



**HALIFAX REGIONAL COUNCIL  
COMMITTEE OF THE WHOLE MINUTES  
November 13, 2018**

**PRESENT:**

Mayor Mike Savage  
Deputy Mayor Wayne Mason  
Councillors: Steve Streach  
David Hendsbee  
Bill Karsten  
Lorelei Nicoll  
Sam Austin  
Tony Mancini  
Lindell Smith  
Shawn Cleary  
Russell Walker  
Stephen Adams  
Richard Zurawski  
Matt Whitman  
Lisa Blackburn  
Steve Craig  
Tim Outhit

**STAFF:**

Jacques Dubé, Chief Administrative Officer  
John Traves, Municipal Solicitor  
Kevin Arjoon, Municipal Clerk  
Phoebe Rai, Acting Municipal Clerk  
Sherryl Murphy, Deputy Clerk  
Krista Vining, Legislative Assistant

*The following does not represent a verbatim record of the proceedings of this meeting.*

*The agenda, reports, supporting documents, information items circulated, and video (if available) are online at [halifax.ca](http://halifax.ca).*

*The meeting was called to order at 10:00 a.m. and recessed at 12:10 p.m. Committee of the Whole reconvened at 4:40 p.m. and recessed at 5:29 p.m. Committee of the Whole reconvened at 6:05 p.m. and adjourned at 7:06 p.m.*

## **1. CALL TO ORDER**

Mayor Savage called the meeting to order at 10:00 a.m. and presented two pictures of Harry Carrigan, City Hall's former Sergeant at Arms at the Remembrance Day Service in Grand Parade.

## **2. APPROVAL OF THE MINUTES – October 2, 2018**

MOVED by Councillor Whitman, seconded by Councillor Blackburn:

That the minutes of the October 2, 2018 Committee of the Whole Council meeting be approved as distributed.

**MOTION PUT AND PASSED.**

## **3. CALL FOR DECLARATION OF CONFLICT OF INTERESTS - NONE**

### **4. 2017-2020 Multi-year Priority Outcome Update**

The following was before Committee of the Whole:

- A staff report dated November 13, 2018 with attached staff presentations
- A revised "Social Development" presentation handout

Jacques Dubé, Chief Administrative Order, introduced the 2017-2020 Multi-Year Priority Outcome Update listing the outcomes to be presented at this meeting.

Kelly Denty, Director, Planning and Development, presented the Economic Development priority providing a progress update of current and planned initiatives, performance results (measuring success), and corporate strategic risk related to the outcome area as set out in the presentation dated November 13, 2018.

Maggie MacDonald, Managing Director, Government Relations and External Affairs, presented the Social Development priority providing a progress update of current and planned initiatives, performance results (measuring success), and corporate strategic risk related to the outcome area as set out in the revised presentation circulated to members at this meeting.

John Traves, Director of Legal, Municipal Clerk and External Affairs, presented the Governance and Engagement priority providing a progress update of current and planned initiatives, performance results (measuring success), and corporate strategic risk related to the outcome area as set out in the presentation dated November 13, 2018

MOVED by Deputy Mayor Mason, seconded by Councillor Blackburn:

**The Committee of the Whole Council recommends that Halifax Regional Council proceed to prepare the 19/20 multi-year budget and business plan in support of Council's Priority Outcomes and consistent with the Outcome Plans as presented today.**

During discussion Council questioned staff regarding a number of aspects of the priority outcomes including:

- Funding Partners - seeking out funding partners for capital work

- Reports
  - a plan to ensure requested reports are completed and brought back to Council within one year
  - seeking clarification of how the due date for reports is determined
  - a fundamental change to the report process including what requires a report and other ways to respond
- Rural Connectivity - provision of reliable internet in the rural area
- Climate Change - impact of climate change on municipal services and the application of a staff lens when considering projects, policies, By-laws
- Inclusion of the establishment of a Navigator Program in the Sackville area
- Plan to increase commercial tax revenues

In response to a question regarding the impact to the tax rate staff is anticipating, Dubé noted that there is pressure on the rate and that it will be difficult to come to Council with a budget that does not require a tax increase. Costs outstrip revenue, commercial revenue continues to be flat and salary increases are all impacting the budget.

The Committee recessed at 12:10 p.m. and reconvened at 4:40 p.m.

The Committee continued discussing the multi-year priority outcomes for Economic Development, Social Development and Governance and Engagement, with staff responding to questions. It was noted that staff would provide members with more detail on the African Nova Scotian Action Plan, Diversity and Inclusion Framework and the Library Strategic Workforce Plan.

The Committee recessed at 5:29 p.m. and reconvened at 6:05 p.m. Councillors Streach, Karsten, and Whitman were not present.

The CAO introduced the Administrative Priority Outcomes Discussion, highlighting the work done by a cross-functional team to refine and align the administrative priority outcomes to help staff deliver on Council's priorities while providing top quality service to residents.

Jerry Blackwood, Acting Chief Financial Officer delivered the presentation regarding the Financial Stewardship strategic objectives, providing an update and key performance indicators for the Risk Management Framework, Strategic, Multi-year Business and Budget Plans, and HRM's Financial Position, as set out in the presentation dated November 13, 2018.

Catherine Mullally, Director of Human Resources and the Office of Diversity and Inclusion presented regarding the strategic objectives and key performance indicators of the Our People priority including Engaged Workforce, Diverse and Inclusive Environment, and Healthy and Safe Workplace, as set out in the presentation dated November 13, 2018.

Jane Fraser, Director of Corporate and Customer Service provided the Service Excellence presentation, speaking to key performance indicators for Performance Excellence and Inclusive Community Engagement, as set out in the presentation dated November 13, 2018.

Staff responded to questions from Members, noting:

- Staff has the resources for technology renewal on foundational systems, and is moving forward on a permitting and licencing project
- The Human Resources program and service review will be done by an external provider, and staff will review their workplan to ensure employees are properly engaged
- The finance team is pursuing capital reform to tighten capital projections in multi-year budgeting
- A Capital Steering team is considering the best way to streamline transit initiatives with other transportation and active transportation initiatives as well as the Integrated Mobility Plan to ensure capital projects are aligned

Councillor Craig advised that they would be bringing forward a motion to the next meeting of Regional Council to extend the Navigator program into the Sackville business area.

The question was called on the motion put on the floor earlier in the meeting as follows:

MOVED by Councillor Mason, seconded by Councillor Blackburn:

**The Committee of the Whole Council recommends that Halifax Regional Council proceed to prepare the 19/20 multi-year budget and business plan in support of Council's Priority Outcomes and consistent with the Outcome Plans as presented today.**

**MOTION PUT AND PASSED.**

## **5. ADJOURNMENT**

The meeting was adjourned at 7:06 p.m.

Kevin Arjoon  
Municipal Clerk