmental Revenue and Area Rates**

This includes the municipality's revenues from Property Tax, Tax Agreements, Grants-in-Lieu payments, Deed Transfer Tax as well as income from investments.

Also included are the costs and revenues for community area rates, private organizations and private roads.

## Summary of Net Expenditures - Fiscal Services

Expenditures	2022/23	2023/24	2023/24	Budget	2024/25	
	Actual	Budget	Projections		Δ 23/24 Budget	Δ %
M110 Debt & Interest Chg	28,388,976	36,648,900	36,884,300	45,771,200	9,122,300	24.9
M111 P&I Pmt Fnd by RESF	2,694,753	319,400	-	-	(319,400)	(100.0)
M113 Int.Pmt-Gen Govt	243,505	-	-	-	-	-
M114 Int.Pmt-Protect.Serv	339,952	-	-	-	-	-
M115 Int.Pmt-Transp.Serv.	2,631,375	-	-	-	-	-
M118 Int.Pmt - Plan & Dev.	150	-	-	-	-	-
M119 Int.Pmt - Rec & Cult	997,809	-	-	-	-	-
M122 HRWC Debt Charges	-	-	-	-	-	-
M530 Local Improvement Charges	-	-	-	-	-	-
M531 LIC Solar City Project	-	-	-	-	-	-
M532 LIC Solar City Ph II	-	-	-	-	-	-
M533 LIC Water Supply	(4,073)	-	(5,000)	-	-	-
M534 LIC Fall River Water	(49,954)	-	(70,000)	(60,000)	(60,000)	-
M535 Deep Energy Retrofit	-	-	-	-	-	-
<b>** Debt Servicing Net of Recoverie</b>	<b>35,242,492</b>	<b>36,968,300</b>	<b>36,809,300</b>	<b>45,711,200</b>	<b>8,742,900</b>	<b>23.6</b>
M230 Corrections Services	-	-	-	-	-	-
M240 Metro Housing Authority	-	-	-	-	-	-
M280 Mandatory Education	-	-	-	-	-	-
M318 Prop Valuation Serv	-	-	-	-	-	-
* Provincially Mandated Services	-	-	-	-	-	-
M250 Halifax Convention Centre	6,761,279	7,540,000	7,540,000	7,540,000	-	-
M288 Suppl Educ HRM-wide	-	-	-	-	-	-
M291 Fire Protection	-	-	-	-	-	-
M293 Stormwater ROW	-	-	-	-	-	-
* Other Outside Agencies	6,761,279	7,540,000	7,540,000	7,540,000	-	-
<b>** Transfers To Outside Agencies</b>	<b>6,761,279</b>	<b>7,540,000</b>	<b>7,540,000</b>	<b>7,540,000</b>	<b>-</b>	<b>-</b>
A125 Elections	1,048	-	-	-	-	-
M270 Compensation PPP	231,440	3,280,000	3,025,000	3,280,000	-	-
M310 Other Fiscal Serv.	11,363,599	28,619,400	17,721,500	22,689,200	(5,930,200)	(20.7)
M311 Grants & Tax Concessions	7,583,156	8,729,000	8,559,500	9,829,000	1,100,000	12.6
M317 Oper Cost NewCap	1,971,220	2,516,000	2,000,000	1,516,000	(1,000,000)	(39.7)
M341 Surplus/Deficit	3,079,234	-	-	-	-	-
M361 District Activity Fund	70,550	72,000	72,000	72,000	-	-
M382 Rapid Housing Initiative	-	-	-	-	-	-
M451 Valuation Allowance	607,869	2,000,000	2,000,000	2,000,000	-	-
<b>** Other Fiscal Services</b>	<b>24,908,116</b>	<b>45,216,400</b>	<b>33,378,000</b>	<b>39,386,200</b>	<b>(5,830,200)</b>	<b>(12.9)</b>
M316 Strategic Growth Fund	1,000,000	1,000,000	1,000,000	1,000,000	-	-
M320 Insurance Claims	5,435,522	5,822,900	5,802,900	6,282,900	460,000	7.9
M411 Oper Stabiliz Resrv	32,000,000	32,000,000	32,000,000	25,000,000	(7,000,000)	(21.9)
M433 Waste Resource Cap R	3,000,000	3,000,000	3,000,000	3,000,000	-	-
M461 Capital Fr Operating	65,919,650	62,779,000	62,779,000	50,723,000	(12,056,000)	(19.2)
M471 Other Transfers	730,000	2,207,200	6,207,200	2,150,000	(57,200)	(2.6)
<b>** Transfers to/fr Other Funds</b>	<b>108,085,172</b>	<b>106,809,100</b>	<b>110,789,100</b>	<b>88,155,900</b>	<b>(18,653,200)</b>	<b>(17.5)</b>
M510 Property Tax	(572,411,105)	(636,555,300)	(639,320,900)	(695,325,800)	(58,770,500)	9.2
M520 Deed Transfer	(74,978,431)	(76,000,000)	(71,000,000)	(65,000,000)	11,000,000	(14.5)
M540 Grants in Lieu	(42,564,066)	(45,509,900)	(44,843,100)	(50,262,500)	(4,752,600)	10.4
M550 Own Source Revenue	(14,631,919)	(17,737,500)	(22,472,200)	(20,537,500)	(2,800,000)	15.8
M560 Unconditional Trans.	(3,579,525)	(3,600,000)	(3,707,800)	(3,600,000)	-	-
<b>** Non-Departmental Revenue</b>	<b>(708,165,045)</b>	<b>(779,402,700)</b>	<b>(781,344,000)</b>	<b>(834,725,800)</b>	<b>(55,323,100)</b>	<b>7.1</b>
<b>Net Total</b>	<b>(533,167,986)</b>	<b>(582,868,900)</b>	<b>(592,827,600)</b>	<b>(653,932,500)</b>	<b>(71,063,600)</b>	<b>12.2</b>



## Summary Details - Fiscal Services

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6001 Salaries - Regular	8,808,631	23,486,000	16,086,700	16,590,600	(6,895,400)	(29.4)
6002 Salaries - Overtime	2,246	-	-	-	-	-
6005 PDP & Union Con Incr	12,475,563	-	-	-	-	-
6054 Vacation payout	7,565	-	-	-	-	-
6100 Benefits - Salaries	693,498	760,000	1,760,000	1,112,400	352,400	46.4
6152 Retirement Incentives	(1,459,049)	2,875,000	2,000,000	2,500,400	(374,600)	(13.0)
6154 Workers' Compensation	292	-	-	1,600	1,600	-
6190 Compensation OCC trf	27,000	-	-	-	-	-
6199 Comp & Ben InterDept	1,522,149	265,800	70,000	1,324,700	1,058,900	398.4
9200 HR CATS Wage/Ben	3,694	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>22,081,590</b>	<b>27,386,800</b>	<b>19,916,700</b>	<b>21,529,700</b>	<b>(5,857,100)</b>	<b>(21.4)</b>
6201 Telephone/Cable	2,629	3,000	3,000	78,700	75,700	2,523.3
6202 Courier/Postage	67	500	3,900	315,000	314,500	#####
6203 Office Furn/Equip	-	12,500	12,500	50,000	37,500	300.0
6204 Computer S/W & Lic	325	-	-	275,000	275,000	-
6205 Printing & Reprod	-	15,000	15,000	59,800	44,800	298.7
6207 Office Supplies	590	-	-	23,600	23,600	-
6290 Office OCC Transfer	733,136	-	-	-	-	-
6299 Other Office Expenses	7,292	8,000	8,000	7,100	(900)	(11.3)
<b>* Office</b>	<b>744,041</b>	<b>39,000</b>	<b>42,400</b>	<b>809,200</b>	<b>770,200</b>	<b>1,974.9</b>
6301 Professional Fees	63,089	43,700	43,700	91,700	48,000	109.8
6302 Legal Fees	282,087	125,000	1,225,000	125,000	-	-
6303 Consulting Fees	312,799	145,000	215,000	525,000	380,000	262.1
6308 Snow Removal	22,734	25,000	25,000	14,100	(10,900)	(43.6)
6310 Outside Personnel	-	-	-	500,000	500,000	-
6311 Security	20,507	1,800	1,800	12,000	10,200	566.7
6312 Refuse Collection	10,866	4,000	4,000	5,100	1,100	27.5
6390 Extnl Svcs OCC Trsf	460,761	-	-	-	-	-
6399 Contract Services	7,142,773	11,507,100	4,877,500	6,000,000	(5,507,100)	(47.9)
<b>* External Services</b>	<b>8,315,617</b>	<b>11,851,600</b>	<b>6,392,000</b>	<b>7,272,900</b>	<b>(4,578,700)</b>	<b>(38.6)</b>
6406 Bridge Tolls	-	-	-	100	100	-
6407 Clean/Sani Supplies	1,377	3,000	3,000	3,600	600	20.0
6490 Supplies OCC Transfer	7,500	-	-	-	-	-
6499 Other Supplies	-	-	-	500	500	-
<b>* Supplies</b>	<b>8,877</b>	<b>3,000</b>	<b>3,000</b>	<b>4,200</b>	<b>1,200</b>	<b>40.0</b>
6504 Hardware	501	-	-	-	-	-
6590 Materials OCC Trsf	1,500	-	-	-	-	-
<b>* Materials</b>	<b>2,001</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
6602 Electrical	4,434	-	-	-	-	-
6603 Grnds & Landscaping	3,002	-	-	-	-	-
6606 Heating Fuel	32,820	35,000	35,000	26,700	(8,300)	(23.7)
6607 Electricity	14,428	16,500	16,500	3,100	(13,400)	(81.2)
6608 Water	218,004	220,000	220,000	218,800	(1,200)	(0.5)
6610 Building - Exterior	27,719	45,000	45,000	19,600	(25,400)	(56.4)
6611 Building - Interior	13,531	30,000	30,000	27,300	(2,700)	(9.0)
6612 Safety Systems	2,670	6,000	6,000	8,000	2,000	33.3
6614 Envir Assess/Cleanup	654	-	-	-	-	-
6690 Building OCC Transfer	243,626	-	-	-	-	-
6699 Other Building Cost	22,198	-	-	200,000	200,000	-
<b>* Building Costs</b>	<b>583,085</b>	<b>352,500</b>	<b>352,500</b>	<b>503,500</b>	<b>151,000</b>	<b>42.8</b>
6701 Equipment Purchase	3,805	4,000	4,000	113,800	109,800	2,745.0
6703 Computer Equip/Rent	-	40,000	40,000	160,000	120,000	300.0
6705 Equip - R&M	-	-	-	1,100	1,100	-
6707 Plumbing & Heating	7,649	2,000	2,000	700	(1,300)	(65.0)

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6708 Mechanical Equipment	7,147	2,000	2,000	100	(1,900)	(95.0)
6711 Communication System	(76)	-	-	-	-	-
6790 Equipment OCC Trsf	105,000	-	-	-	-	-
<b>* Equipment &amp; Communications</b>	<b>123,525</b>	<b>48,000</b>	<b>48,000</b>	<b>275,700</b>	<b>227,700</b>	<b>474.4</b>
6802 Vehicle R&M	35,954	10,000	10,000	10,000	-	-
6806 Vehicle Rentals	-	-	-	4,000	4,000	-
6890 Vehicle OCC Transfer	35,400	-	-	-	-	-
<b>* Vehicle Expense</b>	<b>71,354</b>	<b>10,000</b>	<b>10,000</b>	<b>14,000</b>	<b>4,000</b>	<b>40.0</b>
6901 Membership Dues	-	-	-	390,000	390,000	-
6902 Conferences/Workshop	160	-	25,000	-	-	-
6903 Travel - Local	4,629	-	-	10,800	10,800	-
6904 Travel - Out of Town	1,060	-	-	-	-	-
6905 Training & Education	-	-	-	65,000	65,000	-
6908 Medical Examinations	105,051	180,000	180,000	180,000	-	-
6911 Facilities Rental	1,616	-	-	80,200	80,200	-
6912 Advertising/Promotio	12,764	-	2,500	108,200	108,200	-
6917 Books and Periodicals	-	-	-	1,600	1,600	-
6918 Meals/Catering	1,083	-	-	4,400	4,400	-
6919 Special Projects	425,794	-	20,000	-	-	-
6928 Committee Expenses	1,550	-	-	-	-	-
6933 Community Events	6,415	-	-	-	-	-
6938 Rewarding Excellence	900	-	-	-	-	-
6990 Gds & Svcs OCC Trsf	357,297	-	-	-	-	-
6999 Other Goods/Services	(56,032)	4,494,000	2,448,000	3,517,600	(976,400)	(21.7)
<b>* Other Goods &amp; Services</b>	<b>862,287</b>	<b>4,674,000</b>	<b>2,675,500</b>	<b>4,357,800</b>	<b>(316,200)</b>	<b>(6.8)</b>
7005 Interdept EXP	-	-	-	200	200	-
7007 ltnTrsf Paper Recyc	-	-	-	500	500	-
7009 Internal Trfr Other	859,255	-	-	-	-	-
7010 IntTrfr Insur Funds	28,265	500,000	200,000	500,000	-	-
7012 Int Trf Print/Reprod	-	-	-	70,000	70,000	-
<b>* Interdepartmental</b>	<b>887,520</b>	<b>500,000</b>	<b>200,000</b>	<b>570,700</b>	<b>70,700</b>	<b>14.1</b>
8010 Other Interest	73	200	200	-	(200)	(100.0)
8011 Interest on Debentur	5,672,419	5,302,500	5,302,500	8,210,300	2,907,800	54.8
8012 Principal on Debentu	37,696,019	39,415,000	39,415,000	44,737,000	5,322,000	13.5
8013 Loan Principal Repay	2,434	2,500	2,500	-	(2,500)	(100.0)
<b>* Debt Service</b>	<b>43,370,944</b>	<b>44,720,200</b>	<b>44,720,200</b>	<b>52,947,300</b>	<b>8,227,100</b>	<b>18.4</b>
8001 Transf Outside Agenc	201,209,615	216,983,500	216,156,550	224,921,050	7,937,550	3.7
8002 Insurance Claims	926,877	700,000	1,900,000	700,000	-	-
8003 Insurance Pol/Prem	4,102,511	4,603,500	3,403,500	5,065,800	462,300	10.0
8004 Grants	4,580,335	792,000	12,933,100	792,000	-	-
8005 Tax Exemptions	1,282,280	1,825,000	1,766,400	1,825,000	-	-
8006 Tax Concess Non Prof	5,757,105	6,334,000	6,334,000	7,504,000	1,170,000	18.5
8007 Tax Concess Commerci	4,107,421	3,914,900	3,998,300	3,844,900	(70,000)	(1.8)
8009 Fire Protection	10,588,137	10,354,900	8,274,600	10,990,500	635,600	6.1
8014 Capital from Operati	65,919,650	62,779,000	62,779,000	53,723,000	(9,056,000)	(14.4)
8015 Debenture Discount	226,275	1,000	236,400	278,000	277,000	#####
8016 Provision for Allow	607,869	2,000,000	2,000,000	2,000,000	-	-
8017 Bank Charges	438,129	600,000	750,000	800,000	200,000	33.3
8022 Transf to/fr Trust	(110,390)	(40,000)	(260,000)	(40,000)	-	-
8024 Transf to/fr Capital	(3,281,226)	160,000	354,000	120,000	(40,000)	(25.0)
8026 Property Damage	75,902	94,200	94,200	94,200	-	-
8030 Tfr Fr Resvs to Oper	(30,340,304)	(9,790,700)	(11,064,900)	(14,347,800)	(4,557,100)	46.5
8031 Tfr To Resvs Fr Oper	63,367,594	47,159,700	51,162,400	42,411,800	(4,747,900)	(10.1)
8046 Stormwater ROW Chg	4,090,679	5,316,000	5,333,000	5,336,000	20,000	0.4
9000 Prior Yr. Sur/Def	(6,876,955)	(6,434,400)	(4,038,600)	(5,010,600)	1,423,800	(22.1)
9001 Current Yr. Sur/Def	4,014,754	1,744,150	5,600,150	3,213,400	1,469,250	84.2
<b>* Other Fiscal</b>	<b>330,686,256</b>	<b>349,096,750</b>	<b>367,712,100</b>	<b>344,221,250</b>	<b>(4,875,500)</b>	<b>(1.4)</b>
<b>** Total</b>	<b>407,737,097</b>	<b>438,681,850</b>	<b>442,072,400</b>	<b>432,506,250</b>	<b>(6,175,600)</b>	<b>(1.4)</b>

Revenues	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
4001 Res. Property Taxes	(287,846,743)	(337,796,700)	(338,090,000)	(372,288,600)	(34,491,900)	10.2
4002 Comm. Property Taxes	(252,162,941)	(263,235,900)	(265,730,800)	(285,777,200)	(22,541,300)	8.6
4005 Resrc Property Taxes	(1,355,487)	(1,451,100)	(1,464,700)	(1,827,800)	(376,700)	26.0
4006 Rec. Non Profit	(24,651)	(17,000)	(25,300)	(17,000)	-	-
4007 Resource Forest Taxes	(39,548)	(42,000)	(39,300)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,203)	(89,000)	(89,000)	(89,000)	-	-
4014 Climate Action Tax	(18,111,211)	(18,000,000)	(17,720,000)	(18,402,400)	(402,400)	2.2
4100 Deed Transfer Taxes	(74,978,431)	(76,000,000)	(71,000,000)	(65,000,000)	11,000,000	(14.5)
4101 Capital Charges	(2,749,474)	(7,934,600)	(4,596,700)	(5,700,000)	2,234,600	(28.2)
<b>* Tax Revenue</b>	<b>(637,356,688)</b>	<b>(704,566,300)</b>	<b>(698,755,800)</b>	<b>(749,144,000)</b>	<b>(44,577,700)</b>	<b>6.3</b>
4201 Area Rate Residential	(167,555,117)	(184,835,950)	(186,596,400)	(193,723,850)	(8,887,900)	4.8
4202 Area Rate Commercial	(36,869,340)	(35,809,500)	(38,346,800)	(38,974,500)	(3,165,000)	8.8
4206 Area Rate Resource	(793,758)	(785,200)	(827,500)	(945,900)	(160,700)	20.5
<b>* Area Rate Revenue</b>	<b>(205,218,215)</b>	<b>(221,430,650)</b>	<b>(225,770,700)</b>	<b>(233,644,250)</b>	<b>(12,213,600)</b>	<b>5.5</b>
4501 Tax Agreement - NSLC	(785,920)	(809,500)	(893,400)	(939,900)	(130,400)	16.1
4502 Tax Agreement - NSPI	(4,866,123)	(4,603,000)	(5,719,100)	(5,942,200)	(1,339,200)	29.1
4503 Tax Agreement - Bell	(1,652,925)	(1,762,700)	(1,563,200)	(1,762,700)	-	-
4506 Tax Agreement - Mari	(841,034)	(810,000)	-	-	810,000	(100.0)
4507 Tax Agreement - Heri	(1,551,079)	(1,613,200)	(1,678,500)	(1,589,000)	24,200	(1.5)
4508 Tax Agreement - HIAA	(1,648,030)	(1,722,400)	(1,777,700)	(1,928,000)	(205,600)	11.9
4509 Tax Agrmnt - Irving	(1,319,476)	(1,457,100)	(1,391,600)	(1,518,000)	(60,900)	4.2
4550 Tax Agreement - Other	(300,808)	(250,200)	(250,800)	(306,500)	(56,300)	22.5
<b>* Tax Agreements</b>	<b>(12,965,394)</b>	<b>(13,028,100)</b>	<b>(13,274,300)</b>	<b>(13,986,300)</b>	<b>(958,200)</b>	<b>7.4</b>
4601 Grant in Lieu-Fed	(26,679,934)	(28,817,500)	(28,340,200)	(30,157,900)	(1,340,400)	4.7
4602 Grant in Lieu-Prov.	(10,669,849)	(11,771,700)	(11,753,700)	(14,800,800)	(3,029,100)	25.7
4603 Grant in Lieu-CPC	(735,763)	(771,800)	(775,000)	(780,400)	(8,600)	1.1
4605 Grant Lieu-Hflx Port	(1,934,307)	(1,889,100)	(1,713,600)	(2,063,700)	(174,600)	9.2
4606 Grant in Lieu - CBC	(41,544)	(41,100)	(39,700)	(48,600)	(7,500)	18.2
4607 Grant Lieu -Via Rail	(191,141)	(170,100)	(160,000)	(167,900)	2,200	(1.3)
4608 Grant in Lieu - WCB	(132,477)	(138,600)	(135,500)	(141,400)	(2,800)	2.0
4609 Grant in Lieu- Citad	(1,751,233)	(1,831,200)	(1,846,000)	(2,014,400)	(183,200)	10.0
4610 Grant in Lieu-NRC	(413,918)	(64,600)	(65,200)	(70,100)	(5,500)	8.5
4650 Grant in Lieu - Other	(13,931)	(14,200)	(14,200)	(17,300)	(3,100)	21.8
<b>* Payments in Lieu of taxes</b>	<b>(42,564,098)</b>	<b>(45,509,900)</b>	<b>(44,843,100)</b>	<b>(50,262,500)</b>	<b>(4,752,600)</b>	<b>10.4</b>
4703 Cond.Grant NS(Other)	53	(450,000)	-	-	450,000	(100.0)
4704 Conditnl Grnts Other	(3,318,803)	-	(11,981,500)	-	-	-
4706 Uncond.Grant NS(oth)	(3,579,525)	(3,600,000)	(3,707,800)	(3,600,000)	-	-
<b>* Transfers from other Gov'ts</b>	<b>(6,898,275)</b>	<b>(4,050,000)</b>	<b>(15,689,300)</b>	<b>(3,600,000)</b>	<b>450,000</b>	<b>(11.1)</b>
4801 Int. Rev. - Tax	(3,275,475)	(4,300,000)	(5,000,000)	(4,300,000)	-	-
4803 Int. Rev. - Cap.Chrg	(529,839)	(265,400)	(556,400)	(451,000)	(185,600)	69.9
4850 Int. Rev. - Other	(233,380)	(85,000)	(250,000)	(85,000)	-	-
4860 Investment Income	(7,061,360)	(12,000,000)	(16,000,000)	(15,000,000)	(3,000,000)	25.0
<b>* Interest Revenue</b>	<b>(11,100,054)</b>	<b>(16,650,400)</b>	<b>(21,806,400)</b>	<b>(19,836,000)</b>	<b>(3,185,600)</b>	<b>19.1</b>
5255 Engineering Fees	-	-	(9,700)	-	-	-
5256 SOT Revenue	(3,968,578)	(1,872,500)	(1,622,500)	(1,872,500)	-	-
<b>* Fee Revenues</b>	<b>(3,968,578)</b>	<b>(1,872,500)</b>	<b>(1,632,200)</b>	<b>(1,872,500)</b>	-	-
5502 HRWC Dividend	(6,524,043)	(6,586,100)	(6,589,000)	(6,586,100)	-	-
5504 StormWater ROW Levies	(3,924,151)	-	(7,400)	-	-	-
5508 Recov External Parti	(10,010,978)	(7,551,800)	(6,251,800)	(7,202,100)	349,700	(4.6)
5600 Miscellaneous Revenue	(374,609)	(305,000)	(280,000)	(305,000)	-	-
<b>* Other Revenue</b>	<b>(20,833,781)</b>	<b>(14,442,900)</b>	<b>(13,128,200)</b>	<b>(14,093,200)</b>	<b>349,700</b>	<b>(2.4)</b>
<b>** Total</b>	<b>(940,905,083)</b>	<b>(1,021,550,750)</b>	<b>(1,034,900,000)</b>	<b>(1,086,438,750)</b>	<b>(64,888,000)</b>	<b>6.4</b>
<b>Net Total</b>	<b>(533,167,986)</b>	<b>(582,868,900)</b>	<b>(592,827,600)</b>	<b>(653,932,500)</b>	<b>(71,063,600)</b>	<b>12.2</b>

**HALIFAX**

# **RESERVES**

**2024/25 BUDGET AND BUSINESS PLAN**

## RESERVES OVERVIEW

Reserves are established following the guidelines outlined in the Provincial Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16. Also, the Halifax Regional Municipality Charter, section 120 (1) states that “the Municipality shall maintain a capital reserve fund.” Section 120(3) states “The capital reserve fund includes:

- a) funds received from the sale of property;
- b) the proceeds of insurance resulting from loss or damage of property that is not used for replacement, repair or reconstruction of the property;
- c) any surplus remaining from the sale of debentures that is not used for the purpose for which the debentures were issued;
- d) the surplus remaining in a sinking fund when the debentures for which it was established are repaid;
- e) any capital grant not expended in the year in which it was paid;
- f) proceeds received from the winding up of a municipal enterprise as defined in the Municipal Finance Corporation Act;
- g) the current fiscal year’s accrual for landfill closure and post closure costs; and
- h) amounts transferred to the fund by the Council.”

Section 120(4) states “A withdrawal from the capital reserve fund shall be authorized by the Council, by resolution, and may only be used for:

- a) capital expenditures for which the Municipality may borrow;
- b) repayment of the principal portion of capital debt; and
- c) landfill closure and post closure costs.”

Section 120(6) states that “the Municipality may maintain other reserve funds for such purposes as the Council may determine”.

In addition, On October 15, 2014, Council approved the Financial Reserves Administrative Order Number 2014-015 ADM which implemented the following strategies:

- a) assist in planning for the long-term financial health and stability of the Municipality;
- b) assist in removing unstable and unpredictable tax rates;
- c) integrate the reserve business cases into the business planning and long-term operating and capital budgets;
- d) ensure the Municipality has the ability to fund projects and events:
  - a. that produce long-term efficiency gains,
  - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
  - c. between budget approvals where there is sudden or unexpected business opportunity,
  - d. where future obligations can be reasonable foreseen, and
  - e. where substantial risk to the Municipality may occur.
- e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.
- f) has a provision for funding emergencies which include the procedure and processes for the transfer of funds between reserves other than as prescribed by the business case in the case of a funding emergency.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

In general, reserve funds are intended to serve three specific themes:

Contingency funds for risk recognize that:

- a) the financial risk of unforeseen events involving substantial costs, such as emergencies or economic events; and that a reserve can mitigate this risk by providing funding for sufficient public safety or preventing service interruptions.

Savings funds for future - obligations recognizes that:

- a) an obligation may be associated with recapitalization of a specific asset where the estimated lifecycle cost of an asset can be reasonably estimated;
- b) an obligation associated with a strategic plan where the asset or project may not yet be specified, such as the purchase of land; and
- c) a future expenditure may be managed through the long-term operating or capital budget, depending on the magnitude or situation of the obligation.

Contingency funds for opportunities recognize that:

- a) not all expenditures are planned or anticipated, and
- b) an opportunity may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity, such as a sudden change in the economy or the introduction of cost shared programs from other levels of government or the private sector.

The Reserves that fit into each of these themes are below:

## RISK RESERVE

### Q416 RISK & RESILIENCY RESERVE:

#### PURPOSE

The intent of the Risk and Resiliency Reserve is to accumulate funds to deal with the risk of unforeseen events involving substantial costs, so that HRM can mitigate, adapt and recover from such an event. Risk events covered include economic, financial, environmental, service related, health and safety, and legal and compliance risks.

If required, the Director of Finance may authorize year end transfers to/from the reserve in accordance with this business case.

This Reserve replaced Q406- Insurance and Risk Reserve, Q411- Police on the Job Injury Reserve, and Q416 – Operating Stabilization Reserve

#### SOURCE OF FUNDS

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council; and,
- b) accumulated interest.

#### APPLICATION OF FUNDS

Funds are allocated for:

- a) funding of claims and settlements as appropriate,
- b) covering the costs of risk events over and above any amounts budgeted,
- c) the payment of principle, as it relates to a risk event,
- d) the payment of interest, as it relates to a risk event, if the underlying funds are not raised by the sale of assets, and,
- e) other operating and capital costs as related to a risk event, as appropriate.



## Q421 OPTIONS RESERVE:

### **PURPOSE**

To provide resources for changes or additions to services or for grants to outside agencies.

### **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund as approved by Council; and
- b) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

- a) operating costs, including grants; and,
- b) funding of capital projects;

## OBLIGATION RESERVES

### Q506 LANDFILL CLOSURE AND POST CLOSURE COSTS RESERVE:

#### PURPOSE

To provide funding for the closure and post closure of landfills, as required by the Public Sector Accounting Board (PSAB). Currently, three landfill sites exist: Sackville, Otter Lake and Mengoni. Specific closure and post closure activities including environmental monitoring programs may be outlined in regulatory approvals for each site (issued by NS Environment).

This reserve combined and replaced two reserves: Q120 Otter Lake Landfill Closure and Q119 Sackville Landfill Closure. Funds from the operating balance sheet account to monitor the Mengoni landfill will be transferred into this reserve.

#### SOURCE OF FUNDS

Funding arises from:

- c) transfers from Solid Waste Resources operating budget;
- d) amounts transferred to the fund as approved by Council; and,
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

#### APPLICATION OF FUNDS

The Halifax Regional Municipality Charter, Section 120(4)(c) specifically requires a reserve to cover the landfill closure and post closure costs.

Funds are allocated for:

Costs related to closure and post-closure care and include, but are not limited to:

- a) purchase of equipment and other site assets;
- b) development, construction and removal of infrastructure;
- c) maintenance and upgrades for all site assets;
- d) landfill cover (capping);
- e) environmental monitoring; and
- f) leachate and gas management.

### Q511 MUNICIPAL ELECTION RESERVE:

#### PURPOSE

To provide funding to conduct regular and special Municipal and School Board elections.

This reserve replaced Q313 Municipal Elections Reserve.

## SOURCE OF FUNDS

Funding arises from:

- a) an allocation of 25% of anticipated election costs for the next election;
  - i. Based on the estimated costs of the 2024/25 election, less the estimated Provincial School Boards' contribution, the 25% annual amount would have been \$750,000. The annual transfer should be approximately \$750,000.
  - ii. If the reserve has reached its' anticipated requirement of election costs prior to the year of the election, then a transfer to reserve in that year may not be required.
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

## APPLICATION OF FUNDS

Funds are allocated for:

- a) conducting special and regular municipal elections pursuant to legislation;
- b) legal and other costs for any required District Boundary Review; and,
- c) routine maintenance of election data, systems and election initiatives deemed necessary to ensure critical information is current and in place for special and regular elections.

## Q521 CONVENTION CENTRE RESERVE:

### PURPOSE

To provide funding to reimburse the Province for HRM's share of the Halifax Convention Centre (HCC) costs including the capital costs for its construction (through an annual base rent payment), the operating costs and any operating deficit, as per a Memorandum of Understanding Agreement ("MOU") between the Province and HRM.

### SOURCE OF FUNDS

Funding arises from:

- a) total revenues from all commercial property taxes levied on the Nova Centre property<sup>1</sup>, including all municipal and provincial area rates and fire protection charges, and any Deed Transfer Tax associated with the property. Contributions to reserve excludes:
  - i) amounts for area improvement and promotion, Business Improvement Districts, (BID's),
  - ii) amounts collected for stormwater charges under By-law C-900, the Charges for Stormwater from Municipal Streets By law, and,
  - iii) any portion of the commercial general rated property tax revenues levied on the Halifax Convention Centre that are not considered a shareable annual cost under Section 4 of the MOU;
- b) funds for the former World Trade and Convention Centre;

- c) amounts transferred to the fund as approved by Council; and,
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

As per the terms and conditions of the MOU, funds are allocated for:

- a) rent payments to cover HRM's share of the capital costs amortized over 25-year lease; and,
- b) HRM's share of annual operating costs of the Halifax Convention Centre (Nova Centre).

### **Q536 CENTRAL LIBRARY RECAPITALIZATION RESERVE:**

#### **PURPOSE**

The intent of the Central Library Recapitalization Reserve is to accumulate funds to upgrade and replace the Halifax Central Library. By doing so the reserve enables the municipality to plan for the replacement and upgrade of a significant community facility while maintaining a stable, predictable property tax level.

This reserve replaced Q140 Central Library Recapitalization Reserve.

#### **SOURCE OF FUNDS**

Funding arises from:

- a) an annual contribution from Central Library operating budget of 2% of the building costs, escalated by 2% annually to reflect inflation;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulates in accordance with the Corporate Guidelines respecting Reserves.

#### **APPLICATION OF FUNDS**

Funds are allocated for capital improvement projects and projects that preserve the structural integrity of the Central Library building.

Funds are not allocated for routine maintenance.

### **Q546 MULTI-DISTRICT FACILITIES RESERVE:**

#### **PURPOSE**

To provide funding to significant capital projects related to building recapitalization, renovations, leasehold improvements or replacement of Multi-District Facilities.

The Multi-District facilities include event, and some indoor sport facilities as designated by Council. Currently, the Multi-District facilities include the following HRM owned assets: Alderney Landing, BMO Centre, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum, Sackville Sports

Stadium, Scotiabank Centre and St. Margaret's Centre. Council may adjust the Multi-District Facilities listing to include other facilities.

The Reserve combined and replaced two reserves: Q141 BMO Centre Life Cycle Reserve and Q319 Major Events Facility Reserve.

## **SOURCE OF FUNDS**

- a) contributions will be as outlined within operating agreements for HRM-owned Multi-District Facilities with potential funding based on the facilities' annual operating budgets and naming rights revenue;
- b) annual contribution from BMO Centre. The current agreement sets the amount at \$200,000, \$150,000 from operating and \$50,000 from the naming rights; annual operating surplus and naming rights of Scotiabank Centre;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

## **APPLICATION OF FUNDS**

Funds are allocated for recapitalization, renovations, leasehold improvements or replacement capital costs on HRM buildings/structures.

Reserve is intended for significant capital projects that are extending the life or performance of the asset.

Funding is allocated for:

- a) construction, design and build of Multi-District facilities,
- b) renovation of Multi-District facilities,
- c) the payment of principle, and,
- d) the payment of interest, if the underlying funds are not raised by the sale of assets.

Reserve is not for regular maintenance costs or for items outlined within operating agreements for each specific HRM-owned Multi-District Facility.

## **Q556 SOLID WASTE FACILITIES RESERVE:**

### **PURPOSE**

To provide funding for solid waste capital expenditures, including but not limited to, the purchase of land, construction, upgrades, studies or engagements and equipment for landfill, recycling, compost, or transfer station facilities or other solid waste facilities.

This reserve combined and replaced two reserves: Q123 Waste Resources Capital Reserve and Q137 Regional Capital Cost Charges Reserve.

## **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council;
- b) the Capital Cost Charge (CCC's) for Solid Waste Facilities as incorporated into Bylaws C-600, respecting Regional Capital Cost Charges and C-800, respecting Regional Capital Cost Charges for Solid Waste; and,
- c) accumulated interest.

## **APPLICATION OF FUNDS**

Funds are allocated for:

- a) construction, design and build of solid waste facilities,
- b) the payment of principle, and,
- c) the payment of interest, if the underlying funds are not raised by the sale of assets.

## **Q566 MASTER PLAN RESERVE:**

### **PURPOSE**

The intent of the Master Plan Reserve is to accumulate funds that are levied as part of the Master Plan process, including Regional and specific Master Plan Area charges.

## **SOURCE OF FUNDS**

Funding arises from:

- d) amounts transferred to the fund as approved by Regional Council;
- e) any amount levied as part of a capital cost contribution or development charge, other than solid waste levies under by-law C-600, which are contributed to the Solid Waste Reserve, and funds collected on behalf of Halifax Water;
- f) accumulated interest.

## **APPLICATION OF FUNDS**

Funds are allocated for the purposes allowed under legislation and any by-law that establishes a master plan levy. This may include:

- e) land purchases,
- f) growth-related capital projects,
- g) studies relating to the establishment of a specific capital charge or to a growth-related capital project,
- h) the payment of principal and interest related to a) and b) above.

## Q621 COMMUNITY AND EVENTS RESERVE:

### **PURPOSE**

To provide funding to attract and host exceptional large-scale sporting and tourism events that create significant economic impacts, promote Halifax as a multi-experiential event destination and attract tourists to HRM for multiple day visits.

To provide funding to community non-profit and public institutions in support of major capital initiatives by facilitating the development of significant community infrastructure in order to realize tangible cultural, sectoral and economic impacts on a national, provincial, regional or sectoral scale.

To provide funding to support the principles and objectives of the Cultural Plan and the HRM Public Art Policy.

This reserve combined and replaced four reserves: Q127 Sustainable Community Reserve; Q138 Community Facility Partnership; Q312 Culture Development Reserve and Q315 Special Events Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) a transfer of 40% of the Provincial Hotel Sales Tax (Marketing Levy);
- b) a transfer from Fiscal Services operating budget;
- c) amounts transferred to the fund as approved by Council; and
- d) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Funds are allocated for:

- a) support to events that support tourism and economic development through the Marketing Levy grant program;
- b) Cultural/Heritage projects;
- c) significant community infrastructure (non-profit and public institutions); and
- d) Public Art.



## OPPORTUNITY RESERVES

### Q666 STRATEGIC INITIATIVE CAPITAL RESERVE:

#### PURPOSE

To provide funding for large capital projects that are part of the Strategic Initiatives outlined by council.

The intent of the Strategic Initiatives Reserve is to accumulate funds to pay for the principal and interest costs associated with Strategic Initiatives. By doing so the reserve enables the municipality to achieve its Strategic Initiatives through leveraging debt while maintaining a stable, predictable property tax level.

To allow the municipality to take advantage of leveraging funds from other levels of government and external agencies.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic Initiatives” were identified in Regional Council’s Fiscal Sustainability Strategy (December 15, 2020)) and the Strategic Initiative Funding Plan (January 20, 2021). They are defined as “those whose implementation would require a discernible increase to the tax rate in order to move forward.”

This reserve replaced the Debt Principle and Interest Reserve: Q631

#### SOURCE OF FUNDS

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council;
- b) annual transfer from Fiscal Services operating budget in the amount that equals one cent of property tax (commercial, residential and resource); and,
- c) accumulated interest.

#### APPLICATION OF FUNDS

Funds are allocated for projects identified in the Regional Council’s Fiscal Sustainability Strategy (December 15, 2020)) and the Strategic Initiative Funding Plan (January 20, 2021). For future potential projects such as, but not limited to, new police station, fire services training facility, stadium, performing arts centre, library facilities, performing arts centre and commuter rail/fast ferry.

## Q667 STRATEGIC INITIATIVE OPERATING RESERVE:

### **PURPOSE**

To provide funding for the operating costs associated with large capital projects that are part of the Strategic Initiative Projects outlined by council.

The intent of the Strategic Initiatives Reserve-Operating is to accumulate funds to pay for the operating costs associated with Strategic Initiative Projects. By doing so the reserve enables the municipality to achieve its Strategic Initiatives while maintaining a stable, predictable property tax level.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

“Strategic Initiatives” were identified in Regional Council’s Fiscal Sustainability Strategy (December 15, 2020) and the Strategic Initiative Funding Plan (January 20, 2021). They are defined as “those whose implementation would require a discernible increase to the tax rate in order to move forward.”

This reserve replaced the Strategic Capital Reserve: Q606

### **SOURCE OF FUNDS**

Funding arises from:

- g) amounts transferred to the fund as approved by Regional Council; and,
- h) accumulated interest.

### **APPLICATION OF FUNDS**

- i) to fund costs incurred related to completion of Strategic Initiative projects, as identified by Regional Council,
- j) funding is for project costs but exclude any ongoing operating costs.

## Q611 PARKLAND DEVELOPMENT RESERVE:

### **PURPOSE**

To manage cash-in-lieu of parkland dedication fees received through the development and subdivision process and for the acquisition of, and capital improvements to, parks, playgrounds and similar public purposes.

The Reserve is governed by Halifax Regional Municipality Charter Section 283.

This reserve replaced Q107 Parkland Development Reserve.

## **SOURCE OF FUNDS**

Funding arises from:

- a) funds received from the sale of property;
- b) funds received under Halifax Regional Municipality Charter Section 283(1) and Regional Subdivision By-law;
- c) funds received from sale of lands no longer needed for parks, playgrounds or similar public purposes, pursuant to Halifax Regional Municipality Charter Section 283(14);
- d) amounts transferred to the fund as approved by Council; and
- e) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

## **APPLICATION OF FUNDS**

Per the Halifax Regional Municipality Charter Section 283(5): Funds are allocated for the acquisition of, and capital improvements to parks, playgrounds, and similar public purposes.

## **Q616 BUSINESS/INDUSTRIAL PARKS EXPANSION RESERVE:**

### **PURPOSE**

The intent is to ensure HRM has flexibility to purchase and improve infrastructure for select strategic land to ensure improved functioning of the local land market. Funding to come through sale of land in HRM business and industrial parks.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1) (3) and (4).

This reserve replaced Q121 Business/Industrial Parks Development Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) net revenues from the sale of land in HRM business and industrial parks;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

Funds are allocated for: business and industrial park land acquisition;

- a) Business and industrial park land acquisition
- b) Infrastructure expenditures necessary to ensure lands are marketable.
- c) principal and interest costs incurred related to debentures for business park projects, as identified by Regional Council

## Q626 GAS TAX RESERVE:

### **PURPOSE**

The intent of the Canada Community Building Reserve is to accumulate funds from the Canada Community Building Fund, more commonly known as the Gas Tax. These funds will supplement available capital funding from capital from operating and debt.

This reserve replaced Q134 - Gas Tax Reserve.

### **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund from the Canada Building Community Fund;
- b) amounts transferred to the fund as approved by Regional Council; and,
- c) accumulated interest.

### **APPLICATION OF FUNDS**

Funds are allocated for projects that meet the eligibility criteria of the Canada Community Building Fund, including:

- a) capital projects,
- b) land purchases,
- c) the payment of principle,
- d) the payment of interest, if the underlying funds are not raised by the sale of assets, and,
- e) landfill closure and post-closure costs.

Funds are also allocated to investments in capacity-building related to long-term planning practices including:

- a) studies, strategies, or systems related to asset management, which may include software acquisition and implementation;
- b) training directly related to asset management planning; and
- c) long-term infrastructure plans.

## Q640 DENSITY BONUS RESERVE

### **Type of Reserve: Contingency Funds for Opportunities**

Incentive or bonus zoning is a planning tool enabled by the *HRM Charter* that allows the Municipality to require developments to provide public benefits in exchange for greater development rights. The intent of this tool is to supplement other municipal investments so that the density enabled under the Centre Plan is accompanied by the amenities and public benefits that support complete and inclusive communities.

### **PURPOSE**

The reserve facilitates the implementation of the incentive or bonus zoning policies as contained in applicable municipal planning strategies and land use by-laws.

- An effective reserve will improve transparency and simplify (bonus zoning) funding for affordable housing, heritage properties, public art, municipal parks, and community or cultural space, in addition to other Municipal funding sources and reserves.

Funds may only be expended in accordance with the *HRM Charter*, applicable land use by-laws, and used for the purpose for which the money was accepted.

### **SOURCE OF FUNDS**

Sources of funds will include:

- a) incentive or bonus zoning money-in-lieu payments as required by the applicable land use by-laws;
- b) amounts transferred to the fund as approved by Council; and
- c) interest accumulated in accordance with the Corporate Guidelines respecting Reserves.

### **APPLICATION OF FUNDS**

- Per the Halifax Regional Municipality Charter Subsection 245A (6), the Municipality shall use any money accepted in-lieu of a contribution for the purpose for which the money was accepted;
- Funding allocation for the public benefits will be in accordance with the applicable land use by-laws; and
- Fund expenditures will be in accordance with any Administrative Orders approved by Council.

## Q526 CAPITAL FUND RESERVE:

### **PURPOSE**

The intent of the Capital Fund Reserve is to accumulate funds from the operating surplus and the sale of municipal assets, as well as other funds for the renewal and expansion of its asset base. These funds will supplement available capital funding from capital from operating and debt.

This reserve is governed by the Halifax Regional Municipality Charter Section 120(1), (3) and (4).

This Reserve combined and replaced nine reserves: Q101 Sale of Capital Assets Reserve (Sale of Land); Q103 Capital Surplus Account; Q124 Upper Sackville Turf Capital Reserve; Q130 Capital Replacement Reserve; Q131 Energy and Underground Services Reserve; Q142 Waterfront Development Reserve; Q311 Cemetery Maintenance Reserve; Q321 Information & Communication Technologies (ICT) Reserve; and Q329 Regional Parking Strategy & Urban Core Improvement Reserve.

## **SOURCE OF FUNDS**

Funding arises from:

- a) amounts transferred to the fund as approved by Regional Council;
- b) any municipal surplus, other than any amount otherwise designated by Regional Council for a different reserve;
- c) sale of all municipal assets, other than the sale of Business/Industrial Parks land, the sale of land conveyed to HRM for parks, playgrounds or other similar public purposes under section 282 of the Halifax Regional Municipality Charter and any amount otherwise designated by Regional Council for a different reserve;
- d) all funds designated for the Capital Reserve Fund, as per Section 120 of the *Halifax Charter*, other than the current fiscal year's accrual for landfill closure and post closure costs and any amount otherwise designated by Regional Council for a different reserve; and,
- e) accumulated interest.

## **APPLICATION OF FUNDS**

Funds are allocated for:

- a) capital projects, including cost overruns and changes in scope,
- b) land purchases,
- c) the payment of principle,
- d) the payment of interest, if the underlying funds are not raised by the sale of assets, and,
- e) landfill closure and post-closure costs.

## **Time Line and Balances**

Reserve is to be ongoing. The Director of Finance and Asset Management shall

- a) review the reserve annually to ensure that funds are contributed and withdrawn according to the approved Reserve Business Case;
- b) provide Regional Council an annual report on Reserve activity and balances;
- c) review and report on targeted contributions and balances annually and recommend adjustments as appropriate; and,
- d) review this Reserve every four years to ensure relevance and adequacy with the strategic direction of the Municipality.

In accordance with the Administrative Order 2014-015, a minimum balance of \$1 will be set to enable funds in any one public benefit category to be fully used in any fiscal year, The reserve has been established both to fulfill the legal requirements of Section 120 of the Halifax Charter and to provide funds for capital projects that are supplementary to any capital from operating funding or anticipated debt funding. As the sale of assets and any surplus amounts are generally unplanned and irregular in nature and are not being set-aside for a specific purpose, a targeted reserve level cannot be easily estimated. As such, a maximum balance has not been set for this reserve.

## **Approval Process**

As outlined in the Administrative Order 2014-015, withdrawals from the reserve will be approved by Regional Council, either through the annual budget process or by motion of Regional Council subsequent to the approved budget. Finance and Asset Management is responsible for ensuring availability of funds and appropriateness of withdrawals in accordance with the Reserve Business Case prior to recommendations to Audit & Finance Standing Committee and Regional Council.



# RESERVE FUNDS BUDGET

## Projected Net Available Balances

	2023/24 (as of December 31/23)	2024/25	2025/26	2026/27	2027/28
<b>Risk Reserve</b>					
Risk and Resilience - Q416	\$ 596,751	3,459,051	3,514,351	3,570,551	3,627,651
<b>Total</b>	<b>596,751</b>	<b>3,459,051</b>	<b>3,514,351</b>	<b>3,570,551</b>	<b>3,627,651</b>
<b>Obligation Reserve</b>					
Landfill Closure Costs - Q506	4,744,417	4,788,317	4,373,717	3,930,117	3,453,017
Municipal Election - Q511	2,805,710	1,118,310	1,999,810	2,895,410	3,805,310
Convention Centre - Q521	4,985,852	6,055,252	7,141,752	8,245,652	9,367,152
Central Library Recapitalization Reserve - Q536	9,900,133	10,058,533	11,293,633	12,548,433	13,823,333
Multi District Facilities Reserve - Q546	1,499,506	1,591,336	1,718,036	1,846,736	2,231,436
Solid Waste Facilities Reserve - Q556	19,630,125	18,501,525	18,396,225	21,438,825	23,463,325
Master Plan Reserve (new) - Q566	2,463,379	2,502,779	2,542,779	2,583,479	2,624,779
Business/Industrial Parks Expansion - Q616	13,175,135	23,984,974	41,512,856	26,937,056	(12,763,944)
Community and Events Reserve - Q621	1,555,779	2,650,979	2,747,779	2,846,079	2,945,979
<b>Total</b>	<b>60,760,036</b>	<b>71,252,005</b>	<b>91,726,587</b>	<b>83,271,787</b>	<b>48,950,387</b>
<b>Opportunity Reserve</b>					
Strategic Initiative Capital Reserve - Q666	133,918,943	157,994,243	178,492,343	199,318,443	215,397,743
Strategic Initiative Operating Reserve - Q667	5,023,623	5,674,523	6,241,323	6,817,223	7,672,323
Parkland Development Reserve - Q611	4,030,132	4,348,632	4,672,232	5,001,032	5,335,032
Gas Tax Reserve - Q626	5,289,139	5,983,339	6,587,039	7,200,439	7,823,639
Density Bonus - Q640	5,715,074	5,306,474	5,391,374	5,477,674	5,565,274
Options (Contingency) Reserve - Q421	10,589,361	8,726,761	8,866,361	9,008,261	9,152,361
Capital Fund - Q526	15,386,817	10,102,468	7,259,687	3,953,387	1,448,587
<b>Total</b>	<b>179,953,089</b>	<b>198,136,440</b>	<b>217,510,359</b>	<b>236,776,459</b>	<b>252,394,959</b>
<b>Total Reserve Projected Balances</b>	<b>241,309,876</b>	<b>272,847,496</b>	<b>312,751,297</b>	<b>323,618,797</b>	<b>304,972,997</b>

## RESERVE FUNDS BUDGET

April 1, 2024 to March 31, 2025

Reserve Name	Projected Net Available Balance, December 31, 2023	Budgeted Contribution	Projected Interest	Capital Budget Withdrawals	Operating Budget Withdrawals	Projected Net Available Balance
<b>Risk Reserve</b>						
Risk and Resilience - Q416	\$596,751	\$2,807,800	\$54,500	\$0	\$0	\$3,459,051
<b>Total</b>	<b>596,751</b>	<b>2,807,800</b>	<b>54,500</b>	<b>-</b>	<b>-</b>	<b>3,459,051</b>
<b>Obligation Reserve</b>						
Landfill Closure Costs - Q506	4,744,417	-	75,400	-	(31,500)	4,788,317
Municipal Election - Q511	2,805,710	1,850,000	17,600	-	(3,555,000)	1,118,310
Convention Centre - Q521	4,985,852	8,454,000	95,400	-	(7,480,000)	6,055,252
Central Library Recapitalization Reserve - Q536	9,900,133	-	158,400	-	-	10,058,533
Multi District Facilities Reserve - Q546	1,499,506	1,116,730	25,100	(1,050,000)	-	1,591,336
Solid Waste Facilities Reserve - Q556	19,630,125	3,800,000	291,400	(2,220,000)	(3,000,000)	18,501,525
Master Plan Reserve (new) - Q566	2,463,379	-	39,400	-	-	2,502,779
Business/Industrial Parks Expansion - Q616	13,175,135	25,932,139	377,700	(15,500,000)	-	23,984,974
Community and Events Reserve - Q621	1,555,779	3,300,000	41,700	(250,000)	(1,996,500)	2,650,979
<b>Total</b>	<b>60,760,036</b>	<b>44,452,869</b>	<b>1,122,100</b>	<b>(19,020,000)</b>	<b>(16,063,000)</b>	<b>71,252,005</b>
<b>Opportunity Reserve</b>						
Strategic Initiative Capital Reserve - Q666	133,918,943	25,000,000	2,488,100	(3,100,000)	(312,800)	157,994,243
Strategic Initiative Operating Reserve - Q667	5,023,623	1,000,000	96,400	(445,500)	-	5,674,523
Parkland Development Reserve - Q611	4,030,132	750,000	68,500	(500,000)	-	4,348,632
Gas Tax Reserve - Q626	5,289,139	26,500,000	94,200	(25,900,000)	-	5,983,339
Density Bonus - Q640	5,715,074	-	91,400	-	(500,000)	5,306,474
Options (Contingency) Reserve - Q421	10,589,360	-	137,400	(2,000,000)	-	8,726,760
Capital Fund - Q526	15,386,817	256,730	159,100	(5,692,179)	(8,000)	10,102,468
<b>Total</b>	<b>179,953,088</b>	<b>53,506,730</b>	<b>3,135,100</b>	<b>(37,637,679)</b>	<b>(820,800)</b>	<b>198,136,439</b>
<b>Total</b>	<b>241,309,875</b>	<b>\$100,767,399</b>	<b>\$4,311,700</b>	<b>(\$56,657,679)</b>	<b>(\$16,883,800)</b>	<b>272,847,495</b>

## Statement of Reserve Withdrawals

Reserve	Withdrawals 2024/25	Amount	Total
Q416 Risk and Resilience Reserve	Operating	-	-
Q421 General Contingency Reserve	Operating	-	
	Capital	2,000,000	2,000,000
Q506 Landfill Closure & Post Closure Reserve	Operating - Mengoni Environmental Monitoring	31,500	
	Capital	-	31,500
Q511 Municipal Election Reserve	Operating - Legal	3,555,000	3,555,000
Q521 Convention Centre Reserve	Operating - Convention Centre Operating Costs	7,480,000	7,480,000
Q526 Capital Fund Reserve	Operating - Legal Cost Real Estate	8,000	
	Capital	5,692,179	5,700,179
Q546 Multi-District Facilities Reserve	Capital	1,050,000	1,050,000
Q556 Solid Waste Facilities Reserve	Operating	3,000,000	
	Capital	2,220,000	5,220,000
Q611 Parkland Development Reserve	Capital	500,000	500,000
Q626 Gas Tax Reserve	Capital	25,900,000	25,900,000
Q616 Business/Industrial Park Expansion	Capital	15,500,000	15,500,000
Q621 Community and Events Reserve	Operating - Culture and Community Events	90,000	
	Operating - Program Grant Costs	268,000	
	Operating - MLSER	1,638,500	
	Capital	250,000	2,246,500
Q666 Strategic Initiative Capital	Operating - 2022A1 SI Debt	312,800	
	Capital	3,100,000	3,412,800
Q667 Strategic Initiative Operating	Operating	-	-
	Capital	445,500	445,500
Q640 Density Bonus Reserve	Operating	500,000	500,000
<b>Total Withdrawals</b>			<b>73,541,479</b>

## Statement of Reserve Contributions

Reserve	Contributions 2024/25	Amount	Total
Q416 Risk and Resilience Reserve	Contribution - Fiscal Services	2,807,800	2,807,800
Q511 Municipal Election Reserve	Contribution - Fiscal Services	1,850,000	1,850,000
Q521 Convention Centre Reserve	Contribution - Fiscal Services	8,454,000	8,454,000
Q526 Capital Fund Reserve	Contribution - Tax Sale Surplus	60,230	
	Contribution - Mt. Hermon Cemetery Sale	1,500	
	Contribution - Sale of Land/Buildings	95,000	
	Contribution - Sale of Vehicles and Equipment	100,000	
			256,730
Q536 Central Library Recapitalization Reserve	Contribution - Fiscal Services	-	-
Q546 Multi-District Facilities Reserve	Contribution - Nustadia (HRM 4 Pad)	225,230	
	Contribution - Scotiabank Centre	600,000	
	Contribution - Nustadia (RBC Centre)	291,500	1,116,730
Q556 Solid Waste Facilities Reserve	Contribution - Fiscal Services	3,000,000	
	Contribution - Capital Cost Contribution	800,000	3,800,000
Q611 Parkland Development Reserve	Contribution - Permit Fees	750,000	750,000
Q616 Business/Industrial Park Expansion Reserve	Contribution - Sale of Land/Buildings	25,932,139	25,932,139
Q621 Community and Events Reserve	Contribution - Fiscal Services	300,000	
	Contribution - Marketing Levy	3,000,000	3,300,000
Q626 Gas Tax Reserve	Contribution - Provincial Gas Tax Program Funding	26,500,000	26,500,000
Q666 Strategic Initiative Capital	Contribution - Fiscal Services	25,000,000	25,000,000
Q667 Strategic Initiative Operating	Contribution - Fiscal Services	1,000,000	1,000,000
<b>Total Contributions</b>			<b>100,767,399</b>

**HALIFAX**

**GLOSSARY**

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are disbursed or received (see Cash Basis).
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only (Compare Regional Area Rate).
Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Assets	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within HRM.
Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High-level corporate divisions based on major services.
Capital Asset	An asset is a resource with economic value that an individual, corporation or government owns or controls with the expectation that it will provide a future benefit.
Capital Charges	Another name for Local Improvement Charges (LICs).
Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development. Sometimes called Development Charges.
Capital Budget	The Council-approved expenditures and defined funding sources for projects supporting significant rehabilitative maintenance, construction, purchase or demolition of municipal infrastructure or equipment. Capital activities are differentiated from routine

	operational repairs and maintenance and exclude purchase of small equipment and inventory that occur in the regular course of business.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason, it is often referred to as “pay-as-you-go” capital funding.
Capital Reserve Pool (Crespool)	Budget remaining, following completion of a capital project, which was approved to be funded from debt. These funds may be used to provide additional debt funding for capital projects which are over-budget or may be used in future budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis or received	Accounting for expenses and revenues as the funds are disbursed.
CAT	See Climate Action Tax
CCC	See Capital Cost Contribution.
Citizen	A person who resides in HRM.
Climate Action Tax (CAT)	A Climate Action Tax was established to implement the Strategic Initiatives of HalifACT.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the PVSC.
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. Council levies Urban, Suburban and Rural General Tax Rates.
Commercial Multiplier	A factor that was formerly used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole. Council uses a special Budget COW to debate the Budget.



Consumer Price Index (CPI)	An indicator of changes in consumer prices. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers as determined by Statistics Canada.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost-effective ways of providing service within budget.
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, municipal debentures are provided by the Nova Scotia Department of Finance and Treasury Board to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the arms-length transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the end of the fiscal year, the amount by which the municipality's operating expenditures exceeds its operating revenues.
Director	The most senior management position within a Business Unit.
Education Rate	Part of the formula used by the Province of Nova Scotia to determine how much each Municipality pays to the Province for Education. The Education Rate is the rate per \$100 of assessed value which is applied to the previous year's Uniform Assessment to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.

Fiscal Framework	A financial projection showing revenues, expenditures, debt and other information using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections.
Fiscal Year	April 1 to March 31.
Fiscal Services	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.
FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardize and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services except for those funded from area-rates.
Generally Accepted Accounting Principles (GAAP)	A set of standardized accounting principles defined by the Canadian Institute of Chartered Accountants.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Total expenditures before deducting revenue.
GST (Goods and Services Tax)	The Federal sales tax.
HaliFACT	HaliFACT is one of the most ambitious climate action movements in Canada. It's our community response to the climate crisis that will build a more resilient and healthy future in Atlantic Canada while preparing for current and future climate impacts.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.

Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
Local Improvement Charges (LIC)	Council may make by-laws imposing charges on individual properties for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc.
Long Term Capital Plan	The 10-year Capital Plan consisting of a 3-year detailed plan which includes all project costs and funding sources, and a 7-year capital outlook. The first year is approved by Regional Council as the Project Budget. The second and third year are approved as a detailed planning tool.
Mandatory Education	Provincial statute requires that each municipality contribute to education. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the previous year's Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.
Multi-Year Financial Strategy	A study undertaken for Regional Council that involved modeling the future financial situation of HRM and implementing a strategy in response. It included Principles of Financial Management, a Reserve Policy, Capital Spending Policy, a Capital Debt Policy, and a business planning process.
Net Expenditures	Total expenditures less off-setting revenues.
Non-Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Department of Finance and Treasury Board	The Department of Finance and Treasury Board is responsible for provincial government's spending and revenue.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.

Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance for strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial Police Act and HRM Bylaws.
Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Assessment	The value of real property as determined by the PVSC. PVSC determines both a “Market” value and a “Capped” value (see Property Assessment Cap). Taxes are based on the “Taxable” value which is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Property Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Property Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous twelve months (October to October). Some properties, such as apartments, are ineligible.
Property Assessment Lift	The total increase in the assessment base from one year to the next; includes Assessment Cap.
Property Assessment Roll	The assessed value of all properties within the municipality as provided by PVSC.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by PVSC. Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the capped value of real property, expressed per\$100 of assessed value.
Property Valuation Services Corporation (PVSC)	Independent, not-for-profit organization that is responsible for assessing all property in Nova Scotia as mandated under the Nova Scotia Assessment Act.
Province	Government of the Province of Nova Scotia.
PVSC	See Property Valuation Services Corporation.

Royal Canadian Mounted Police (RCMP)	Federal policing agency.
RDP-Real Domestic Product	The Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover set costs such as the Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 16 Councilors representing the 16 Districts. Regional council is elected once every four years.
Reserves	Accounts in which funds are accumulated to provide the following: <ul style="list-style-type: none"> <li>- Risk Reserve: Funds for unforeseen events involving substantial costs.</li> <li>- Obligations Reserve: Funds for the timely replacement of municipal infrastructure.</li> <li>- Opportunities Reserve: Funds for opportunities that may arise to develop services or achieve efficiencies and that the Municipality must react rapidly or lose that opportunity.</li> </ul>
Residential General Tax Rates	The general rate of taxation applied to the capped value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The Taxable value of real property (land and buildings) used for residential purposes as assessed by the PVSC.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Property Taxes	Taxes levied against resource assessment.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Rural General Tax Rate	See Base General Tax Rate.
Service Drivers	Factors which increase demand for a service. Examples include population growth, new construction, new trends, etc.

Stakeholder	A person with an interest or concern in the HRM budget.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and represent a major shift in the type and manner that services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM.
Supplementary Education	Funding amounts provided to the Halifax Regional Centre for Education and the province-wide Conseil Scolaire Acadien Provincial (CSAP) that are in addition to Mandatory Education. The Halifax Charter requires that the Municipality provide a guaranteed amount for supplementary education, although it may reduce the amount by 10% of the amount spent in 1995-96. Halifax and HRSB have negotiated a Memorandum of Understanding as to the amounts and provisions as to funding.
Surplus	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review and approval.
Tax Agreements	Agreements made with corporations and utilities that operate under unique circumstances, which, require special arrangements for how they pay taxes.
Tax Payer	Citizens and businesses of HRM who pay taxes.
Taxable Assessed Value	The "Taxable" Assessed value is either the Capped Value (if eligible) or the Market value (if ineligible for the Cap).
Temporary Debt	Financing provided through the Nova Scotia Department of Finance and Treasury Board, short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next Nova Scotia Department of Finance and Treasury Board debenture issue.
Uniform Assessment	The total of the taxable property assessment plus the value of grants a municipality receives from special property tax arrangements.

**HALIFAX**

**APPENDIX**

Appendix A – HRM Total Outstanding Debt Repayment Schedule

HRM Total Outstanding Debt Repayment Schedule

Debt Name	Fiscal Year													
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
24-HBR-1	6,955,300	6,636,025	6,314,000	5,989,500	5,663,350	-	-	-	-	-	-	-	-	-
2005 - B	7,607,199	-	-	-	-	-	-	-	-	-	-	-	-	-
2009 - A	1,311,461	1,267,309	1,221,867	1,175,027	5,305,615	-	-	-	-	-	-	-	-	-
2010 - A	2,085,900	-	-	-	-	-	-	-	-	-	-	-	-	-
2010 - B	2,775,926	-	-	-	-	-	-	-	-	-	-	-	-	-
2011 - A	1,407,806	1,352,964	-	-	-	-	-	-	-	-	-	-	-	-
2011 - B	1,179,990	1,141,753	-	-	-	-	-	-	-	-	-	-	-	-
GMIF-10309	250,008	245,984	241,984	237,970	234,002	229,984	225,984	221,976	217,995	213,984	209,984	205,982	201,989	-
2012 - A	1,604,409	1,556,220	1,505,752	-	-	-	-	-	-	-	-	-	-	-
2012 - B	1,046,304	1,019,136	990,336	-	-	-	-	-	-	-	-	-	-	-
2013 - A	2,588,023	2,527,867	2,463,486	2,395,152	-	-	-	-	-	-	-	-	-	-
2013 - B	415,954	404,926	392,995	380,263	-	-	-	-	-	-	-	-	-	-
2014 - A	2,484,344	2,426,539	2,363,408	2,295,639	2,224,108	-	-	-	-	-	-	-	-	-
2014 - B	2,316,726	2,266,939	2,212,629	2,154,365	2,092,693	-	-	-	-	-	-	-	-	-
2015 - A	3,058,277	3,005,775	2,946,564	2,881,089	2,811,146	2,737,611	-	-	-	-	-	-	-	-
GMIF-12028	280,833	276,362	271,926	267,478	263,035	258,585	-	-	-	-	-	-	-	-
2015 - B	1,161,409	1,142,138	1,120,515	1,096,472	1,070,401	1,042,548	-	-	-	-	-	-	-	-
2016 - A	2,260,859	2,223,683	2,182,518	2,137,073	2,087,436	2,034,328	1,978,519	-	-	-	-	-	-	-
2017 - A	956,899	944,001	929,517	913,368	895,666	876,624	856,400	835,064	-	-	-	-	-	-
2017 - B	1,346,765	1,323,079	1,297,559	1,270,162	1,241,087	1,210,490	1,178,360	1,145,141	-	-	-	-	-	-
2018 - A	2,450,571	2,402,153	2,349,879	2,294,651	2,237,168	2,177,607	2,116,166	2,053,141	1,988,981	-	-	-	-	-
2018 - B	1,464,738	1,434,075	1,401,660	1,367,722	1,332,810	1,296,833	1,259,997	1,222,417	1,184,218	-	-	-	-	-
2019 - B	3,497,128	3,439,823	3,381,580	3,321,033	3,258,325	3,193,910	3,127,277	3,058,654	2,988,324	2,916,743	-	-	-	-
2021 - A	-	576,102	9,091,307	9,052,924	8,996,642	8,917,172	8,815,904	8,694,829	8,555,775	8,401,050	8,231,967	8,049,514	-	-
2022 - A	-	-	688,857	5,483,178	5,369,158	5,243,743	5,112,215	4,977,213	4,838,448	4,694,899	4,546,194	4,393,496	4,237,654	-
2023 - B	-	-	-	-	12,164,708	11,725,235	11,300,733	10,890,880	10,489,076	10,094,919	9,695,127	9,289,460	8,878,963	8,464,682
<b>Total</b>	<b>50,506,828</b>	<b>37,612,852</b>	<b>43,368,338</b>	<b>44,713,065</b>	<b>57,247,350</b>	<b>40,944,669</b>	<b>35,971,554</b>	<b>33,099,314</b>	<b>30,262,817</b>	<b>26,321,595</b>	<b>22,683,271</b>	<b>21,938,451</b>	<b>13,318,606</b>	<b>8,464,682</b>



## Summary Details - Total Halifax Budget

Expenditures	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
6001 Salaries - Regular	337,581,699	374,908,800	365,947,547	401,541,000	26,632,200	7.1
6002 Salaries - Overtime	26,818,456	15,448,600	26,343,100	16,188,900	740,300	4.8
6003 Wages - Regular	9,145,680	172,400	1,445,700	7,383,395	7,210,995	4,182.7
6004 Wages - Overtime	50,624	-	5,100	-	-	-
6005 PDP & Union Con Incr	-	-	(20,430,264)	40,000	40,000	-
6050 Court Time	1,170,426	1,317,800	1,613,700	1,317,800	-	-
6051 Shift Agreements	314,278	223,600	226,000	243,600	20,000	8.9
6052 Shift Differentials	267,757	419,600	419,600	419,600	-	-
6053 Extra Duty	1,654,195	1,988,400	1,988,400	1,988,400	-	-
6054 Vacation payout	1,084,080	10,000	766,900	15,700	5,700	57.0
6099 Other Allowances	29,727	19,500	51,500	19,500	-	-
6100 Benefits - Salaries	71,403,113	70,996,300	72,927,700	79,125,600	8,129,300	11.5
6101 Benefits - Wages	543,827	-	53,900	411,200	411,200	-
6110 Vacancy Management	-	(16,982,600)	(104,400)	(18,937,350)	(1,954,750)	11.5
6120 Comp OCC Budget Yr 1	-	1,084,600	-	2,603,000	1,518,400	140.0
6150 Honorariums	2,646,880	2,856,800	2,848,000	4,371,800	1,515,000	53.0
6151 Vehicle Allowance	12,269	-	5,000	-	-	-
6152 Retirement Incentives	1,235,759	5,974,100	5,058,300	5,895,200	(78,900)	(1.3)
6153 Severance	83,921	-	128,800	-	-	-
6154 Workers' Compensation	10,549,406	12,011,200	11,725,100	13,263,300	1,252,100	10.4
6155 Overtime Meals	51,625	20,200	18,300	20,200	-	-
6156 Clothing Allowance	657,863	709,300	710,000	749,000	39,700	5.6
6157 stipends	445,818	300,000	199,100	300,000	-	-
6158 WCB Recov Earnings	(160,285)	(18,300)	(192,400)	(18,300)	-	-
6164 On the Job injuries	162,278	244,400	184,800	244,400	-	-
6170 ext Fund Positions	-	-	-	284,800	284,800	-
6190 Compensation OCC trf	-	-	(254,300)	-	-	-
6194 Sick Bank allowance	1,727,042	-	-	-	-	-
6199 Comp & Ben InterDept	(1,108,384)	3,532,100	(2,052,200)	5,728,500	2,196,400	62.2
9200 HR CATS Wage/Ben	(1,156,131)	6,518,800	6,851,096	132,300	(6,386,500)	(98.0)
9210 HR CATS OT Wage/Ben	(116,638)	(54,000)	(181,400)	(45,900)	8,100	(15.0)
9230 HR CATS OT Meals	(190)	-	-	-	-	-
<b>* Compensation and Benefits</b>	<b>465,095,097</b>	<b>481,701,600</b>	<b>476,302,679</b>	<b>523,285,645</b>	<b>41,584,045</b>	<b>8.6</b>
6201 Telephone/Cable	2,393,010	2,147,050	2,744,150	2,731,150	584,100	27.2
6202 Courier/Postage	1,030,596	864,300	972,000	1,237,700	373,400	43.2
6203 Office Furn/Equip	1,051,441	445,800	672,500	610,800	165,000	37.0
6204 Computer S/W & Lic	7,346,019	8,359,300	8,808,550	9,410,750	1,051,450	12.6
6205 Printing & Reprod	911,311	963,700	1,197,400	1,216,500	252,800	26.2
6207 Office Supplies	753,898	591,866	637,200	630,300	38,434	6.5
6208 Binding	10,415	5,000	5,000	10,000	5,000	100.0
6290 Office OCC Transfer	-	6,000	(103,900)	8,000	2,000	33.3
6299 Other Office Expenses	218,046	264,700	271,250	287,700	23,000	8.7
<b>* Office</b>	<b>13,714,735</b>	<b>13,647,716</b>	<b>15,204,150</b>	<b>16,142,900</b>	<b>2,495,184</b>	<b>18.3</b>
6301 Professional Fees	834,366	943,000	801,750	880,600	(62,400)	(6.6)
6302 Legal Fees	1,082,317	442,600	1,591,500	697,600	255,000	57.6
6303 Consulting Fees	3,718,577	3,070,500	6,720,760	4,217,900	1,147,400	37.4
6304 Janitorial Services	5,203,416	5,051,900	5,538,600	5,363,500	311,600	6.2
6305 Property Appraisal	20,306	65,000	20,000	59,300	(5,700)	(8.8)
6306 Property Survey	46,770	45,000	33,800	55,000	10,000	22.2
6308 Snow Removal	2,542,364	2,479,900	2,516,800	2,661,700	181,800	7.3
6309 Litigation Disburse	4,711	7,500	7,500	7,500	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6310 Outside Personnel	1,416,398	1,502,000	1,680,000	2,051,000	549,000	36.6
6311 Security	2,284,447	2,510,500	2,835,100	3,313,600	803,100	32.0
6312 Refuse Collection	589,250	440,800	756,900	511,600	70,800	16.1
6314 Prosecution Services	95,502	102,000	102,000	102,000	-	-
6315 Outside Policing	33,176,773	33,272,600	35,508,600	39,162,500	5,889,900	17.7
6316 Real Property Disb	12,942	18,000	15,000	18,000	-	-
6390 Extnl Svcs OCC Trsf	-	-	(502,000)	-	-	-
6399 Contract Services	111,369,457	112,780,400	113,473,757	113,323,550	543,150	0.5
<b>* External Services</b>	<b>162,397,597</b>	<b>162,731,700</b>	<b>171,100,067</b>	<b>172,425,350</b>	<b>9,693,650</b>	<b>6.0</b>
6401 Uniforms & Clothing	1,544,273	1,833,300	1,971,500	2,036,500	203,200	11.1
6402 Med & First Aid Supp	139,622	109,300	145,580	102,700	(6,600)	(6.0)
6403 Patrol Equip Supplies	581,667	436,700	625,200	692,100	255,400	58.5
6404 Rec Prog Supplies	386,765	296,200	404,700	299,200	3,000	1.0
6405 Photo Supp & Equip	44,635	27,800	53,000	45,000	17,200	61.9
6406 Bridge Tolls	563,461	519,900	528,630	522,400	2,500	0.5
6407 Clean/Sani Supplies	595,628	522,700	551,300	540,900	18,200	3.5
6409 Personal Protect Equ	573,945	450,450	466,050	671,550	221,100	49.1
6490 Supplies OCC Transfer	-	19,700	(15,500)	47,300	27,600	140.1
6499 Other Supplies	357,224	284,784	295,400	347,300	62,516	22.0
<b>* Supplies</b>	<b>4,787,221</b>	<b>4,500,834</b>	<b>5,025,860</b>	<b>5,304,950</b>	<b>804,116</b>	<b>17.9</b>
6501 Asphalt	297,552	235,500	232,600	235,500	-	-
6502 Chemicals	55,586	188,600	80,500	124,500	(64,100)	(34.0)
6503 Fertilizer	66,527	46,000	49,500	46,000	-	-
6504 Hardware	247,076	221,000	299,700	254,500	33,500	15.2
6505 Lubricants	360,665	274,200	458,700	361,200	87,000	31.7
6506 Lumber	88,832	56,200	79,700	96,200	40,000	71.2
6507 Propane	156,696	161,200	164,300	160,800	(400)	(0.2)
6508 Ready Mix Concrete	96,413	167,000	111,900	167,000	-	-
6510 Road Oils	-	6,700	4,200	6,700	-	-
6511 Salt	1,748,411	1,485,100	1,485,100	2,185,100	700,000	47.1
6512 Sand	3,637	28,500	23,700	28,500	-	-
6513 Seeds & Plants	82,160	73,500	81,300	89,500	16,000	21.8
6514 Sods	5,664	11,700	3,900	11,700	-	-
6515 Stone and Gravel	59,719	93,900	90,000	93,900	-	-
6516 Topsoil	77,507	67,900	95,100	67,900	-	-
6517 Paint	322,198	336,100	325,400	356,900	20,800	6.2
6518 Metal	88,305	71,300	71,000	70,300	(1,000)	(1.4)
6519 Welding Supplies	9,826	12,300	14,400	12,600	300	2.4
6590 Materials OCC Trsf	-	-	(3,100)	-	-	-
6599 Other Materials	41,864	73,100	85,300	72,800	(300)	(0.4)
<b>* Materials</b>	<b>3,808,639</b>	<b>3,609,800</b>	<b>3,753,200</b>	<b>4,441,600</b>	<b>831,800</b>	<b>23.0</b>
6602 Electrical	1,161,786	1,005,700	1,560,500	1,371,900	366,200	36.4
6603 Grnds & Landscaping	92,482	146,100	111,700	179,000	32,900	22.5
6604 Bus Gates/Shltr-R&M	3,652	35,000	15,500	35,000	-	-
6605 Municipal Taxes	1,074,130	1,160,500	1,102,600	1,160,500	-	-
6606 Heating Fuel	1,381,610	706,100	1,084,200	1,194,700	488,600	69.2
6607 Electricity	9,032,524	9,045,400	9,350,900	10,160,800	1,115,400	12.3
6608 Water	1,267,630	1,000,400	1,275,300	1,208,200	207,800	20.8
6609 Elevator & Escalator	186,389	128,700	181,000	141,200	12,500	9.7
6610 Building - Exterior	1,236,364	947,000	1,265,100	961,600	14,600	1.5
6611 Building - Interior	1,194,146	643,800	1,477,500	1,244,600	600,800	93.3
6612 Safety Systems	714,861	479,100	896,600	921,500	442,400	92.3
6613 Overhead Doors	301,046	234,300	290,800	253,800	19,500	8.3
6614 Envir Assess/Cleanup	204,983	379,500	354,500	578,500	199,000	52.4
6615 Vandalism Clean-up	5,974	10,000	10,600	10,000	-	-
6616 Natural Gas-Buildings	2,266,605	1,390,100	1,809,900	1,929,900	539,800	38.8
6617 Pest Management	45,479	52,700	70,300	186,400	133,700	253.7
6690 Building OCC Transfer	118	-	(136,700)	-	-	-
6699 Other Building Cost	1,771,418	1,054,000	1,494,300	1,771,200	717,200	68.0
<b>* Building Costs</b>	<b>21,941,197</b>	<b>18,418,400</b>	<b>22,214,600</b>	<b>23,308,800</b>	<b>4,890,400</b>	<b>26.6</b>

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6701 Equipment Purchase	1,497,866	1,512,700	1,772,650	2,054,100	541,400	35.8
6702 Small Tools	429,502	288,300	330,900	415,800	127,500	44.2
6703 Computer Equip/Rent	1,698,589	1,725,000	1,470,620	2,257,700	532,700	30.9
6704 Equipment Rental	262,567	194,300	200,500	278,000	83,700	43.1
6705 Equip - R&M	1,009,936	1,140,700	1,296,000	1,249,300	108,600	9.5
6706 Computer R&M	179,369	430,700	490,700	693,800	263,100	61.1
6707 Plumbing & Heating	979,256	785,300	992,400	909,000	123,700	15.8
6708 Mechanical Equipment	1,781,984	1,515,600	2,170,900	1,892,200	376,600	24.8
6711 Communication System	1,491,517	1,704,200	1,717,200	1,711,800	7,600	0.4
6731 Airtime	253,014	258,700	258,700	258,700	-	-
6732 Mobile Data	89,855	92,000	92,000	92,000	-	-
6790 Equipment OCC Trsf	-	-	(68,000)	-	-	-
<b>* Equipment &amp; Communications</b>	<b>9,673,456</b>	<b>9,647,500</b>	<b>10,724,570</b>	<b>11,812,400</b>	<b>2,164,900</b>	<b>22.4</b>
6802 Vehicle R&M	11,556,565	11,391,000	12,384,700	11,901,000	510,000	4.5
6803 Vehicle Fuel - Diesel	20,897,107	19,430,600	18,429,800	19,730,100	299,500	1.5
6804 Vehicle Fuel - Gas	3,553,090	3,205,100	2,861,200	3,288,800	83,700	2.6
6805 Tires and Tubes	1,574,185	1,800,000	1,705,300	1,757,000	(43,000)	(2.4)
6806 Vehicle Rentals	549,765	326,300	282,400	348,000	21,700	6.7
6807 Vehicle Leases	22,322	-	15,000	-	-	-
6809 Electricity-Vehicles	-	-	-	60,000	60,000	-
6810 Comm Vehicle R&M	2,838,344	3,191,000	3,603,000	3,534,000	343,000	10.7
6811 Shop Supplies	112,092	112,500	107,500	115,000	2,500	2.2
6890 Vehicle OCC Transfer	-	495,700	(700)	1,189,700	694,000	140.0
6899 Other Vehicle Expense	670,046	770,900	1,127,100	1,269,900	499,000	64.7
<b>* Vehicle Expense</b>	<b>41,773,516</b>	<b>40,723,100</b>	<b>40,515,300</b>	<b>43,193,500</b>	<b>2,470,400</b>	<b>6.1</b>
6901 Membership Dues	860,185	864,600	951,000	1,010,200	145,600	16.8
6902 Conferences/Workshop	124,407	178,000	277,300	276,900	98,900	55.6
6903 Travel - Local	654,053	765,850	805,750	835,550	69,700	9.1
6904 Travel - Out of Town	877,348	518,300	867,100	824,300	306,000	59.0
6905 Training & Education	1,530,669	1,806,400	2,066,460	2,324,800	518,400	28.7
6906 Licenses & Agreements	964,696	1,077,600	1,073,300	1,192,300	114,700	10.6
6907 Commission Fees	325,555	300,000	370,000	350,000	50,000	16.7
6908 Medical Examinations	215,248	342,400	338,200	342,400	-	-
6909 Cost of Sales	505,499	383,970	407,300	589,670	205,700	53.6
6910 Signage	157,029	223,200	268,500	281,700	58,500	26.2
6911 Facilities Rental	7,336,134	7,890,400	7,790,898	8,473,900	583,500	7.4
6912 Advertising/Promotio	969,926	1,101,200	1,001,900	1,326,400	225,200	20.5
6913 Awards	96,577	122,500	164,300	120,000	(2,500)	(2.0)
6914 Recruiting	326,825	165,100	449,500	271,100	106,000	64.2
6915 Research Data Acquis	51,384	115,100	120,400	115,100	-	-
6916 Public Education	220,714	210,400	195,200	206,600	(3,800)	(1.8)
6917 Books and Periodicals	2,947,976	2,970,800	2,971,450	3,280,900	310,100	10.4
6918 Meals/Catering	233,160	197,550	215,350	208,450	10,900	5.5
6919 Special Projects	1,619,098	2,001,400	2,513,500	4,965,800	2,964,400	148.1
6928 Committee Expenses	3,902	11,400	14,000	13,900	2,500	21.9
6929 Procurement Card Clg	54,790	200	900	200	-	-
6932 Youth Pr Services	38,349	136,000	93,000	140,000	4,000	2.9
6933 Community Events	2,245,073	977,100	1,133,751	981,600	4,500	0.5
6936 Staff Relations	27,223	23,500	63,300	63,800	40,300	171.5
6937 Corporate Training	152,072	155,000	159,200	155,000	-	-
6938 Rewarding Excellence	231,776	142,150	190,675	142,650	500	0.4
6940 Fencing	372,556	176,300	9,577,000	293,800	117,500	66.6
6941 Playground Equipment	62,871	53,400	66,200	53,400	-	-
6942 Management Fees	617,844	577,330	681,600	592,830	15,500	2.7
6943 Health and Wellness	62,706	109,600	78,300	110,600	1,000	0.9
6946 Branch Programming	2,259	-	-	-	-	-
6947 Literacy/Heritage Pr	16,618	-	-	-	-	-
6948 Arts/Perform.Program	183	-	-	-	-	-
6950 Region.Serv.Program	610,611	181,000	181,000	231,000	50,000	27.6
6954 Cash over/under	(412)	-	500	-	-	-

Expenditures	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
6990 Gds & Svcs OCC Trsf	-	-	(143,400)	(140,000)	(140,000)	-
6999 Other Goods/Services	295,764	4,629,400	3,426,950	3,667,300	(962,100)	(20.8)
<b>* Other Goods &amp; Services</b>	<b>24,810,668</b>	<b>28,407,150</b>	<b>38,370,384</b>	<b>33,302,150</b>	<b>4,895,000</b>	<b>17.2</b>
7005 Interdept EXP	-	-	-	200	200	-
7007 ltnTrsf Paper Recyc	-	-	-	500	500	-
7008 ltnTrsf IT & Commun	(350)	-	-	-	-	-
7009 Internal Trfr Other	150,668	21,400	(72,900)	36,500	15,100	70.6
7010 IntTrfr Insur Funds	-	341,100	54,600	341,100	-	-
7011 Int Trf Record Check	-	6,200	(700)	6,200	-	-
7012 Int Trf Print/Reprod	(18,147)	(70,100)	(5,250)	21,300	91,400	(130.4)
7013 Int Trf Extra Duty	(438,440)	(594,100)	(231,400)	(594,100)	-	-
7015 Int Trf FacilityRent	-	(19,000)	(19,000)	(19,000)	-	-
9900 Rev/Exp.Vehicle Rent	-	0	0	0	-	-
<b>* Interdepartmental</b>	<b>(306,270)</b>	<b>(314,500)</b>	<b>(274,650)</b>	<b>(207,300)</b>	<b>107,200</b>	<b>(34.1)</b>
8010 Other Interest	73	200	200	-	(200)	(100.0)
8011 Interest on Debentur	5,672,419	5,302,500	5,302,500	8,210,300	2,907,800	54.8
8012 Principal on Debentu	37,696,019	39,415,000	39,415,000	44,737,000	5,322,000	13.5
8013 Loan Principal Repay	2,434	2,500	2,500	-	(2,500)	(100.0)
<b>* Debt Service</b>	<b>43,370,944</b>	<b>44,720,200</b>	<b>44,720,200</b>	<b>52,947,300</b>	<b>8,227,100</b>	<b>18.4</b>
8001 Transf Outside Agenc	215,212,491	230,297,000	230,175,450	235,734,425	5,437,425	2.4
8002 Insurance Claims	926,877	700,000	1,900,000	700,000	-	-
8003 Insurance Pol/Prem	4,171,398	4,672,600	3,481,800	5,152,900	480,300	10.3
8004 Grants	10,141,435	6,121,700	20,348,200	6,606,900	485,200	7.9
8005 Tax Exemptions	1,282,280	1,825,000	1,767,000	1,825,000	-	-
8006 Tax Concess Non Prof	5,757,105	6,334,000	6,334,000	7,504,000	1,170,000	18.5
8007 Tax Concess Commerci	4,107,421	3,914,900	3,998,300	3,844,900	(70,000)	(1.8)
8008 Transf to/fr Reserve	-	-	(378,900)	-	-	-
8009 Fire Protection	10,588,137	10,354,900	8,274,600	10,990,500	635,600	6.1
8014 Capital from Operati	56,878,924	62,779,000	62,779,000	53,723,000	(9,056,000)	(14.4)
8015 Debenture Discount	226,275	1,000	236,400	278,000	277,000	27,700.0
8016 Provision for Allow	607,869	2,000,000	2,000,000	2,000,000	-	-
8017 Bank Charges	438,129	600,000	750,000	800,000	200,000	33.3
8022 Transf to/fr Trust	(220,466)	(40,400)	(406,500)	(42,400)	(2,000)	5.0
8024 Transf to/fr Capital	(3,281,226)	160,000	730,900	120,000	(40,000)	(25.0)
8026 Property Damage	75,902	94,200	94,200	94,200	-	-
8030 Tfr Fr Resvs to Oper	(35,744,323)	(13,327,200)	(33,899,913)	(16,883,800)	(3,556,600)	26.7
8031 Tfr To Resvs Fr Oper	63,871,802	47,672,000	51,674,700	42,928,530	(4,743,470)	(10.0)
8045 Amortization Expense	625,631	-	-	-	-	-
8046 Stormwater ROW Chg	4,090,679	5,316,000	5,333,000	5,336,000	20,000	0.4
9000 Prior Yr. Sur/Def	(6,876,955)	(6,422,600)	(4,026,800)	(5,038,300)	1,384,300	(21.6)
9001 Current Yr. Sur/Def	4,014,754	1,744,150	5,600,150	3,213,400	1,469,250	84.2
<b>* Other Fiscal</b>	<b>336,894,138</b>	<b>364,796,250</b>	<b>366,765,587</b>	<b>358,887,255</b>	<b>(5,908,995)</b>	<b>(1.6)</b>
<b>** Total</b>	<b>1,127,960,939</b>	<b>1,172,589,750</b>	<b>1,194,421,947</b>	<b>1,244,844,550</b>	<b>72,254,800</b>	<b>6.2</b>

Revenues	2022/23	2023/24	2023/24	2024/25		Δ %
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	
4001 Res. Property Taxes	(287,846,743)	(337,796,700)	(338,090,000)	(372,288,600)	(34,491,900)	10.2
4002 Comm. Property Taxes	(252,162,941)	(263,235,900)	(265,730,800)	(285,777,200)	(22,541,300)	8.6
4005 Resrc Property Taxes	(1,355,487)	(1,451,100)	(1,464,700)	(1,827,800)	(376,700)	26.0
4006 Rec. Non Profit	(24,651)	(17,000)	(25,300)	(17,000)	-	-
4007 Resource Forest Taxes	(39,548)	(42,000)	(39,300)	(42,000)	-	-
4008 Comm. Forest Taxes	(88,203)	(89,000)	(89,000)	(89,000)	-	-
4014 Climate Action Tax	(18,111,211)	(18,000,000)	(17,720,000)	(18,402,400)	(402,400)	2.2
4100 Deed Transfer Taxes	(74,978,431)	(76,000,000)	(71,000,000)	(65,000,000)	11,000,000	(14.5)
4101 Capital Charges	(321,163)	(7,934,600)	(4,596,700)	(5,700,000)	2,234,600	(28.2)
<b>* Tax Revenue</b>	<b>(634,928,377)</b>	<b>(704,566,300)</b>	<b>(698,755,800)</b>	<b>(749,144,000)</b>	<b>(44,577,700)</b>	<b>6.3</b>
4201 Area Rate Residential	(167,555,117)	(184,835,950)	(186,596,400)	(193,723,850)	(8,887,900)	4.8
4202 Area Rate Commercial	(39,755,220)	(39,156,800)	(41,694,100)	(38,981,400)	175,400	(0.4)
4204 Area Rate Loc Transi	(35,242,712)	(37,364,800)	(36,986,100)	(40,554,300)	(3,189,500)	8.5
4205 Area Rate Reg Transp	(21,640,915)	-	-	-	-	-
4206 Area Rate Resource	(793,758)	(785,200)	(827,500)	(945,900)	(160,700)	20.5
<b>* Area Rate Revenue</b>	<b>(264,987,721)</b>	<b>(262,142,750)</b>	<b>(266,104,100)</b>	<b>(274,205,450)</b>	<b>(12,062,700)</b>	<b>4.6</b>
4501 Tax Agreement - NSLC	(785,920)	(809,500)	(893,400)	(939,900)	(130,400)	16.1
4502 Tax Agreement - NSPI	(4,866,123)	(4,603,000)	(5,719,100)	(5,942,200)	(1,339,200)	29.1
4503 Tax Agreement - Bell	(1,652,925)	(1,762,700)	(1,563,200)	(1,762,700)	-	-
4506 Tax Agreement - Mari	(841,034)	(810,000)	-	-	810,000	(100.0)
4507 Tax Agreement - Heri	(1,551,079)	(1,613,200)	(1,678,500)	(1,589,000)	24,200	(1.5)
4508 Tax Agreement - HIAA	(1,648,030)	(1,722,400)	(1,777,700)	(1,928,000)	(205,600)	11.9
4509 Tax Agrmnt - Irving	(1,319,476)	(1,457,100)	(1,391,600)	(1,518,000)	(60,900)	4.2
4550 Tax Agreement - Other	(300,808)	(250,200)	(250,800)	(306,500)	(56,300)	22.5
<b>* Tax Agreements</b>	<b>(12,965,394)</b>	<b>(13,028,100)</b>	<b>(13,274,300)</b>	<b>(13,986,300)</b>	<b>(958,200)</b>	<b>7.4</b>
4601 Grant in Lieu-Fed	(26,679,934)	(28,867,400)	(28,390,100)	(30,220,300)	(1,352,900)	4.7
4602 Grant in Lieu-Prov.	(10,669,849)	(11,850,500)	(11,832,500)	(14,916,500)	(3,066,000)	25.9
4603 Grant in Lieu-CPC	(735,763)	(771,800)	(775,000)	(780,400)	(8,600)	1.1
4605 Grant Lieu-Hflx Port	(1,934,307)	(1,927,600)	(1,752,100)	(2,107,500)	(179,900)	9.3
4606 Grant in Lieu - CBC	(41,544)	(41,100)	(39,700)	(48,600)	(7,500)	18.2
4607 Grant Lieu -Via Rail	(191,141)	(175,000)	(164,900)	(211,700)	(36,700)	21.0
4608 Grant in Lieu - WCB	(132,477)	(138,600)	(135,500)	(141,400)	(2,800)	2.0
4609 Grant in Lieu- Citad	(1,751,233)	(1,831,200)	(1,846,000)	(2,014,400)	(183,200)	10.0
4610 Grant in Lieu-NRC	(413,918)	(64,600)	(65,200)	(70,100)	(5,500)	8.5
4650 Grant in Lieu - Other	(13,931)	(14,200)	(14,200)	(17,300)	(3,100)	21.8
<b>* Payments in Lieu of taxes</b>	<b>(42,564,098)</b>	<b>(45,682,000)</b>	<b>(45,015,200)</b>	<b>(50,528,200)</b>	<b>(4,846,200)</b>	<b>10.6</b>
4703 Cond.Grant NS(Other)	(9,121,647)	(9,524,300)	(11,562,300)	(9,074,300)	450,000	(4.7)
4704 Conditnl Grnts Other	(12,283,086)	-	(11,992,800)	-	-	-
4706 Uncond.Grant NS(oth)	(3,579,525)	(3,600,000)	(3,707,800)	(3,600,000)	-	-
4750 Other Grants	(4,053,123)	(3,387,000)	(4,997,000)	(4,492,000)	(1,105,000)	32.6
<b>* Transfers from other Gov'ts</b>	<b>(29,037,381)</b>	<b>(16,511,300)</b>	<b>(32,259,900)</b>	<b>(17,166,300)</b>	<b>(655,000)</b>	<b>4.0</b>
4801 Int. Rev. - Tax	(3,275,475)	(4,300,000)	(5,000,000)	(4,300,000)	-	-
4803 Int. Rev. - Cap.Chrg	(529,839)	(265,400)	(556,400)	(451,000)	(185,600)	69.9
4850 Int. Rev. - Other	(233,380)	(85,000)	(250,000)	(85,000)	-	-
4860 Investment Income	(7,061,360)	(12,000,000)	(16,000,000)	(15,000,000)	(3,000,000)	25.0
<b>* Interest Revenue</b>	<b>(11,100,054)</b>	<b>(16,650,400)</b>	<b>(21,806,400)</b>	<b>(19,836,000)</b>	<b>(3,185,600)</b>	<b>19.1</b>
4901 Parking Station Rev	(3,512,007)	(4,156,000)	(4,256,000)	(4,625,000)	(469,000)	11.3
4902 Fines Fees	(399,338)	(4,500)	(4,500)	(6,500)	(2,000)	44.4
4903 Building Permits	(7,255,162)	(8,060,000)	(8,800,000)	(10,110,000)	(2,050,000)	25.4
4904 Plumbing Permits	(180,440)	(150,000)	(175,000)	(150,000)	-	-
4905 St. Opening Permits	(582,860)	(595,000)	(625,000)	(645,000)	(50,000)	8.4
4906 Subdivision Applic.	(207,040)	(175,000)	(250,000)	(250,000)	(75,000)	42.9
4907 Taxi Licenses	(113,612)	(140,000)	(140,000)	(140,000)	-	-
4908 Animal Licenses	(207,957)	(175,000)	(175,000)	(175,000)	-	-
4909 False Alarm Recovery	(814,832)	(530,000)	(1,150,000)	(830,000)	(300,000)	56.6
4911 Zoning Fees	(100,800)	(90,000)	(140,000)	(120,000)	(30,000)	33.3
4912 Signs & Encroachments	(859,621)	(635,000)	(785,000)	(953,400)	(318,400)	50.1



Revenues	2022/23	2023/24	2023/24	2024/25		
	Actual	Budget	Projections	Budget	Δ 23/24 Budget	Δ %
4914 Grade Alterations	(148,389)	(200,000)	(175,000)	(200,000)	-	-
4915 Minor Variance	(31,507)	(35,000)	(40,000)	(30,000)	5,000	(14.3)
4916 Vending Licenses	(14,381)	(25,000)	(25,000)	(25,000)	-	-
4920 Development Permits	(583,780)	(600,000)	(750,000)	(750,000)	(150,000)	25.0
4921 Parking Permit Rev	(309,685)	(350,000)	(550,000)	(500,000)	(150,000)	42.9
4922 Parking Ticket Rev	(3,295,060)	(4,155,000)	(3,927,000)	(4,600,000)	(445,000)	10.7
4923 Marketing Levy Penalty	-	-	(297,200)	-	-	-
4950 Other Lic. & Permits	(282,991)	(160,000)	(308,800)	(335,000)	(175,000)	109.4
4951 By-Law F300 Revenue	(1,268,583)	(1,696,300)	(1,325,000)	(1,454,000)	242,300	(14.3)
5101 Parking Rentals	(2,686,340)	(2,562,200)	(2,911,100)	(2,839,100)	(276,900)	10.8
5102 Facilities Rentals	(3,193,692)	(2,578,700)	(2,272,300)	(2,722,600)	(143,900)	5.6
5107 Rental Ball Fields	(255,908)	(277,000)	(254,800)	(282,400)	(5,400)	1.9
5108 Rental Sportsfields	(204,236)	(230,000)	(202,500)	(234,600)	(4,600)	2.0
5109 Rental Parks	(27,053)	(22,400)	(30,600)	(22,800)	(400)	1.8
5110 Rental Sports Courts	(20,791)	(20,400)	(21,000)	(20,800)	(400)	2.0
5111 RTAL Weather Fields	(434,344)	(429,000)	(485,800)	(485,700)	(56,700)	13.2
5150 Other Rental Revenue	-	(2,700)	(3,200)	-	2,700	(100.0)
5151 Lease Revenue	(907,127)	(955,700)	(1,092,400)	(1,074,400)	(118,700)	12.4
5201 Fare Revenue	(30,739,929)	(32,392,800)	(33,582,800)	(34,927,200)	(2,534,400)	7.8
5204 Administration Fees	(110,282)	(254,000)	(130,100)	(219,000)	35,000	(13.8)
5205 Tax Certificates	(938,465)	(1,600,000)	(1,300,000)	(1,450,000)	150,000	(9.4)
5209 Comm. Events Rev.	(979,950)	(88,000)	(272,000)	(200,500)	(112,500)	127.8
5210 Sport & Fitness Rev.	(1,097,951)	(978,000)	(1,160,800)	(1,009,800)	(31,800)	3.3
5211 Program Facil. Rev.	-	-	(25,000)	-	-	-
5212 Leisure Skills Rev.	(98,897)	(255,300)	(105,700)	(120,300)	135,000	(52.9)
5213 Play. & Camp Rev.	(1,011,727)	(478,100)	(1,100,400)	(405,600)	72,500	(15.2)
5215 Aquat. Rev.-Instuct.	(686,382)	(1,220,400)	(1,152,300)	(1,144,800)	75,600	(6.2)
5216 Aquat. Rev.-Recreat.	(134,164)	(215,400)	(149,500)	(219,700)	(4,300)	2.0
5219 Ice Rentals	(4,582,932)	(4,354,800)	(4,675,000)	(4,843,800)	(489,000)	11.2
5225 Tipping Fees-Waste R	(1,625,203)	(1,735,000)	(1,850,200)	(1,877,000)	(142,000)	8.2
5227 Photocopier Revenue	(70,874)	(61,000)	(61,000)	(67,800)	(6,800)	11.1
5228 Membership Revenue	(692,469)	(605,700)	(733,900)	(694,100)	(88,400)	14.6
5229 Tax Sale Admin Fees	(77,225)	(90,000)	(150,000)	(190,000)	(100,000)	111.1
5239 Cultural Programs	(281,475)	(224,900)	(311,200)	(164,400)	60,500	(26.9)
5241 Tax Info Revenue	-	(200,000)	(42,000)	(200,000)	-	-
5250 Sales of Svcs-Other	(1,277,525)	(1,474,100)	(1,497,700)	(1,464,300)	9,800	(0.7)
5253 Subdiv Insp Fees	(82,133)	(10,000)	(10,000)	(10,000)	-	-
5255 Engineering Fees	-	-	(9,700)	-	-	-
5256 SOT Revenue	(3,968,638)	(1,872,500)	(1,622,500)	(1,872,500)	-	-
5402 Sale of Bottles	(2,226)	-	-	-	-	-
5403 Sale-Other Recycle	(1,331,684)	(1,800,000)	(1,100,000)	(1,315,200)	484,800	(26.9)
5404 Canteen Revenue	-	-	-	(20,400)	(20,400)	-
5450 Other Sales Revenue	(22,217)	(68,100)	(51,800)	(42,700)	25,400	(37.3)
<b>* Fee Revenues</b>	<b>(77,709,886)</b>	<b>(78,988,000)</b>	<b>(82,265,800)</b>	<b>(86,040,400)</b>	<b>(7,052,400)</b>	<b>8.9</b>
5502 HRWC Dividend	(6,524,043)	(6,586,100)	(6,589,000)	(6,586,100)	-	-
5503 Advertising Revenue	(870,684)	(976,500)	(839,100)	(1,011,700)	(35,200)	3.6
5504 StormWater ROW Levies	(3,924,151)	-	(7,400)	-	-	-
5508 Recov External Parti	(37,934,311)	(23,597,800)	(24,688,920)	(22,344,800)	1,253,000	(5.3)
5520 Donations	(263,918)	(20,000)	(20,000)	(20,000)	-	-
5600 Miscellaneous Revenue	(3,872,285)	(3,840,500)	(3,963,900)	(3,975,300)	(134,800)	3.5
<b>* Other Revenue</b>	<b>(53,389,392)</b>	<b>(35,020,900)</b>	<b>(36,108,320)</b>	<b>(33,937,900)</b>	<b>1,083,000</b>	<b>(3.1)</b>
<b>** Total</b>	<b>(1,126,682,304)</b>	<b>(1,172,589,750)</b>	<b>(1,195,589,820)</b>	<b>(1,244,844,550)</b>	<b>(72,254,800)</b>	<b>6.2</b>
<b>Net Total</b>	<b>0</b>	<b>1,278,635</b>	<b>0</b>	<b>(1,167,873)</b>	<b>0</b>	<b>-</b>



# HALIFAX

